



Issue no: 1 | Vol no: 7 | November 2025: 104-124

Reassessing the Link between Strategic Planning Practices and Operational Performance in Kenya's Commercial State Corporations

Geoffrey Kipyegon Koech ⁽¹⁾ 

Simon K. Kipchumba ⁽²⁾ 

Symon K. Kiprop ⁽³⁾ 

Article History
Received: 2025-09-26
Accepted: 2025-10-27
Published: 2025-11-27

(1,2) Kabarak University, Kenya; (3) Egerton University, Kenya

Main Author's Email: koechg@kabarak.ac.ke

Cite this article in APA

Koech, G. K., Kipchumba, S. K., & Kiprop, S. K. (2025). Reassessing the link between strategic planning practices and operational performance in Kenya's commercial state corporations. *Editon consortium journal of business and management studies*, 7(1), 104-124. <https://doi.org/10.51317/ecjbms.v7i1.655>

Abstract

This study sought to examine the effect of strategic planning practice on the operational performance of commercial State Corporations in Kenya. The study was grounded on four key theories: Resource-Based View Theory, Dynamic Capabilities Theory, Stewardship Theory, and Resource Dependency Theory. The target population consisted of 317 respondents in top and middle-level management within the five key departments. The study sampled 177 respondents using the Yamane sampling technique and distributed them to various management strata using the Neyman allocation formula to ensure proportionality. Quantitative data were collected using a five-point Likert-scale structured questionnaire. Both descriptive and inferential statistical tools were applied for data analysis. Under Inferential statistics, the regression coefficients of variables showed statistically significant positive effects on operational performance, including strategic planning ($\beta_1 = 0.513$, $p=0.000 < 0.05$). The unstandardised beta coefficient ($\beta_1 = 0.513$) indicates that a one-unit increase in strategic planning implementation is associated with a 0.513-unit increase in operational performance, holding other factors constant. This positive coefficient suggests that enhancing strategic planning practices leads to improved operational performance in the sampled SCs. These findings provide new insights into why organisations with similar strategic initiatives may realise varied performance results, revealing that this could be due to the quality of their governance structures and reaffirming the importance of an integrated approach to strategic management and corporate governance. It has also provided invaluable insights expected to inform the revitalisation of public strategy, realignment of corporate governance, and enhancement of performance. Future research work should investigate the moderation of corporate governance across different categories of State Corporations and varied dimensions of performance.

Key words: Operational performance, state corporations, strategic management practices, strategic planning practice.



This article is distributed under the license of a [Creative Commons Attribution-Non Commercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/). It is permitted to be used, reproduced and distributed in line with Editon Consortium Publishing guidelines.

INTRODUCTION

Commercial State Corporations play a pivotal role in driving economic growth and socio-economic development, and further make a significant contribution to the progress of the country through varied sectors. However, their ability to achieve and maintain high performance has been a notable challenge over the last three decades, especially when reviewed against such metrics as profitability, cost management, service delivery, and annual financial reporting. The efficacy of these entities is contingent upon the effective alignment between their Strategic Management Practices and operational performance. It is also notable that even with the adoption of diverse SMPs, many commercial SCs continue to record losses and exhibit weak performance indicators. Emerging perspectives on performance improvement further suggest that the contribution of corporate governance to operational performance remains insufficiently understood within the context of commercial SCs. This lack of clarity represents a critical knowledge gap that constrains efforts to enhance their overall performance and limits their optimal contribution to national development. Thus, despite the recognised importance of SMPs in the success of organisations, the role of corporate governance in moderating the relationship with operational performance remains unclear, particularly within the context of Commercial SCs.

This glaring knowledge gap, therefore, hampers efforts to improve the operational performance and accountability of these entities and further limits their optimal contribution to the national development agenda. Strategy formulation in SCs consumes substantial resources; technical, time, financial, and human resources, yet studies further show that 70 per cent of these formulated strategies have failed to be implemented due to poor understanding of the planning objectives, poor environmental scanning, failed coordination, overestimation of resources needed, underestimation of implementation timeframe, and lack of employee and top management commitment (Auka & Langat, 2016; Mohammed & Rugami, 2019; Muriuki et al., 2017; Nduati et al., 2021). Various studies done in Kenya on the subject have equally focused on single variables

and/or public entities such as NTSA (Karanja & Juma, 2020), Kenya Power (Nyongesa et al., 2017), Kenyatta National Hospital (Ongaro, 2004), National Water and Harvesting Corporation (Onguso, 2008), among others. Sessional Paper No.4 (GoK, 1991) on development and employment in Kenya decried the continued deterioration of the operational performance of SCs against a backdrop of continued government funding for SMPs.

Previous studies have pointed to the existence of a positive relationship between corporate governance and organisational performance (Akbar et al., 2016; Haß et al., 2016; Khamis et al., 2015; Mishra & Mohanty, 2014). Other studies have also shown that there is a causal relationship between SMPs and organisational performance as well as corporate governance and performance (Ah Lay & Jusoh, 2011; Ahid & Augustine, 2012; Cadez & Guilding, 2012; Christine et al., 2011; Kaymak & Bektas, 2008; Nicholson & Kiel, 2007; Salvato & Melin, 2008). Whereas these studies provide key insights, they applied varied methodologies and conceptual frameworks, and none have holistically integrated SMPs, including strategic planning, corporate governance, and operational performance into a single model. Moreover, the moderating role of corporate governance on the relationship between SMPs and operational performance remains inadequately investigated. This study, therefore, sought to examine the complex interactions among these three constructs to enhance theoretical understanding, contribute to scholarly knowledge, and offer evidence-based insights that can strengthen the performance of commercial SCs.

Strategic Management Practices

Various studies in the global context have contended that Strategic Management Practices (SMPs) in the public sector combine two distinct concepts of public management and strategic management and strive to realign them to achieve organisational desired goals. Public sector management, as contextualised in the study, equally brings together two concepts often kept too far apart: public administration and business management. Charest (2012) argues that public management comprises a set of processes and tools

designed to achieve optimal performance in public service organisations. To put it in context, public management is primarily focused on efficiency and effectiveness in service delivery through the application of private-sector business and management techniques to public-sector customer service. This also entails detailed planning and setup of policy frameworks core to public service delivery (Charest, 2012). Although public management and public administration are not entirely synonymous, the terms are often used interchangeably in many contexts. Public management refers to the understanding and conceptualisation aspects, whereas public administration refers to the practical application of public management techniques, processes, and tools, taking into account the socio-cultural dynamics. However, both concepts are concerned with how to optimally manage state resources for the public good (Henry, 2015).

Bryson and George (2020) argue that strategic management is the synergistic combination of strategy and management, which entails adopting responsive practices focused on achieving the long-term goals and objectives of public entities through effective adaptation to the dynamic business environment within the constraints of limited resources.

Globally, more scholars, researchers, and practitioners have further argued that in embracing Strategic Management Practices (SMPs), public sector organisations are expected to shift from conventional strategic planning methods to modern strategic approaches for enhanced effectiveness and operational performance. They observed that modern strategic management approaches are crucial for achieving the desired organisational outcomes, effective decision-making, and performance (Plant, 2009; Poister, 2010). Despite the above, it has, however, been noted that very few public entities have established all-inclusive corporate strategy units that take into consideration their various functions and further integrate all the management processes to enable the achievement of strategic goals (Andrews et al., 2012; Subba, 2010).

Locally, an investigation by Aswani (2013) on Strategic Management Practices, specifically strategic innovation practices in public universities of Kenya, concluded that a positive connection exists between strategic innovation practice and organisational performance. An investigation by Mwando and Muturi (2016) to determine the role of SMPs in change implementation guided by three objectives; the influence of the style of leadership, style of communication, and the skills of employees on change implementation in the Government of Kenya Ministries concluded that leadership and communication styles as well as employee training were not common SMPs to influence change implementation in the Ministries. The study further concluded that Ministries should adopt structures that are flexible to changes and encourage employee training to enhance efficiency and effectiveness. Further, they argued that there was a need for the development of plans that outlined how change would be implemented gradually with minimal systemic and individual resistance. More studies on Strategic Management Practices, have been done in the local public sector including one by Ongaro (2004) on Strategic Change Management Practices in Kenyatta National Hospital; Onguso (2008) on the effectiveness of Strategic Change Management Practices at National Water Conservation and Pipeline Corporation (Now National Water Harvesting and Storage Authority) and Gekonge (1999) focused on Strategic change management practices by Kenyan companies with a case study on companies that are listed at the Nairobi Securities Exchange (NSE).

Operational Performance of State Corporations

Organisational performance is a term that is very common in literature, but the concept has been defined differently due to its various understandings and perceived meanings. Georgopoulos and Tannenbaum (1957) defined organisational performance as the extent to which an entity achieved its objectives while being viewed as a social system. Later, Yuchtman and Seashore (1967) defined an organisation's performance as its ability to exploit its environment to access and utilise limited resources. The years 1980 and 1990 saw the definition of performance change with Lusthaus and Adrien

(1998) arguing that it entails effectiveness in the attainment of organisational goals as well as efficiency, which encompasses using a minimum of resources to achieve the said goals. Lately, management experts have continued to define performance based on different parameters. One definition by Otieno (2013) pointed out that organisational performance is the accomplishments of an entity measured in terms of some established parameters or criteria or output, e.g., quantified objectives or profitability. From the foregoing, it is evident that definition, estimation, and the correct measurement of the performance of any organisation, both private and public, have hitherto been the preoccupation of strategy gurus and scholars.

Abdi and Kinyua (2018), on their part, observed that the performance of an organisation involves its capacity to achieve vision and mission within the confines of effective SMPs, good corporate governance mechanisms, and persistent attention to anticipated results. Kaplan and Norton (2007), on their part, using the Balanced Scorecard framework, affirmed that organisational performance can be measured using both financial and non-financial outcomes, with the key perspectives therein encompassing financial, internal business processes, customer, and the organisation's learning and growth. It is therefore evident that operational performance is a critical factor in measuring the success or failure of any organisation and covers the comprehensive execution of the internal operations of organisations relating to productivity, quality of product or service, customer satisfaction, cost management, pricing, process flexibility, and speed of service delivery. Various scholars have argued that through the improvement of an organisation's efficiency, optimisation of resources, and fostering collaboration, entities, including those in the public sector, can significantly enhance their operational performance, leading to cost reductions and increased profitability.

Reports indicate that despite all the efforts to institute Strategic Management Practices, evidence of financial and operational underperformance continues to be noted and remains a prominent concern in the available literature and practice.

Sessional Paper No. 4 (GoK, 1991) on development and employment in Kenya decried the continued decline in the performance of SCs in Kenya. The report noted that, whereas the creation of SCs was aimed at enhancing socio-economic development through heightened government participation in the economy, their contribution to the goal was lacklustre. The Sessional paper then underscored the need for the implementation of urgent privatisation and divestiture plans for SCs faced with managerial challenges and poor performance (GoK, 1991). This push also brought to the fore the varied legal frameworks, institutional structures, classifications, prevailing monitoring, board diversities, controls, transparency measures, reporting structures, as well as trends of operational underperformance.

LITERATURE REVIEW

Resource-Based View Theory

The Resource-based Theory also referred to as the Resource-based View (RBV) of the firm or the Resource Advantage Theory is an approach to achieving competitive advantage that emerged after the publication of "The Resource-Based View of the Firm" by Wernerfelt, Birger in 1984, "The Core Competence of The Corporation" by Prahalad C.K and Hamel Gary in (1990) and the "Firm resources and sustained competitive advantage" by Barney Jay in (1991) among others. The proponents of this theory argue that the competitive advantage of an organisation is derived from its unique internal resources, capabilities, and core competencies. Hence, there is a need for harnessing these internal strengths to differentiate from competitors and have a competitive edge. This theory thus requires managers of public and private organisations to look inside their entities to identify their key resources and distinctive competencies for strategic exploitation. These resources will then be the source of competitive advantage for the organisation as opposed to preoccupation with the organisation's positioning in the external competitive environment.

This theory, proposed by Barney (1991), suggests that organisations can achieve competitive advantage through the strategic deployment of their valuable, rare, inimitable, and organised

resources. It helps provide a greater understanding of the organisation's resources, capabilities, as well as the SMPs the entities embrace in their endeavour to achieve a competitive advantage in the dynamic business landscape. It will provide an understanding of the strategic decisions of SCs in Kenya, given their internal resource requirements and capabilities. The theory will also help explain how operational performance can be achieved through a mixture of strategic decisions, leveraging internal resources, and harnessing external opportunities in the dynamic market environment. Effective strategic management has been recognised as enhancing the performance of public organisations, while new perspectives further underscore the role of corporate governance in improving public sector performance. However, there is a gap in establishing the complex nexus among these three constructs of strategy, governance, and performance in one model, given that previous studies have examined these parameters as independent constructs; hence, there is a lack of adequate empirical studies to further deepen comprehension of how they are correlated. This study, therefore, sought to fill the gap by elucidating their linkage and expanding the understanding of how corporate governance frameworks affect the influence of strategic management decisions on operational performance.

Dynamic Capabilities Theory

The Dynamic Capabilities (DC) Theory was proposed by Teece et al. (1997) and draws its theoretical underpinnings from two classical theories in strategic management, which are the Resource-based View of the firm (Barney, 1991; Wernerfelt, 1984) and market positioning (Porter, 1996). The theory also emerged as a reaction against the inability of the Resource-based View Theory to interpret the development and redevelopment of resources and capabilities to address the rapidly changing business landscape (Teece et al., 1997). Teece et al. (1994) argued that dynamic capabilities may be considered a source of competitive advantage as they extend beyond the proposition that the sustainable competitive advantage of an organisation is derived from the acquisition of valuable, rare, inimitable, and organised resources. They argued that dynamic capabilities enable organisations to integrate,

marshal, and reconfigure their resources and capabilities for adaptation to rapidly changing business environments. Thus, these dynamic capabilities encompass the processes that enable an organisation to reconfigure its strategic approach and resource deployment to achieve sustainable competitive advantages and superior performance in the rapidly changing business landscape. The proponents further pointed out that these dynamic capabilities reflect an organisation's ability to achieve new and innovative forms of competitive advantage, given path dependencies and market positions (Teece et al., 1997).

This theory is, however, relevant to anchor and complement our study as it further provides clarity on organisational resources and capabilities that are valuable, rare, inimitable, and organised for competitive advantage. It further deepens our understanding of how the same can be integrated, marshalled, and reconfigured for effective adaptation to the rapidly changing business environments. The theory will also provide clarity on how the various SMPs and processes can be positioned to complement the resource deployment and selected pathways for enhanced competitive advantage. The studies that have been done on the various types of dynamic capabilities, including how to sense, seize, and transform the resources for operational performance and competitive edge, will also add value to this study. This theory, being an improvement of the Resource-based View, will complement the study through a better understanding of how public entities can adapt, innovate, and absorb opportunities in the marketplace for better positioning and operational performance in delivering public value.

The Stewardship Theory

The stewardship theory was introduced by Donaldson and Davis in 1989 in their exposition on corporate governance, and the theory has been hailed as a standard alternative to the acclaimed Agency Theory that was proposed by Jensen and Meckling (1976). Stewardship, now one of the leading theories of corporate governance, postulates that organizational managers, when left to run their entities, will act as responsible stewards of the assets they control (Donaldson & Davis, 1989). Stewardship Theory presupposes a

strong correlation between satisfaction and organizational success, positing that good stewards of an organization work collectively rather than individually, as agents who subscribe to agency theory. The proponents argue that organizational managers, acting as good stewards, recognize that their individualistic, opportunistic, and self-serving goals will ultimately be achieved if they focus on their work and the greater good of their organizations.

Towards this end, these individuals are motivated by inherent rewards, such as enhanced reputation, operational discretion and autonomy, trust in reciprocity, job satisfaction, level of responsibility, stability of tenure, and ultimate alignment with the organization's mission (Donaldson & Davis, 1989). This theory relies on the initial mutual trust between the organization's principal and the stewards. Hence, the Board should play a supportive role by empowering executives and, in turn, increasing the potential for higher performance (Shen, 2003), given that these stewards need intrinsic and extrinsic motivation to protect and maximize the shareholders' wealth. It is also worth noting that stewardship leadership fosters a culture of transparent, accountable, and responsible management within private or public organizations, which then permeates the organization, positively impacting employee conduct and decision-making at all levels. This subsequently reduces the likelihood of corporate misconduct, internal fraud, and unethical practices, and protects the organization's reputation and stakeholder trust. This theory is relevant to the exposition of corporate governance and provides greater clarity and understanding of this vital moderating variable in the study. The theory further helps interrogate and explain management's actions while pursuing various SMPs in their day-to-day operational work, and how these actions implicate ultimate operational and financial performance, which is the overriding goal.

Resource Dependence Theory

This theory was proposed by Pfeffer and Salancik (1978) to explain how the behaviour of organisations is affected or influenced by sources in their external environment. Since the publication by Jeffrey Pfeffer and Gerald Salancik in 1978 of

their study under the title "The External Control of Organisations: A Resource Dependence Perspective," the RDT has become one of the most prominent theories in strategic management and organisational behaviour, which has become widely accepted in Anglo-American. The RDT is grounded on the proposition that all organisations, both public and private, critically depend on other organisations in the provision of their vital resources, and by extension, the dependence becomes reciprocal, hence creating interdependence. The RDT identifies organisations, including those in the public sector, as open systems that depend on the eventual changes in their external environment, further emphasising that this initial dependence by an organisation eventually leads to interdependence for mutual benefit and survival in the dynamic marketplace. The dynamics of interdependence eventually lead to engagement in various kinds of inter-organisational arrangements such as alliances, board interlocks, in-sourcing, joint ventures, as well as Mergers and Acquisitions (Pfeffer & Salancik, 1978).

This theory is complementary and will help provide greater focus on entities and, in this case, the SCs in Kenya, and provide a clear understanding of the environment in which they operate and how these entities should respond and make strategic decisions fully cognizant of their resource requirements and the relevant suppliers within their external environment. This theory, as explained above, is oriented on resources that organisations obtain from the external environment and complements the Resource-Based View Theory, whose orientation is on valuable, rare, inimitable, and organised resources within the organisation. An understanding of the SMPs and decisions of SCs in Kenya will require a better appreciation of how they determine and deal with their external resources and their acquisition from various actors, as well as their internal resources. This complementary theory helps lend credence to our study and provides the needed clarity for achieving our research objectives. More specifically, the theory is equally relevant in that it explains the issue of operational performance and how the same is influenced by external resources that are acquired and used through the adoption of

various SMPs in the dynamic market and competitive business environment.

Strategic Planning and Operational Performance

The conception of strategy is said to have emanated from ancient Greece, but the same has been used by various scholars, practitioners, and strategists up to the 21st century (Chinowsky & Meredith, 2000). Over the years, strategic planning has been linked to the private sector, but the concept of strategic planning has gained prominence in theory and practical application within public sector management. The concept was embraced in the public sector more than three decades ago and has hitherto become a core constituent in many public sector reforms globally, regionally, and in Kenya. Karin and Höglund (2023) observed that knowledge and information are still inadequate on how strategic management unfolds in practice, specifically within the public sector, a view supported by other findings. These observations have now ignited renewed focus from modern scholars, researchers, and practitioners on strategic planning and the performance of public sector organisations.

The concept of Strategic Management, in the public sector, has been noted to bring together the interconnection between two traditional and fundamentally different academic literatures and terms of public management and strategic management. This interconnection now requires public entities to shift from traditional strategic planning approaches and embrace modern Strategic Management Practices and methods for efficiency and effectiveness in today's increasingly challenging business environment (Plant, 2009; Poister, 2010). Strategic planning and management are thus considered in modern public organisations as the most fundamental approaches that steer entities to realise their anticipated outcomes. It is, however, notable from some studies that very few of these public organisations have established and adopted inclusive strategic planning procedures and units that effectively take cognisance of all the internal processes and functions to enable them to realise their strategic objectives and broader public agenda (Poister & Streib, 2005; Andrews et al., 2012; Subba, 2010). Godet (2000) pointed out that

strategic planning, when implemented well in an organisation, is an effective performance management tool that aids in the systematic achievement of strategic objectives and control of the organisation's progress from any deviations.

Various other studies have shown that in public sector administration, strategic management plays an integral role in shaping the trajectory of government agencies by enhancing the effectiveness of such organisations; improving the delivery of the requisite public services; ensuring the realignment of public entities with their long-term goals and enabling a focused and purpose-driven approach in the fulfillment of their missions in public service; enhancing public sector accountability and transparency by providing all stakeholders with a measurable framework for evaluating the impact of public sector activities (Ferlier & Ongaro, 2022; Safi & Mahmood, 2022). It is, however, notable that effective implementation of public strategic management is not without challenges, given the evident bureaucratic resistance and slow decision-making processes that impede the effective execution of strategic planning initiatives and hinder the efficiency needed for effective adaptation to the rapidly changing public environment.

Ferlier and Ongaro (2022) further argued that some models of strategic planning and management, including New Public Management (NPM), are increasingly becoming relevant in the reform agenda of public sector organisations. They observed that since its introduction in the late 1970s, NPM has become the predominant concept within the public sector given that its tools and principles delineate how public organisations should be reorganised, redesigned, and effectively managed for operational performance (Bryson et al., 2010; Diefenbach, 2009; Ferlier & Ongaro, 2022; Goldfinch & Wallis, 2010; Rigby & Bilodeau, 2013). Ferlier and Ongaro (2022) equally observed that the tenets of NPM have vital implications on public work practices and the skills level of current sector managers, as they are now increasingly being expected to perform at strategic as well as operational levels for the organisations to achieve their envisioned objectives. The adopted strategic planning and management practices

should thus take cognisance of the organisation's existing capabilities, possible constraints, and dictates of its external operational environment for the entity to enhance its performance (Pillania, 2008).

Many other scholars have also delved into this subject matter and observed that strategic management in private and public sectors involves four vital steps encompassing strategic planning, strategy formulation, implementation, and control. By extension, they argued that adopted SMPs encompass a collection of managerial decisions and actions that have a bearing on the long-term performance of an entity and provide small firms with the requisite weapons to enhance their survival, growth, competitive edge, and operational performance (Andrews et al., 2010; Gomezelj & Antoncic, 2008; Latif et al., 2013) and the effect can be measured through various underlying parameters of organisational performance as shall be the case in this study. It is therefore noteworthy that in the last fifteen years, strategic planning and management have become widely accepted as ways of modernising public policymaking and government, as an instrument for the betterment of public services, and as a critical imperative for effective national planning (Joyce, 2015).

Our review of the literature on this matter showed that many countries in the global and regional context have now adopted varied SMPs to restructure and reform their public sectors for improved service delivery. However, the rapidly changing geopolitical environment, characterised by shifting leadership and policy priorities, has equally had a bearing on effective long-term public sector strategic planning efforts. This calls for a delicate balancing of the prevailing bureaucratic structures and systems with the need for strategic planning and public innovations. This approach will ensure that strategic planning and the management practices adopted contribute positively to their vision, mission, and goals for effective public service delivery. To achieve this, it therefore behoves public sector entities to harness the power of strategic planning and strategic management in building their resilience, fostering innovation, and ultimately bettering public services. This necessity has therefore motivated many

scholars and researchers to take a keen interest in strategic planning and management within the public sector policy and administration (Bryson, 2004; Drumaux & Goethals, 2007; Ferlie & Ongaro, 2022; Johnson & Scholes, 2001), however, few have investigated how public sector organisations apply strategic management and the varied practices and tools at the micro level (Bryson et al., 2010; Hoglund et al., 2018; Karin & Höglund, 2023; Safi & Mahmood, 2022) which touches on public managers/employees, and the citizenry.

Safi and Mahmood (2022), in their study on SMPs in the public sector across various jurisdictions of developed and developing economies, argued that the linkage of strategic planning and management practices to organisational performance has been well addressed in Western countries, but still not addressed within Central Asian and Middle Eastern countries. From the foregoing, it can further be concluded that the same has not been addressed in the African regional context, where many developing nations with poorly performing public sector organisations are domiciled. They further argued that while several studies have been done in the bid to understand more about various strategic planning and management practices in the public sector, there was still a huge gap to be filled from extracting data and drawing conclusions from what has been established on the subject. On this front, they then concluded that future researchers and other players in public sector strategic management should therefore be given the requisite support to expand their studies on the subject, taking cognisance of methodological, conceptual, contextual, and jurisdictional variations on this emergent thematic area (Safi & Mahmood, 2022).

According to Poister (2010), the notable increase in financial and social pressures is forcing PSOs to alter their operational frameworks by restructuring their entities and strategic planning processes, fully guided by their defined key priority areas. However, whereas strategic planning and related management practices are seen to have gained prominence in many public organisations as alluded to by Williams and Lewis (2008), there are evident reservations and doubts as relates to the capacity of these SMPs to improve public

organisations' performance as adduced by Andrews et al. (2009) and achieve strategic objectives (Pina et al., 2011). Nonetheless, Poister et al. (2010) concur on the urgent need for effective public strategic planning but further point out the lack of evidence and substantial previous studies that indicate a positive effect of strategic planning on the performance of public organisations. The above observations, amongst others, have prompted many practitioners and scholars to question the very authenticity and validity of public sector strategies, planning, and management approaches. Furthermore, Boyne et al. (2004) also inquired whether the deficiency of evidence and findings from previous studies on the subject matter could be explained by the obsession of most public entities with the planning stages as opposed to the implementation, management, and monitoring stages and related processes. This observation thus guided the focus on strategic planning as an independent variable in this study to gain more insights into the same and its nexus with the operational performance of public sector organisations.

Hamel and Prahalad (1989), on their part, argued that organisations should now be preoccupied with their strategic intent as opposed to strategic planning, which entails matching existing resources to opportunities to achieve their objectives, mission, and vision. They averred that strategic intent implies a sizable stretch and creative outside-the-box thinking for an organisation, given that the existing capabilities and resources are insufficient. This stretch mindset then puts pressure on the management to be more creative and inventive in harnessing the existing limited resources for optimal returns. This view is also corroborated by other findings, which also stipulate that there is some preoccupation with strategic planning as opposed to strategic intent (sizable stretch and misfit between resources, capabilities, and opportunities), strategy formulation, implementation, and control, which should be the case to achieve the overall long-term purpose of organisations. These studies argue that the conventional view of strategy is preoccupied with the degree of fit between existing resources and current opportunities (strategic planning) as opposed to the need for preoccupation with

extreme stretch and misfit between resources, capabilities, and opportunities. These scholars, researchers, and practitioners are convinced that such a move will eventually force top management of public organisations to work harder to close the noted resource-capabilities-opportunities gap. Towards this end, they observed that such public managers will harness the new advantages, including the creative mindset, outside-the-box thinking, development of novel approaches to new market entry, building on existing core competencies, and pursuing competitive innovations.

Although strategic planning and management have been widely adopted in the public sector globally, regionally, and locally, the knowledge base regarding their practices and the ultimate impacts remains scarce, particularly outside Anglo-American countries (Johnsen, 2016). A study by Kathama (2012) on SMPs by SCs in Kenya established that most of these entities had adopted operational strategic planning to improve their service delivery to the public. He further argued that these entities had formal documentation of their strategic vision and mission statements in addition to other practices, including the development of key strategies, effective communication of organisational operational goals, and performance monitoring and evaluation.

According to Mwai (2013), whose study was also on strategic planning by the SCs of the Government of Kenya, he concluded that most entities sampled had strategic plans, and the strategic planning process in most of the sampled entities was controlled by their management, who ensured that employees understood their core business and mandate and how the documented strategies apply to their dockets. Furthermore, he asserted that the strategies were well communicated to the employees, hence making it a well formalised process for the organisation. Mwai (2013) concluded that most SCs studied had adopted monitoring and evaluation systems for periodic evaluation of the implementation process of their approved strategic plans. Muriuki et al. (2017), while focusing on SMPs and the sustainability of SCs in Kenya, concluded that, in addition to strategic planning, there was a need for

public managers to emphasise monitoring and evaluation of the strategies and the implementation processes to enhance sustainability. This, he said, could be achieved through a re-evaluation of the capacity of respective Boards and the supervisory mechanisms (Corporate governance), where the role of the State Corporation Advisory Committee (SCAC) will not just be advisory but expanded with power to monitor and evaluate performance, adding that the same would significantly strengthen the sustainability of SCs.

Several other studies on Strategic planning and organisational performance, including one by Mwangi et al. (2020), focused on SCs in Kenya and concluded that strategic planning was embraced by almost all SCs in Kenya that had developed their 5-year strategic plans. Further, they observed that these strategic plans influenced the performance of these entities, and hence, it was imperative to involve various key stakeholders in their development for valuable input and ownership. This implies that effective planning is a prerequisite for the achievement of results by SCs in Kenya, a view corroborated by Ondera (2013). From the foregoing, it is evident that strategic planning by SCs in Kenya should not just be seen as a fit between capabilities, resources, and opportunities but rather as a strategic stretching approach that entails leveraging creativity, capabilities, resources, and competencies to embrace new opportunities and gain a competitive advantage. The above studies have placed effective strategic planning as central to achieving organisational results, and thus, the same informed the choice of the variable as one of the parameters conceptualised in this study.

METHODOLOGY

This study was grounded on the philosophical foundations of positivism, which postulates that reality is stable and thus is measurable, observable, and describable. The four Strategic Management Practices of planning, leadership, innovation, and quality management are operationalised as observable activities that can be reliably measured across commercial SCs. In addition, operational performance is conceptualised in positivist terms as a set of objective organisational outcomes that are measurable using underlying parameters, which

can be statistically analysed to allow inferential deductions. Further, strategic planning has been operationalised as the preparation and communication of 5-year plans by commercial State Corporations that capture their vision, mission, objectives, policies, and practices while also delineating how they will allocate scarce resources (Time, human, technical, and financial) to achieve their strategic goals. The study adopted a descriptive survey research design to augment the findings and make meaningful deductions. This design enabled the collection of data from several cases at the same time and further ensured that several viewpoints were captured on the same issue within a short time. This helped increase the external validity and reliability of the study, a view also supported by Wimmer and Dominick (2014).

The target population of this study was 317 respondents drawn from the 36 commercial SCs in Kenya as per the classification of the State Corporations Advisory Committee. This total population was drawn from employees in the top and middle-level management within five key departments of the focus SCs, encompassing the Chief Executive, Finance and Accounts, Human Resources, ICT, and Corporate Planning. The total population was established following a preliminary survey on the commercial SCs, and the five departments were purposively targeted given their direct involvement in day-to-day strategic decisions.

Sampling Frame and Sample Size

In this study, the unit of analysis was the commercial SCs in Kenya, whereas the unit of observation was the 177 sampled respondents from the total population of 317 respondents within the top and middle-level management in the 36 targeted commercial SCs in Kenya. These respondents were targeted, given their direct day-to-day involvement in strategic decisions, corporate governance, and operational performance management. Our sample was consistent with what scholars, researchers, and practitioners have pointed out relating to the optimum size and the need to be representative, efficient, reliable, and flexible. Our study sample was determined using Yamane's (1967) formula as modified by Saunders et al. (2003) as follows:-

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

Where *n* is the sample size, *N* is the population size, and *e* is the allowable margin of error (Level of significance) in the study at 5% level of significance (95% confidence interval). The breakdown of the sample was as follows:-

$$n = 317 / (1 + 317)(0.05)^2$$

$$= 317 / 1.7925$$

$$= 176.85$$

n = 177 respondents

Therefore, using Yamane's (1967) formula as modified by Saunders et al. (2003), the size of the sample was 177 respondents in the top and middle-level management of the 36 commercial SCs in Kenya, which were the focus of this study.

Sampling Procedure

This study adopted a multi-stage sampling design consisting of stratified and simple random sampling, which allows for the grouping of the population into subcategories or strata with

homogeneous but representative attributes to ensure sample statistical reliability and efficiency. The five key departments indicated herein were purposively selected for their direct role in day-to-day strategic decisions, corporate governance, and operational performance management to form our strata. Subsequently, we employed a simple random sampling technique to select individual respondents from the respective strata. Accordingly, to distribute respondents into the five selected strata and optimise the precision of the survey given the fixed calculated sample size, the study used the Neyman (1934) allocation formula as follows:-

$$n_h = \left(\frac{N_h}{N} \right) n$$

N is the total population; *n* is the total sample size; *n_h* is the sample size for stratum *h*.

N_h is the population size for stratum *h*. Accordingly, the sample distribution using the Neyman (1934) allocation formula was as provided in the Table below:-

Table 1: Distribution of the Study Sample in Strata

Category of Respondent	Target Population	Sample Size $n_h = \left(\frac{N_h}{N} \right) n$
Chief Executive/Managing Director	36	20
Finance and Accounts	74	41
Human Resource Management	69	39
ICT	62	35
Corporate Planning/Strategy	76	42
Total	317	177

Data Collection Instruments

Data was gathered primarily from the respondents in the respective 36 commercial SCs using 5-point Likert scale structured questionnaires. Cooper and Schindler (2014), as well as Mugenda and Mugenda (2012), argued that the instruments for collecting data are the aids, processes, and procedures that facilitate the effective collection of data on the subject, whereas Kombo and Tromp

(2006) observed that these instruments are the tools utilised to collect data in the specific research study. In this study, our questionnaire had closed-ended questions, which made it easier to administer, collect, collate, and finally analyse to draw conclusions necessary to meet the study objectives. Furthermore, our choice of structured, closed-ended questions was informed by the need to ensure that respondents remain confined within

the boundaries of the study objectives, a view also supported by Saunders et al. (2012). To corroborate our primary data, relevant secondary data were collected from peer-reviewed journals, SCAC Reports, other Government of Kenya SCs reports, relevant publications, published books, periodicals, articles, and other relevant documents on the subject matter.

Data analysis was done systematically using the latest SPSS packages and presented thematically to enable the making of informed deductions on the subject and objectives. To ensure informed consent, confidentiality, and the responsiveness of the respondents, a cover letter indicating the objectives of the research process was attached to enable the respondents to get acquainted with the study scope and its goals. In addition, all respondents were requested to get acquainted and sign the Kabarak University Informed Consent Form. Descriptive-analytical operations included measures of central tendency and dispersion. The findings were further summarised using percentages, frequency distribution tables, and presented using relevant graphs and charts. Frequency distributions helped contrast and compare the factors. Further inferential statistical analysis was conducted to gain valuable insights into the study constructs and their nexus to meet the study's objectives. Simple linear regression was used to examine the relationship between individual strategic management practices and the operational performance of the state corporations. In contrast, multiple regression was used to assess the strength of the relationships using a moderated multiple regression approach. The results were then interpreted to provide insights into the model parameters and draw vital conclusions on the study constructs of SMPs, corporate governance, and operational performance, duly guided by the specific objectives of the study and the hypothesis that was to be tested. The empirical model was developed to gain a deeper understanding of the study's parameters and their hypothesised interrelationships, thereby providing clarity about the ultimate statistical significance upon testing. A

step-by-step moderated multiple regression model was used to test the correlation and directionality between the SMPs and the operational performance of commercial SCs in Kenya, with corporate governance as the moderator.

FINDINGS AND DISCUSSION

Correlation between Strategic Planning and Operational Performance

Strategic planning in Kenya's commercial State Corporations (SCs) is aimed at bolstering efficiency, effectiveness, transparency and accountability. However, it is notable that the extent to which strategic plans are developed often translates into tangible performance outcomes is influenced by several operational challenges and governance policy frameworks. These factors either magnify or lessen the execution of strategic plan priorities and ultimately impact overall operational performance. These encompass frequent political influences, changes in leadership, shifting government priorities, unpredictable government funding, delayed exchequer releases, weak corporate governance frameworks, staff capacity gaps, bureaucracy, technological gaps and performance measurement tools. Cognizant of the above, it is evident that the translation of strategic planning practices into performance outcomes in State Corporations is influenced by varied operational challenges and policy frameworks that control financial management, performance contracting and measurement, and corporate governance mechanisms. Hence, effective operational performance by these entities is contingent on optimal and effective alignment of these parameters.

The correlation analysis between strategic planning and operational performance was undertaken to determine the strength and direction of their relationship. This analysis is critical for understanding how the development and implementation of strategic plans relate to organisational performance outcomes. The Table below presents the results of this correlation analysis.

Table 2: Correlation between Strategic Planning and Operational Performance

Correlations	Strategic Planning (X1)	Operational Performance (Y)
Strategic Planning (X1)	Pearson Correlation: 1 Sig. (2-tailed): - N: 146	Pearson Correlation: 0.523** Sig. (2-tailed): .000 N: 146
Operational Performance (Y)	Pearson Correlation: 0.523** Sig. (2-tailed): .000 N: 146	Pearson Correlation: 1 Sig. (2-tailed): - N: 146

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

As shown in Table 2, the correlation analysis showed a positive and statistically significant relationship between strategic planning and operational performance, with a Pearson correlation coefficient of $r = 0.523$ ($p = 0.000 < 0.01$). According to Cohen (1988), correlation coefficients between 0.50 and 0.70 indicate a strong positive relationship. Therefore, the noted correlation coefficient of 0.523 suggests a strong positive relationship between strategic planning and operational performance in the sampled SCs. The statistical significance at the 0.01 level ($p = .000$) shows that this relationship is highly unlikely to have occurred by chance, providing strong evidence of a genuine association between these variables.

The strong positive correlation between strategic planning and operational performance observed in this study suggests that SCs with more effective strategic planning practices tend to demonstrate better operational performance. This finding aligns with research by Bryson and George (2020), who underscored the critical role of strategic planning in enhancing public sector performance through improved strategic direction, resource allocation, and organisational alignment. The correlation coefficient of 0.523 indicates that approximately 27.4% of the variance in operational performance can be explained by strategic planning practices, highlighting the substantial influence of strategic planning on organisational outcomes. These results suggest that investments in enhancing strategic planning capabilities, including clear vision and mission articulation, specific and measurable objectives, stakeholder involvement, and systematic implementation of strategic plans, are likely to yield significant improvements in operational performance in the sampled SCs in Kenya.

The findings further corroborate previous research on the relationship between strategic planning and organisational performance in public sector contexts. Kathama (2012) and Mwai (2013) found similar positive relationships between strategic planning and performance in Kenyan SCs, emphasising the importance of formal strategic planning processes in enhancing public sector effectiveness. Similarly, Mwangi et al. (2020) concluded that strategic plans have a significant influence on the performance of SCs in Kenya, underscoring the need for stakeholder involvement in their development to ensure ownership and successful implementation. The strong correlation observed in the current study adds to this body of evidence, suggesting that strategic planning remains a critical determinant of operational performance in Kenyan SCs, despite the various challenges and contextual factors that may influence effectiveness in implementation.

Regression Results-Strategic Planning and Operational Performance

Simple linear regression analysis was conducted to determine the effect of strategic planning on operational performance. This analysis helps to quantify the predictive relationship between strategic planning practices and operational outcomes. According to Maina (2021), regression analysis is appropriate for examining causal relationships between variables and estimating the magnitude of the effect of independent variables on a dependent variable. The analysis begins with the examination of the model summary, which provides an overview of the explanatory power of strategic planning for operational performance variations.

Table 3: Hypothesis H₀₁ Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523 ^a	.273	.268	.702

^a Predictors: (Constant), Strategic Planning (X1)

As shown in Table 3, the regression model yielded an R value of .523, which represents the correlation coefficient between strategic planning and operational performance. The R Square value of .273 indicates that strategic planning explains approximately 27.3% of the variance in operational performance. According to Heumann et al. (2023), R Square values in social sciences typically range from 0.10 to 0.30, with values above 0.25 considered substantial. Therefore, the observed R

Square value of .273 suggests a significant contribution of strategic planning to operational performance variations. The Adjusted R Square value of .268, which accounts for sample size and the number of predictors, confirms the substantial explanatory power of the model. The Standard Error of the Estimate (.702) provides a measure of the accuracy of the predictions, with lower values indicating more precise predictions.

Table 4: ANOVA Results-Strategic Planning and Operational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.872	1	26.872	54.512	.000 ^b
	Residual	71.048	144	.493		
	Total	97.920	145			

^a Dependent Variable: Operational Performance (Y)

^b Predictors: (Constant), Strategic Planning (X1)

The ANOVA results presented above assess the statistical significance of the regression model. The F-statistic of 54.512 with 1 and 144 degrees of freedom and a p-value of .000 (less than .001) indicates that the regression model is statistically significant. According to Yockey (2023), significant F-statistics in regression analysis indicate that the model explains a significant amount of variance in the dependent variable,

providing statistical validation for the predictive relationship. The Sum of Squares for Regression (26.872) represents the variance explained by the model, while the Residual Sum of Squares (71.048) represents the unexplained variance. The ratio of explained variance to total variance (.273) corresponds to the R Square value reported in Table 5, confirming the consistency of the analysis.

Table 5: Regression Coefficients-Strategic Planning and Operational Performance

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.732	.238		7.277	.000
	Strategic Planning (X1)	.513	.069	.523	7.435	.000

^a Dependent Variable: Operational Performance (Y)

The analysis began with the examination of the hypothesis (H₀₁): Strategic planning practice has no significant effect on the operational performance of commercial SCs in Kenya. The null hypothesis posited that there is no significant relationship between strategic planning and operational performance. As shown in Table 5, the regression results revealed a statistically significant

positive effect of strategic planning on operational performance, with $\beta_1 = 0.513$, $t(144) = 7.435$, $p < .001$. According to Gordon (2023), a p-value less than the conventional significance level of $\alpha = 0.05$ provides sufficient evidence to reject the null hypothesis. Given that the observed p-value (.000) is less than .05, the null hypothesis is rejected, and we conclude that strategic planning practice has a

significant effect on the operational performance of commercial SCs in Kenya.

The unstandardised beta coefficient ($\beta_1 = 0.513$) indicates that a one-unit increase in strategic planning implementation is associated with a 0.513-unit increase in operational performance, holding other factors constant. This positive coefficient suggests that enhancing strategic planning practices leads to improved operational performance in the sampled SCs. According to Maina (2021), unstandardised beta coefficients in regression analysis represent the magnitude and direction of the relationship between the independent and dependent variables, with positive values indicating a direct relationship where increases in the predictor variable are associated with increases in the outcome variable. The standardised beta coefficient ($\beta = .523$) further confirms the strong positive relationship between strategic planning and operational performance, indicating that strategic planning is a significant predictor of operational performance in the sampled organisations in Kenya.

The practical significance of this finding is substantial, as it suggests that investments in strategic planning can yield meaningful improvements in operational performance in commercial SCs. According to Bryson and George (2020), effective strategic planning provides organisations with a clear direction, coherent objectives, and a systematic approach to resource allocation, which are essential for enhancing organisational effectiveness and performance. The observed effect size ($\beta_1 = 0.513$) indicates that strategic planning has a substantial practical impact on operational performance, beyond statistical significance. This finding suggests that SCs seeking to enhance their operational performance should prioritise the development and implementation of comprehensive strategic planning processes that articulate clear vision and mission statements, specific and measurable objectives, and systematic implementation strategies.

The finding regarding the significant positive effect of strategic planning on operational performance aligns with previous research on

strategic management in public sector organisations. Kathama (2012) found that strategic planning significantly influenced the performance of SCs in Kenya through formal documentation of vision and mission statements, development of key strategies, effective communication of goals, and performance monitoring. Similarly, Mwai (2013) observed that strategic planning processes in Kenyan SCs were controlled by management who ensured that employees understood their core business and how strategies applied to their roles, contributing to improved organisational performance. The current study's findings corroborate these observations, providing additional empirical support for the importance of strategic planning in enhancing the operational performance of public sector organisations.

Further insights into the relationship between strategic planning and operational performance can be gained from the specific elements of strategic planning that were measured in this study. The descriptive statistics presented revealed that respondents perceived relatively strong implementation of strategic planning elements related to vision and mission clarity ($M=3.34$), performance goals guided by policies and practices ($M=3.33$), operational plans aligned with organisational strategies ($M=3.31$), and the focus on improved service delivery ($M=3.31$). These elements of strategic planning appeared to be particularly well-implemented in the sampled SCs and may have contributed significantly to the strong positive relationship observed between strategic planning and operational performance. According to Muriuki et al. (2017), these elements of strategic planning are critical for enhancing the sustainability and performance of SCs in Kenya.

However, the descriptive statistics also revealed potential areas for improvement in strategic planning implementation, particularly regarding stakeholder involvement ($M=3.01$) and budgetary allocation for strategic planning ($M=3.03$). According to Mwangi et al. (2020), stakeholder involvement in strategic plan development is crucial for ensuring ownership and successful implementation, which ultimately enhances organisational performance. The relatively lower implementation of these elements suggests

potential barriers to fully realising the benefits of strategic planning for operational performance in some of the sampled SCs. Addressing these gaps in strategic planning implementation could further enhance the positive impact of strategic planning on operational performance in these organisations.

The implications of this finding for management practice are significant. SCs should prioritise the development and implementation of comprehensive strategic planning processes that articulate clear vision and mission statements, specific and measurable objectives, and systematic implementation strategies. According to Hamel and Prahalad (1989), strategic planning should go beyond merely matching existing resources to opportunities and embrace a more ambitious "strategic intent" approach that stretches organisational capabilities and fosters creative thinking. Managers should also address the identified gaps in strategic planning implementation, particularly regarding stakeholder involvement and budgetary allocation for strategic planning activities, to fully realise the potential benefits of strategic planning for operational performance.

Moreover, the significant positive effect of strategic planning on operational performance underscores the importance of strategic planning as a foundational element of effective public sector management. According to Ferlie and Ongaro (2022), strategic planning provides a framework for aligning organisational activities with strategic objectives, facilitating effective resource allocation, and enhancing accountability for results. The findings suggest that strategic planning should be integrated into the core management processes of SCs, rather than treated as a separate or peripheral activity. This integration would ensure that strategic planning effectively guides operational decisions and activities, maximising its positive impact on organisational performance.

Overall, the simple linear regression analysis provides strong evidence of a significant positive effect of strategic planning on operational performance in the sampled SCs. The findings suggest that investments in enhancing strategic planning capabilities, including clear vision and

mission articulation, specific and measurable objectives, stakeholder involvement, and systematic implementation of strategic plans, are likely to yield significant improvements in operational performance in these organisations. The regression equation derived from this analysis is: $Y = 1.732 + 0.513X_1$, which can be used to predict the operational performance of commercial SCs based on their strategic planning implementation levels. These findings provide valuable insights for policymakers and managers seeking to enhance the performance of public sector organisations through effective SMPs.

Summary

Strategic planning was measured using twelve indicators focusing on vision and mission clarity, specific and measurable objectives, strategic plan implementation, performance contracts, budgetary allocation, stakeholder involvement, and operational alignment. The descriptive analysis revealed that "The implementation of approved strategic plans has improved operational performance" received the highest mean score ($M=3.44$, $SD=0.882$), while "All stakeholders are involved in strategic plan development, implementation, and review" received the lowest ($M=3.01$, $SD=0.987$). The overall mean score for strategic planning was 3.25 ($SD=0.921$), indicating a moderate level of implementation. The correlation analysis showed a positive and statistically significant relationship between Strategic Planning and Operational Performance ($r = 0.523$, $p < 0.01$), indicating a strong positive relationship. Inferential statistics from the regression analysis revealed an R value of 0.523, an R Square of 0.273, and an Adjusted R Square of 0.268. The ANOVA results yielded an F-statistic of 54.512 with 1 and 144 degrees of freedom and a p-value of 0.000, confirming statistical significance. The regression coefficient showed a statistically significant positive effect of strategic planning on operational performance ($\beta_1 = 0.513$, $t(144) = 7.434$, $p < 0.001$), with the regression equation $Y = 1.732 + 0.513X_1$.

CONCLUSION AND RECOMMENDATIONS

Conclusion: Based on the regression analysis, strategic planning had a statistically significant positive effect on operational performance. This

finding indicates that strategic planning serves as a fundamental management practice that provides clear direction, coherent objectives, and systematic approaches to resource allocation in commercial SCs. The significance of this relationship suggests that organisations with more effective strategic planning processes demonstrate better operational results through improved alignment between organisational activities and strategic goals. However, the moderate implementation levels observed in some aspects of strategic planning, particularly stakeholder involvement and budgetary allocation, suggest that while the framework for strategic planning exists in most SCs, there remain opportunities to enhance its

effectiveness through more inclusive planning processes and adequate resource provision for strategic initiatives.

Recommendations: As relates to strategic planning, commercial SCs should enhance stakeholder involvement in strategic planning processes, and the National Treasury and parent ministries should develop policy guidelines that mandate adequate budgetary allocation for strategic planning activities in SCs, including provisions for periodic strategic reviews and alignment with government development plans, to ensure that strategic planning processes receive sufficient resources for effective implementation.

REFERENCES

- Abdi, M. A. M., & Kinyua, G. M. (2018). Innovation strategy and performance of airtel kenya limited in Nairobi City County, Kenya. *International Journal of Innovative Research and Advanced Studies (IJIRAS)*, 5(11), 1–6.
- Ah Lay, T., & Jusoh, R. (2011). Business strategy, strategic role of accountant, strategic management accounting and their links to firm performance: An exploratory study of manufacturing companies in Malaysia. *International Conference on Business and Economic Research (ICBER)*.
- Ahid, M., & Augustine, A. (2012). The impact of global financial crisis on Jordan. *International Journal of Business and Management*, 7(16), 80–88. <http://dx.doi.org/10.5539/ijbm.v7n16p80>
- Akbar, S., Poleti-Hughes, J., El-Faitouri, R. & Shah, S. A. (2016). More on the relationship between corporate governance and firm performance in the UK: Evidence from the application of generalized method of moments estimation. *Research in International Business and Finance*, 38,417-429. <https://doi.org/10.1016/j.ribaf.2016.03.009>
- Andrews, R., Boyne, G. A., & Walker, R. M. (2010). Strategic management and public service performance: The way ahead. *Public Administration Review*, 70(s1), s185-s192.
- Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2009). Strategy, structure and process in the public sector: A test of the miles and snow model. *Public Administration*, 87(4), 732-749.
- Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2012). *Strategic Management and Public Service Performance*. Palgrave Macmillan.
- Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2012). *Strategic Management and Public Service Performance*. Palgrave Macmillan.
- Aswani, S. (2013). Strategic innovation and performance of public universities in Kenya (MBA Thesis). University of Nairobi. Retrieved from <http://erepository.uonbi.ac.ke/handle/11295/60380>
- Auka, D. O., & Langat, J. C. (2015). Effects of strategic planning on performance of medium sized enterprises in Nakuru Town. *International Review of Management and Business Research*, 5, 188.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17, 99–120. <http://dx.doi.org/10.1177/014920639101700108>
- Boyne, G. A., Gould-Williams J. S., & Law J, (2004). Problems of rational planning in public organisations: An empirical assessment of conventional wisdom. *Administration and Society* 36(3), 328–350.
- Bryson, J. M. (2004). *Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organisational Achievement* 3rd ed. Jossey-Bass.

- Bryson, J. M. (2018). *Strategic planning for Public and Non-Profit Organisations: A guide to Strengthening and Sustaining Organisational Achievement*. John Wiley & Sons.
- Bryson, J. M., Frances S. B., & Kaifeng Y. (2010). The state of public strategic management research: A selective literature review and set of future directions. *The American Review of Public Administration*, 40(5), 495–521. doi:10.1177/0275074010370361
- Bryson, J., & George, B. (2020). *Strategic Management in Public Administration*. Oxford Research Encyclopedia of Politics. Retrieved from <https://oxfordre.com/politics/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-1396>.
- Cadez, S., & Guilding, C. (2012). Strategy, strategic management accounting and performance: A configurational analysis. *Industrial Management Data System*, 112(3), 484–501. <https://doi.org/10.1108/02635571211210086>
- Charest, N. (2012). "Public Management," in Côté, L. & Savard, J.-F. (eds.). *Encyclopedic Dictionary of Public Administration*, [online], www.dictionnaire.enap.ca
- Chinowsky, P. S., & Meredith, J. E. (2000). Strategic management in construction. *Journal of Construction, Engineering and Management*, 126(1), 1–9.
- Christine, D., Birgit, F. D., & Christine M. (2011). Corporate governance and management accounting in family firms: Does generation matter. *International Journal of Business Research*, 11(1), 24–36.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioural Sciences (2nd ed.)*. Erlbaum.
- Cooper, D. R. & Schindler, P. S. (2014). *Business Research Methods. 12th Edition*. McGraw-Hill International Edition.
- Diefenbach, T. (2009). New public management in public sector organizations: The dark sides of managerialistic 'enlightenment'. *Public Administration*, 87(4), 892-909.
- Donaldson, L. & Davis, J. H. (1989). *CEO Governance and Shareholder Returns: Agency Theory or Stewardship Theory*. Paper Presented at the Annual Meeting of the Academy of Management.
- Drumaux, A., & Goethals, C. (2007). Strategic management: A tool for public management? An overview of the Belgian Federal Experience. *International Journal of Public Sector Management* 20(7), 638–54. doi:10.1108/09513550710823533.
- Ferlie, E., & Ongaro, E. (2022). *Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues (2nd ed.)*. Routledge. <https://doi.org/10.4324/9781003054917>
- Ferlie, E., & Ongaro, E. (2022). *Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues (2nd ed.)*. Routledge. <https://doi.org/10.4324/9781003054917>
- Gekonge, C. O. (1999). *A Survey of the Strategic Change Management Practices by Kenyan Companies*.
- Georgopoulos, B., & Tannenbaum, A. (1957). A study of organizational effectiveness. *American Sociological Review*, 22(5), 34–40.
- Godet, M. (2000). The art of scenarios and strategic planning: Tools and pitfalls. *Technological Forecasting and Social Change*, 65(1), 3-22.
- Goldfinch, S., & Wallis, J. (2010). Two myths of convergence in public management reform. *Public Administration*, 88(4), 1099–1115.
- Gomezelj, O. D., & Antončič, B. (2008). Critical entrepreneur knowledge dimensions for the SME performance. *Industrial Management & Data Systems*, 108, 1182-1199. <https://doi.org/10.1108/02635570810914883>
- Government of Kenya (1991). Sessional Paper No. 4 of 1991 on Development and Employment in Kenya. *Government Printers, Republic of Kenya*. Retrieved from <https://repository.kippra.or.ke/handle/123456789/1461>
- Hamel, G. & Prahalad, C.K. (1989). Strategic intent: *Harvard Business Review*, 67 (May-June) 63–76.
- Haß, L. H., Johan, S., & Schweizer, D. (2016). Is corporate governance in China related to performance persistence? *Journal of Business Ethics*, 134, 575–592. <https://doi.org/10.1007/s20551-014-2385-3>

- Henry, N. (2015). *Public Administration and Public Affairs*. Routledge. <https://doi.org/10.4324/9781315663067>
- Heumann, C., Schomaker, M., & Shalabh. (2023). Association of two variables. Introduction to statistics and data analysis: With exercises, solutions and applications In R (pp. 69–97). Springer International Publishing.
- Höglund, L., Holmgren Caicedo, M., Mårtensson, M., & Svärdsten, F. (2018). Strategic management in the public sector: How tools enable and constrain strategy making. *International Public Management Journal*, 21(5), 822–849. <https://doi.org/10.1080/10967494.2018.1427161>
- Höglund, L., Holmgren Caicedo, M., Mårtensson, M., & Svärdsten, F. (2018). Strategic management in the public sector: How tools enable and constrain strategy making. *International Public Management Journal*, 21(5), 822–849. <https://doi.org/10.1080/10967494.2018.1427161>
- Johnsen, A. (2016). Strategic planning and management in local government in Norway: Status after three decades. *Scandinavian Political Studies*, 39, 333–365. <https://doi.org/10.1111/1467-9477.12077>
- Johnson, G. & Scholes, K. (2001). *Exploring Public Sector Strategy*. Prentice Hall.
- Joyce, P. (2015). *Strategic Management in the Public Sector (1st Ed.)*. Routledge. <https://doi.org/10.4324/9781315740355>
- Kaplan, R. S., & Norton D. P. (2006). *Alignment: Using the Balanced Scorecard to Create Synergy*. Harvard Business School Press.
- Karanja, M. N., & Juma, D. (2020). Effect of strategic management practices on service delivery in state parastatals in Kenya. A case of National Transport and Safety Authority. *The Strategic Journal of Business Change and Management*, 7(4), 1247–1259.
- Karin, A. & Höglund, L. (2023). Strategic management in the public sector - The case of the Swedish Transport Administration, *International Public Management Journal*, 10.1080/10967494.2023.2271481
- Kathama, L. K (2012). *Strategic planning practices and performance of state corporations in Kenya*. University of Nairobi Repository. Retrieved from <http://erepository.uonbi.ac.ke:8080/xmlui/handle/123456789/14525>
- Kaymak, T., & Bektas E. (2008). East meets West, board characteristics in an emerging market: Evidence from Turkish banks. *Corporate Governance. An International Review*, 16(6), 550-561. <https://doi.org/10.1111/j.1467-8683.2008.00713.x>
- Khamis, R., Hamdan, A. M., & Elali, W. (2015). The relationship between ownership structure dimensions and corporate performance: Evidence from Bahrain. *Australasian Accounting, Business and Finance Journal*, 9(4), 38–56. <https://doi.org/10.14453/aabfj.v9i4.4>
- Kombo, D. K. & Tromp, D. L. A. (2006). *Proposal and Thesis Writing: An Introduction*. Paulines Publishers.
- Latif, B., Gohar, F. R., Hussain, A., & Kashif, M. M. (2013). Barriers to effective strategic planning. *International Journal of Management and Organizational Studies*, 1(2), 16–21.
- Lusthaus, C. & Adrien, M. (1998). Organisational assessment: A Review of Experience. Universalia Occasional Paper, No. 31.
- Maina, M. N. (2021). *Influence of Rare Resources on Performance of SMEs in Nairobi County, Kenya* (Master's Thesis). United States International University Africa. USIU-Africa Digital Repository.
- Mishra, S., & Mohanty, P. (2014). Corporate governance as a value driver for firm performance: Evidence from India. *Corporate Governance*, 14(2), 265-280. <https://doi.org/10.1108/CG-12-20120089>
- Mohammed, R. A., & Rugami, J. (2019). Competitive strategic management practices and performance of small and medium enterprises in Kenya: A case of Mombasa County. *International Journal of Current Aspects*, 3(VI), 193–215. <https://doi.org/10.35942/ijcab.v3iVI.85>
- Mugenda, A. G., & Mugenda, O. M. (2012). *Research Methods Dictionary*. Kenya Arts Press.

- Muriuki, J. W., Cheruiyot, T., & Komen, J. (2017). Strategic management practices and sustainability of state corporations. *European Journal of Business and Social Sciences*, 6(06), 38 – 49
- Mwai, M. M. (2013). *Strategic Planning and Performance of State Corporations of the Government of Kenya*. University of Nairobi Repository. <http://hdl.handle.net/11295/62856>
- Mwando, E. & Muturi, W. (2016). Strategic management practices in the government of Kenya ministries and their role on change implementation. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)*, 3, 72-84.
- Mwangi, J., Kariuki, M., & Muturi, P. (2020). Influence of strategic planning on performance of state corporations in Kenya. *International Journal of Scientific and Research Publications (IJSRP)*, 10, 457-462. 10.29322/IJSRP.10.05.2020.p10153.
- Nduati, P. M., Kariuki, P., & Wanjohi, P.G. (2022). Factors influencing the implementation of strategic plans in small manufacturing firms in Nairobi County. *Journal of Strategic Management*, 6(1), 78-9. <https://doi.org/10.53819/81018102t2045>
- Neyman, J. (1934). On the two different aspects of the representative method: The method of stratified sampling and the method of purposive selection. *Journal of the Royal Statistical Society*, 97, 558–606. <https://doi.org/10.2307/2342192>.
- Nicholson, G., & Kiel, G. (2007). Can directors impact performance? A case-based test of three theories of corporate governance. *An International Review*, 15(4), 585-608. <https://doi.org/10.1111/j.1467-8683.2007.00590.x>
- Nyongesa, R., Makokha, E., & Namusonge, G. (2017). Influence of strategic management practices on organizational performance of Kenya Power and Lighting Company. *European Journal of Business and Management*, 9(18),52–59.
- Ondera, K. (2013). *Strategic Management Practices in Mbagathi District Hospital, Nairobi, Kenya* (Unpublished MBA thesis).University of Nairobi.
- Ongaro, K. (2004). *Strategic change management practices in Kenyatta National Hospital (Unpublished MBA, Project)*. School of Business, University of Nairobi.
- Onguso, P. N. (2008). *Effectiveness of strategic change management practices at National Water Conservation and Pipeline Corporation (Unpublished MBA, Project)*. University of Nairobi.
- Otieno, M. (2013). *Strategic Issue Management Practices by Small and Medium Enterprises in Mombasa County, Kenya (MBA Project)*. University of Nairobi.
- Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. Harper & Row.
- Pillania, R. K. (2008). Strategic issues in knowledge management in small and medium enterprises: Knowledge management research & practice. *Taylor & Francis Journals*, 6(4), 334–338.
- Pina, V., Torres, L., & Acerete, B. (2011). The implementation of strategic management in local governments: An International Delphi Study. *Public Management Review*, 13(2), 229-251.
- Plant, T. (2009). Holistic strategic planning in the public sector. *Performance Improvement* 48(2), 38–43.
- Poister, T. H. (2010). The future of strategic planning in the public sector: Linking strategic management and performance. *Public Administration Review* 70(1), 246– 254.
- Poister, T. H., & Streib, G. (2005). Elements of strategic planning and management in municipal government: status after two decades. *Public Administration Review*, 65(1), 45-56.
- Poister, T. H., Pitts, D. W., & Hamilton, E. L. (2010). Strategic management research in the public sector: A review, synthesis, and future directions. *The American Review of Public Administration*, 40(5), 522–545. <https://doi.org/10.1177/0275074010370617>
- Porter, M. E. (1996). What is Strategy? *Harvard Business Review*, 74, 61–78.
- Safi, A. J. & Mahmood, S. (2022). Strategic management practices in the public sector: A literature review. *Descriptive*, 9, 88–104. 10.22192/ijamr.2022.09.02.008.
- Salvato, C. & Melin, L. (2008). Creating value across generations in family controlled businesses: The role of family social capital. *Family Business Review*, 23(3), 259–276.

- Saunders, M. N., Saunders, M., Lewis, P. & Thornhill, A. (2011). *Research Methods for Business Students 5th Edition*. Pearson Education, Essex.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*. Pearson.
- Saunders, M., Lewis, P. & Thornhill, A. (2012). *Research Methods for Business Students*. Pearson Education Ltd., Harlow.
- Saunders, M., Lewis, P. & Thornhill, A. (2014). *Research Methods for Business Students*. Pearson Education Limited, London.
- Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research Methods for Business Students (3rd ed.)*. England: Prentice Hall.
- Shen, W. (2003). The dynamics of the CEO-board relationship: An evolutionary perspective. *Academy of Management Review*, 28(3), 466-476.
- Subba, R. P. (2010). *Strategic Management*. Himalaya Publishing House Pvt. Ltd.
- Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 509–533.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5, 171–180. <https://doi.org/10.1002/smj.4250050207>
- Williams, W., & Lewis, D. (2008). Strategic management tools and public sector management. *Public Management Review*, 10(5), 653–671.
- Wimmer, R. D., & Dominick, J. R. (2014). *Mass Media Research: An Introduction. 10th Edition*. Wadsworth, Cengage Learning.
- Yamane, Y. (1967). *Mathematical Formulae for Sample Size Determination (2nd ed.)*. Harper and Row.
- Yockey, R. D. (2023). *SPSS Demystified: A Simple Guide and Reference (4th Ed.)*. Routledge. <https://doi.org/10.4324/9781003028154>.
- Yuchtman-Yaar, E. & Seashore, S. (1967). A system resource approach to organizational effectiveness. *American Sociological Review*, 32, 891-903. 10.2307/2092843.