

**INFLUENCE OF STRATEGIC PLANNING ON EMPLOYEES' PERFORMANCE IN  
BUNGOMA COUNTY LAW COURTS, KENYA**

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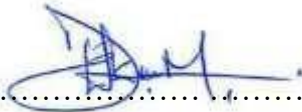
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR THE  
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**DECLARATION OF APPROVAL**

**Declaration by Candidate**

This research project is my original work and has not been presented for the degree in any university or for any other award.


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**Approval by Supervisor**

I confirm that the work reported in this study was carried out under my own supervision

Sign..........

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**DEDICATION**

I heartily and proudly dedicate this work to Almighty God for inspiration, and to my lovely mother and my entire family who really supported me.



## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude and appreciation for those who provided immense support to my journey of employees' achievements, my wife and my family as a whole as they really stand with me virtuously throughout research work, your prayers make me reached this far.

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Thanks to almighty father in heaven for granting me knowledge, wisdom, courage and strength, his guidance and protection enabled me to finish my thesis writing and he has been faithful to me.



## **ABSTRACT**

Strategic planning currently is important in any organization structure as it boost the employees' performance in various aspect. This study assessed the influence of strategic planning on employee's performance in Bungoma county law courts, Kenya. The specific objectives of the study were: to determine the influence of operational planning on employee performance in Bungoma County law courts, examine the influence of transformational planning on employee performance in Bungoma County law courts., assess the influence of contingency planning on employee performance in Bungoma County law courts and to analyze the influence of tactical planning on employee performance in Bungoma County law courts, Kenya. The study was hinged on the Balance Scorecard, Synoptic Theory of Strategic Planning and System Theory. The study utilized a descriptive research design. A sample size of 114 respondents was determined from a target population of 161 people using Yamane formulae. Questionnaires were used in collecting

data. The instruments were tested for reliability using Cronbach’s Alpha Reliability test while content validity was assessed using expert opinion. The study employed both descriptive and inferential statistics in analysis and used correlation and regression analysis as key analytical models. Results established varied disparities in employees’ performance. Regression results demonstrated that strategic planning (operational planning, transformational planning, contingency planning and tactical planning) had statistically significant influence on employees’ performance. The Coefficient of Determination or R square stood at 0.759, which implied that 75.9% of the variation in the employees’ performance was explained by variability in the variables under strategic planning (operational planning, transformational planning, contingency planning and tactical planning). Pearson Correlation Analysis results further demonstrated a positive relationship between all (operational planning, transformational planning, contingency planning and tactical planning) and employees’ performance. The study recommends more pursuit of strategic planning as demonstrated in the Synoptic Theory of Strategic Planning to enhance employees’ performance. Given the high importance placed on strategic planning, it is recommended that law court management continue to strengthen this practice. They should ensure all levels of the organization are aligned with the strategic goals and that the vision is clearly communicated and understood by all employees.



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## LIST OF ABBRIVATIONS AND ACCRONMS

ACP	Association of Contingency Planners
BSC	Balance Scorecard
CTS	Case Tracking System
DCRT	Daily Court Returns
GOK	Government of Kenya
ICT	Information and Communications Technology
IFRC	International Federal of Red Cross and Red Crescent Societies
JFMIS	Judiciary financial management and information system
KEFRI	Kenya Forestry Research institute
KPIs	key performance indicators
PA	Performance appraisal
PMMU	Performance Management and Measurement Understandings
SAP	System, Application and Products in Data Processing
STAJ	Social Transformation through Access to Justice
STJ	Sustaining Judiciary Transformation

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

Strategic planning is perceived to be associated with better performance it has been embraced across the continents for its effectiveness' to various organizations. Strategic planning in China has made notable economic and social achievements in the last 40 years, China moved from human development in 1990 to high reflecting broad-based improvement in income, health and education. China embrace work system that promoted high productivity in the organization as well as superiors coerce employees to work with an aim of betterment to organization, China is apace rising country among the powerful countries worldwide the China government administration is an example to emulate on, in 1980s the Chinese government enforced on complexness and polished the management system for performance to mate in the organization expectation, (UNESCO, 2011).

According to Wheelen and Hunger, (2008), China majored into functional changes in the administrative which was initiated and carried out, strategic planning on introduction of civil service system promoted selections on employees based on merit and performance, the old system was contingency planning ed on central planning, non-institutionalized performance appraisals and position based pay while the new civil service system rewards performance and the officials drive for promotion has provided a powerful incentive for boosting Chinas performance management regime, the old system of identifying the employee performance was not favorable to their well-being, the new civil service system reinforce execution and promotion initiated by the officials provided boosting of bonuses, China government on performance evolved quickly and it has led to fast economic growth for various development needs in the country (Giménez, 2016).

Managers evaluate the performance of the subordinates provided in the structure by use of formal structure systems, the managers evaluation are typically related against a set of formal performance standards where they do rely on records, objectives measure, and their own memory of perception, the Chinese managers contingency planning on strategic management and performance evaluation for better results, and then act upon those evaluations. Chinese managers tend to contingency planning mostly in internal standards than other managers worldwide during their evaluation (Eaterby-smith, malina, & Cropanzano, 2012). Working adults at China addressed in five ways

that is performance standards, carrying out assessments, factors assigned to performance, methods of feedback, and how performance appraisal (PA) is utilized at work. The performance appraisal coordinates the information from superior to the subordinates that attributes result to individual internal performance and the information delivered by the superior has to be clear and precise (Lee & Akhtar, 2016). The subordinates are given chance to engage on discussion on how the appraisal exercise was done and whether it has an impact on the organization performance.

Cardenas, (2016) posit that the need for multiple skills in the current regime is extreme demanded for increase of productivity and fast paced production, organization has to consider time management and policy making as a factor when it comes to delegation of duties managers should be clear on that aspect, time management has an impact on employee performance and it influence the firm to meet its goal. To be competitive South African organization improved efficiency in the manufacturing sector and on service cost, the organization improvement is as a result of employee's performance.

South Africa based on the relationship on key operation management and staff participation, likewise operation management determine whether to increase employee participation, operational management is acritical instrument used for better carrying into action in organization, also it ensures that production takes place, key performance indicators help to measure accomplishment required, to develop skills and competence in employees, strategic planning in South African employ the use of employee performance metrics, Is a model that better performance of the company by transforming organizational targets into specific individual goals, the insurance enables the director and the staff to agree on objectives (Aboramadan & Borgonovi, 2016).

Strategic planning in Kenya has enable organization to venture into planning that has improved performance (Yosandi, 2017). Strategic planning has faced out the outcry of poor service delivery, strategic planning forms a framework for management to formulate visions, missions and objectives that provide directions on how the organization can achieve its goals, most organization use strategic planning to set their targets, ways of achieving its main goals by monitoring, evaluating, and measuring the organization progress, the Kenyan constitutions envision 2030 on strategic planning on resources such as human resources, government policies, and well-wishers, strategic planning in Kenya analyses challenges facing various organizational performance and how to solve them, the challenges include: lack of monitoring, poor leadership, unclear

organizational structure, poor communication and evaluation. The strategic planning engages the employees in the strategy implementation, policies, regulations and rules. The organizations strategic planning has to highlight on integrity aspect and motivate staff in that case and also it prioritizes on improved communication channels, the plan recommends that the management should employ competent and qualified individuals at the right position (Ahearne, Lam & Kraus, 2014).

Mihanovic, (2016), assert that the Kenyan organizations creates units of monitoring and evaluation to promote efficiency and effective strategy implementation, Kenyan organizations promote upward communication from its employees through this inclusion the employees will feel they are being considered in strategic planning, Kenya has adopted strategies for it to improve service delivery and performance, based on outcome approach, operation catching, service delivery charters on users, strategy planning required all organization to fit and attain objectives, the organization must effectively implement the strategic plan formulated to deliver performance.

Strategic planning should imply employees to plan goals, enable employees and managers answerable to activities done to permit employees to be innovative and enable heighten procedures and productiveness for firms, the managerial department update the employees about the organization future directions, for instance; strategic planning in Kenya on commercial bank limited concerning employee performance and productivity the management findings shows banks has mechanisms of making its employees happy, correct equipment's and corporeal are given, compensation and promotion awarded on merits as workers work to their level best within their power, determination indicates impressive training programs enhance the cognition, attainment and the employee position which contribute to employees performance and productivity of the organization (Onyekwelu, 2020).

The process of strategic planning was essential for moving an organization towards the achievement of its objectives, which includes fulfilling its mission and realizing its vision. It represented the practical realization of strategic intentions (MacLennan, 2019). While crafting an innovative and distinctive strategy was often seen as critical to a firm's success, the effectiveness of implementing such a strategy was equally important. The high rate of failure in strategic

planning suggested a need for greater emphasis on this phase by executives. Challenges in strategy execution were multi-dimensional and can be attributed to various factors, such as leadership styles, the availability and accuracy of information, levels of uncertainty, the organizational structure, culture, human resources, and technological capabilities. Despite a general agreement on the influence of these factors, their specific impacts and the extent to which they affected strategic planning differ significantly (Rajasekar, 2018).

The organization strategic planning should consider a conducive working environment for the employees so as to enhance their performance and productivity (Chimuka, 2016). In relevance to judiciary in Kenya on influence of strategic planning verses employee performance and production, planning has enabled the employee performance been measured through the performance management and measurement understandings (PMMU), performance management has emerged as a strategic and integral approach to achieving performance and productivity in the judiciary. The performance measurement framework was based on four issues which are indicators, baseline, targets and achievements all in PMMUs technique that was the basis for evaluation of performance. Productivity is achieved by determining the cases resolved in a certain court and outcome of the total is the work of the judicial employees serving in the respective court. The implementation of performance management in the judiciary has resulted to measure success of courts in performance.

## **1.2 Statement of the Problem**

Strategic planning is an on-going process which is in existence throughout the life of organization, Strategic planning plays a major role in organization success, employees participating in the process of the strategic planning is an important aspect for better performance and production (Adeleke et al., 2018). Employees perceptions over implementation of strategy formulated are very significant for the operation of the organization, if their concern is not taken care of, the strategic plan will fail and affect the organization performance, strategic planning has the ability of fostering changes and equally provide a setting where changes happens, formulation of strategy should be efficient and effective for the employees to enable them achieve the organization goal, if the goals and objectives stated in the strategic plan does not have an impact, Strategic planning

should include leadership skills, employee engagement, availability of adequate resources, preparing budgets, workforce motivation and financial resources, the availability of those aspects provide quality delivery of service across the organization (Gotcheva et al., 2013).

Strategic planning on introduction of technology in Judiciary through the case tracking system (CTS) and judiciary financial management and information system (JFMIS) has embraced e-online services such as, e-payments, e-filing and assessment of court fees. The indicators enhance access to justice through responsiveness of the judiciary to the needs of justice seekers in Kenya, the availability of the system has promoted cashless payment in the justice system, the case tracking system is an efficient and effective way of service delivery in law courts the system is used across the country in judiciary sector, the case tracking system comprises of various sections include registration of cases, e-filing, search case, diary, reports, daily court returns (DCRT), and epayment section. The case tracking system monitor and manage the caseloads and caseworks of the respective employees for easy access for users concerning the status of the cases. The strategic planning has enable the judicial employees and staffs performance be measured through the introduction of performance management and measurement understanding (PMMU), The strategic planning on technology towards implementation of the case tracking system is an efficient and effective way of managing the flow of cases, the employees who are the users of the system are facing a lot of challenges with the system, the system really frustrate employees due to lack of proper orientation, network outrage, lack of enough training, lack of trained personnel at the station level, and lack of employees' engagement in strategic planning of the system. Most of the employees interacted with the system the hard way, since they cannot find a solution immediately and this prompt to delay of service delivery at a certain point, despite numerous analysis the management should empower the employees with the required resources and facilitate on training for better service delivery, the analysis is therefore to find how strategic planning influence the employee performance and productivity.

### **1.3 purpose of the Study**

This study analyzed the influence of strategic planning on employees' performance in Bungoma County law courts, Kenya.

#### **1.4 Research Objectives**

- i. To determine the influence of operational planning on employee performance in Bungoma County law courts.
- ii. To examine the influence of transformational planning on employee performance in Bungoma County law courts.
- iii. To assess the influence of contingency planning on employee employee's performance within Bungoma County law courts.
- iv. To analyze the influence of tactical strategy on employee performance in Bungoma County law courts.

#### **1.5 Research Questions**

- i. What is the influence of operational planning on employee performance in Bungoma County law courts?
- ii. How does transformational planning influence employee performance in Bungoma County law courts?
- iii. What is the influence of contingency planning on employee employee's performance within Bungoma County law courts?
- iv. To what extent do tactical strategy influence employee performance in Bungoma County law courts?

#### **1.6 Significance of the Study**

This investigation provided invaluable insights for policymakers, particularly within the Kenyan government, illuminating the critical need for adaptability and commitment to strategic planning within judiciary setting. It underscored a common reserve among judiciary department to initiate changes that disturbed the established order, even in the face of organizational inefficiencies or challenges. By highlighting the importance of steadfastness and dedication to implementing new operational methods, this study advocated for a dynamic approach to managing judiciaries. The research emphasized that real progress post-strategy formulation was contingent upon continuous performance monitoring, progress evaluation, and the effective mentorship of strategy implementation teams. Such processes were pivotal to realizing the envisioned goals, suggesting that a systematic and engaged approach to strategy execution significantly influenced the outcome of strategic initiatives.

Moreover, the study was poised to serve as a foundational resource for future scholars and researchers, offering a platform from which to explore new research avenues within the realm of strategic planning and employees' performance in law courts. It aimed to be a purposeful repository of knowledge, potentially safeguarding against the misattribution of responsibility for past decisions or actions, and enhancing the reputation of involved law courts by documenting their efforts and adaptations in the face of change. This contribution to employees' and practical knowledge in strategic management was envisioned to foster a culture of continuous improvement and innovation in judiciary management and beyond.

This study would provide valuable insights for the management to realize how employees feel about strategic planning on influence to performance of the organization, therefore the best approach in strategic planning is to engage employees in any plan concerning the organization, and the involvement will improve productivity and lead to higher performance.

### **1.7 Limitations of the Study**

In order to keep the data valid and reliable, the researcher ran into certain problems with the sample size and the research methodology. Participants was not keen to unpack full information owing to the sensitive nature of financial information. To deal with this challenge, the researcher enlightened the respondent about the aim of the research which was for education purposes.

The researcher was restricted by unwillingness of some of respondents to attend surveys at the appointed time and some might not attend to them at all. This reduced the number of respondents who answered the questions. However, the participants were updated about the potential benefits of the research to them as well as to the researcher. The researcher also encountered some challenges when collecting the data from the respondents considering the area of study was busy.

### **1.9 Delimitations of the Study**

To overcome the challenges, the researcher explained to the respondents the reasons as to why they should cooperate and answer the questions. One being that the investigation was for learning only. The researcher also overcame the limitations by guaranteeing the respondents that their names was kept unidentified and that the information given was handled with maximum concealment and dedicated for educational only.

### **1.10 Assumptions of the Study**

That Bungoma County law courts were already using strategic planning was an implicit assumption of this study. This method relied on the honesty and knowledge of the selected participants, who were assumed to be familiar with the issues that affect strategic planning. The study assumed that the aforementioned parameters had an effect on employees' performance in Bungoma County law courts. In addition, it was assumed that the investigation could be completed within the specified time and budget.



### 1.11 Operational Definition of Key Terms

**Strategic Plan:** A strategic plan outlining the methods by which a company aimed to achieve predetermined goals.

**Strategy Implementation:** A methodical approach used to convert a planned business strategy into desired outcomes.

**Operational Planning:** A unique set of principles, standards, convictions, and perceptions embraced by individuals and groups within a company, guiding their interactions amongst themselves and with external stakeholders.

**Contingency Planning:** The structured distribution of roles within an organization that outlines the allocation of authority and duties towards the fulfillment of a collective objective.

**Transformational Leadership:** The capacity of an organization to guide its employees towards a specific goal through effective leadership.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

The research to date has tended to contingency planning on substantive findings towards contribution of the influence of strategic planning on employee performance, the review is ventured into understanding the research variables and intended, and such variables are operational planning, transformational strategy, tactical planning and contingency planning.

#### 2.1 Empirical Review

Balance scorecard (BSC) (2017) institute expressed strategic planning as activities used to determine the overall vision and monitor organizational performance, it prioritize energy, resources, fortify performance, control users and various work management on divided goals, organizations adopt balance scorecard for their operational effectiveness, as well as individuals can adopt it for personal effectiveness, effective strategic planning it is not all about the organization progress, operation and determination despite all that the question remains was the intended goal achieved. personal effectiveness such as financial perspective that is bonuses, reward, achieved savings, Customer perspective include spending time with family, kids' education and exams, events of friends and families, Internal process e.g., exercise, yoga, meditation, emotional well-being, Growth and Development on knowledge and skills acquired, training programs attended, and spiritual advancement.

KEFRI strategic plan (2018-2022) endeavor to attain strategic goals that will fortify institutional capability for inquiry and growth enhances organized information and promotion, acquire technology be used for effective production, resources usage and formulation of policies that are sustainable for management and improve livelihood, KEFRI adopted the balance scorecard approaches to guide, assess the report status on strategic action for implementation, a corporate implementation matrix formulated to form a base for annual work plans, the institute identify manageable perils that can bear on the execution of strategic plan that is functional perils, strategic perils, financial perils, and technological perils. KEFRI employed the use of monitoring and evaluation to check on execution of target defined in the corporate implementation matrix, monitoring and evaluation instrument comprises of yearly implementation matrix reappraisal, operation contracts and work programs, budget and quarterly expenditure review and staff

assessment, the monitoring and evaluation process detects and measure accomplishment and any deviations faced by the organization and come up with appropriate and timely action.

### **2.1.1 Operational Planning and Employee Performance**

Operational planning in an organization involves action that lead to achievement of short term objectives for instance in a year, the reason for using operational planning is to meet the timeline as well as to organize and convey administrative and proficient appraisal to meet the target, (Villemain, 2011), operational planning is captured within an organization plan to show how organization teams and departments determine multiple ways of realizing their objective, organization makes decisions on time, employees tasks and costs of carrying out specific tasks, the plan contains information on the decisions, it is the lowest level of organization planning. Operational planning contingency planning es on turning strategic objectives into reality within a year, while tactical planning conducted in the middle level management to break down long term plans into specific actions.

Functional level of preparation is mainly realized for particular processes, dominated bottom supervisors, are entrusted with functional preparation for they know better not only recent technicalities but also day to day undertakings and process to be done (Mihanovic, 2016), functional planning should ensure that goals are measurable and attainable within the time stipulated, organizations relies on operational planning to solve specific problems while others take long time to be eliminated, (Buble 2000, 2003, 2006). Operational planning ideally deals with long terms goals to spell its vision and through that, it establishes short-term goals to enable employees meet the expectation of the organization.

Operational planning contain real information concerning tasks on usage of resources in manner that utilize them properly detail oriented and allows employees to include specific information on certain activities, provide an opportunity to use resources effectively and allocate appropriately as required to avoid waste, when management uses the right resources when needed for a certain purpose, operational planning on personal level promotes better utilization of the useable resources rightfully, on yearly basis tactical planning generates functional ideas, that enable identification of planned strategy, it's done progressively at the organizational department, (Bahtijarevic-siber & Sikavica, 2001 Certo & certo, 2006, Osmanagic-bedenik, 2002). The organization can pursue long term goals as it provides details on obligations and task for employees, roles are assigned according

to their job description, operational planning allow organization to turn strategic goals into technical ones as operational planning, strategic plan and tactical plan must align to ensure that organization concentrate on the right objectives. Operational planning contains output programs according to mode of measure, same as the production sequence planning (Greasley, 2008). Operational planning program connect to the work formulation for technological task departments in an organization. well applied functional production process is determined by a detailed timetable that shows active, segments and product be realized in the model and schedule of plans, process be realized in every department, chronological finding of the operation and practice and time, operational planning operate on timely model with regards to the amount of data, organization discard at operational level (Stevenson, 2009). According to Scholes & Johnson (1999), contingency planning and performance drives result, when a firm have strategic plan combined operational planning produces better result and performed as its actions guided. Strategic planning raises the organization competitive advantages, Johnson & Scholes (1999) strategic planning enable members of staff and management team together so that they become change agents working together for effective and bitterness of the organization, staff inclusion makes them own operational plans and committed to them. Strategic planning consists of operational planning that undertake in organization to develop strategies that might contribute to performance (Tapinos et al 2005).

Operational planning improves the performance of the organization by reducing uncertainty at the same time improves communication and control activities in the organization (Meilichi & Marcus 2007), concept of effective and efficiency government institution must integrate for performance, (Simon, 1992), organization should meet its goal and operate with an acceptable range of resources as planned in operational planning and it's guided by the strategic plan. Mckinsey and Co (2018) describe that strategic doubt in the business environment currently is swiftly dynamic organization require updated rolling design for conducting regular strategy communication with employees, possibly monthly meeting, for a productive meeting the team to keep strategic changes that are significant in the operation of the organization and plan on constructive ideas towards determination.

### **2.1.2 Transformational Planning and Employee Performance**

Transformational planning it can be built up from specific goals and objectives that enable organization achieve a specific vision of what the organization should like and achieve, involve open communication and agreed objectives between all the stakeholders which employees, managers, board members and other vital interested parties, transformational planning approach used by managers to drive organization growth by reviewing employees and management performance, reviews targets on employees are doing well how they can improve and what prevents them not to achieve the goals set.

According to Peter Drucker, (1953) to achieve better results the manager should know how to delegate responsibilities, this can empower your team and awaken their own sense of responsibility, employees need to be valued and their feedback matters, equal treatment on employees make them more confident and motivated in their work, the organization benefits by achieving its goal, transformational planning stage requires continuous attempt to ask and answer the question. What should our business be? Every organization become obsolete as a result of either competition or new technology, managers should be creative and acquire management skills. According to Maxwell, (2012), transformational planning on leadership levels that is status, permission, output, people growth and elevations, the stages explain how respectful leaders can be identified and what can do to grow to the next higher level, the relationship formed between the leader and the employee is connected with the results that are being achieved, good relationship strengthen the cooperation and increase loyalty and mutual trust. Ganner (2018) suggest that checklist is very important for the managers it guide them on how to deliver the information to employee in line with the strategy operation, it's difficult to appraise goals, the organization strategic plan has to be realistic and logical, revisit and monitor the plan to ensure it remains valid, and adapt the strategy as organization conditions change.

According to World Development Report 2020, the covid 19 pandemic strengthen the importance of digitalization in accelerating Africa Unions successful shift and meeting Africa Unions vision 2063, the epidemic duration the world experience various headlines the digital platform increased economically and faced environmental changes, opportunities increased in the market sector creating direct and indirect jobs, modernizing and expanding the financial sector by considering key activity that promote digital growth, innovation across cities, opportunity chances and

instructions level. Digitalization is adopted by the African young men specifically on the formal sector. Dealing with barriers between technology acceptance and creativity to promote and connect globally growth of companies strategically. According to chief Justice Maraga, (2017), on strategic Blueprint towards sustaining judiciary transformation (STJ) centered into six key areas, handling corruption in and out of the judiciary, improving access to justice, improving ICT, reducing cases backlogs, digitization, leadership and governance, the Blue print has improved judiciary service delivery of justice timely, technology introduction has enable fast tracking of cases and promoted e-payment and hearing of cases virtually, employee performance and work load can be measured, the system indicate outcomes of work done for a certain period for an individual employee, and According to Gartner (2018), strategic planning becomes challenging when it comes to practical in use, organization are struggling to make transformational work since out, since the resource allocated on decisions to pursue it fail to meet expectation at the end.

Technology advances on daily basis and while new technologies emerge due to upgrade of services and tools that lead to slow and uncoordinated, by taking an agile approach to this necessary transformation, Judiciary should implement relevant campaign that take full advantage of improvements in order to bring about growth and success in the technology. Performance and feedback provide both positive and negative performance irrespective of strengths and weakness and finding future solutions to the drawbacks (Jones and George 2011). According to chief justice Martha Koome (2024) vision on social transformation through access to justice (STAJ), that highlighted on service delivery, improvement of work methods, operationalization of development system and enhanced accountability. STAJ contingency planning es on increasing efficiency and effectiveness and improving speed delivery of justice at all level of working systems and individually to meet the public needs, accessibility and build confidence. Transformation promotes and inspire employee's commitment to excellence in the delivery of service, better performance should be pursued through consistence in training, and the employer has to listen to clients' grievances and aimed at enhancing the required skills and knowledge to improve the areas of concern. Inclusive decision making, involvement of the management and staff in decision making makes the justice sector to come up with relevant discussions on initiatives agreed and adopted.

### **2.1.3 Contingency Planning and Employee Performance**

Contingency plans in an organization guide and protect the employees on daily working activities with a view of providing necessary information concerning emergencies and disorder that might

arise. Programs are categorically formulated for emergencies purpose, disasters address the readiness and reactions towards any emergency experienced by the employees at the work place, the organization and the management team on administrative information should come up with guidelines, directions and responsibilities on how to tackle emergencies arising. (IFRC 2015), states that emergency plans are made prior to an act and logistical actions put in place in response to any crises, resources are gathered in all aspects in terms of work force and financially coordinated and communicated in advance to the responding team in place. Emergency planning in an organization is an operation that requires future speculation it is not certain whether an act will happen but for an organization it has to prepare adequately, contingency plan has to be good enough to provide positive response to the emergency, and the contingency plan approach stresses the need for in any organizational flexibility, Judge et al (2007). The organization decisions are a state of affairs that account to provide solutions that fit to overcome the crises, the size and the way the organization structure are formed matters to the surrounding of the environmental changes inform of technology and efficiency. The Association of Contingency Planners (ACP) describe contingency planning as an ongoing planning that comprises of various ideology that incorporate allied disciplines in the respective sector that deal with emergency crises, communication is a pillar to face adversity in the contingency plan it makes sure there is no prepossess.

Generally planning in advance enables the organization to get prepared fully with assessments of operation systems and unexpected calamities that might happen, for effectiveness to occur people from different disciplines must be involved such as experts, employees, suppliers, and sometimes even customers, a times representatives from external organizations, for instance from an insurance firm. Understanding the process requires intellectual from various disciplines to establish familiar problems that all parties understand. The contingency planning mitigate on disruptions that occur in the organization, resources are mobilized from common business plans, Contingency planning is a process in cannot be done in a day and placed aside and retrieved when required, the process need periodic updates and coherent dynamic business status, also involves carrying out, sensitizing and training elements that enable employees to get informed of the contingent plans, those responsible for planning requires periodic familiarization with plans and process and training on new proficiency, contingency planning process attain, procure and protect people, secure continuity of the business elements, secure all information systems that include connections to

customer relationships. Contingency plan once not organized at territorial levels but also enable the users to coordinate actions in the rise of emergency. Contingency plan is a management tool used by all sectors to provide effective humanitarian aid to the needy, Ackermann, (2013).

#### **2.1.4 Tactical Planning and Employee Performance**

Availability of resources capability, system and competitive advantage in respect to value and quantity realized that there is importance, availability of three aspects leads to positive impact on organizational resources (Ismael et al., 2012). Lunenburg (2012) in an organization smooth operation promotes techniques that meets its objectives through organized production process with minimal use factors of production. Effectiveness can be related on organizational main tasks being completely associated with successful organizational performance, the higher the ratio of output to the value of the input, the higher the efficiency, Lee and Choi (2003). Efficiency is the amount of resources such as raw materials, labor, and cash used to achieve a certain outcome in an organization. Resources under the control of the organization generally enhances its performances. Rajaseker (2014) states that human resource management is an important aspect in the effective execution of strategic plan. Unreliable man power, institutional capability draws and keep the attainment required to thrust performance, many states corporations require support from the exchequer (GOK 2013), according to Lunenburg (2012) resources and operation has been key subject to many research and their evidence that organization resources have an impact on organizational performance.

The performance is therefore measured by the degree of achieving the organizational goal, this really depend on the quality of its leadership and how well its strategy is formulated, Silva (2014). The advent of technology innovation has become a basis though risk taking and being proactive that has resulted to organizations better performance than competitors, Baker and Sinkula (2009). Organization that majors on technology advancement through innovative research and development generate above average performance. Human resource uniqueness provides higher quality services for better performance than competition, the organization enable his staff feel comfortable through pulling enough resources to them for better performance, Lazear, (2009). Organization faces various challenges thus the leadership must have a flexible plan that can adapt to the environmental changes for its goal to be achieved through strategy, the leadership must be able to communicate its plans to the employee effectively, Tomal and Jones (2015). According to

McLeod and Clarke (2011) knowledge and skills sets its human capital is of great importance towards organization objectives, recruitment and selection of employees with the right qualification will result to high productivity and customer satisfaction that will result to sustainability of the organization. Scott, and Davis, (2015) indicates that organization with better control over resources are likely to have the most influence on its performance. Performance management entails an environment that accommodate all sort of people with an aim of doing better despite facing various challenges of performing to their level, The Balance scorecard (2018). Work done is measured in performance management, promotes interactions in the organization operation events, performance management promotes cordial relation within the organization as a sign of togetherness. Organization uses availability of resources to meet the expected objectives and improve where needed, performance management is an ongoing relationship between top management and employees it happens more often, the achievements of the organization's strategic goals, performance management process creates ways of executing activities and most are organized such as organization strategies are interpreted, individual targets measured in the organization.

Process relationship is a bout clarifying expectation of an organization goals, providing feedbacks, and formal documentations, reward in form of compensation, a reward is awarded to a well performed employee upon meeting the organization desired target, and improvement done in case the target is not meet, a strategic development plan help performance to formulate solution to reduce the gap formed, the arrangement is planned for the process to carry on, goals monitored and the management create training opportunities to employees, the management to understand operation better the appraisal of employees has to be done frequently, listening to them, recognizing their efforts, the importance of appraising is to provide feedback of what has been done successful and still need to be informed and provide plans for employees to develop the necessary skills thus become more involved in their work performance needs or expectations of the organization performance the hard work be paid through incentive increase, promotion, bonuses, prizes and recognition through a wards or other reward deem fit.

Compensation structure performance does not account for individual the same cuts across the organization unity among the employees is of great impact to achieve the common goal, (SAP Success factors, and 2018). Reward motivates workers and makes them perform, at Bungoma law courts, some of employees cannot tell whether their effort is being considered by the management,

while others strive to put more effort once they are recognized. According to Cornerstone (2018), employees have to be involved in the organization operation plans the moment they are formulated under the performance management, this will enable them know their personal goals towards the larger goals of the organization, managers and employees has to be on the same side when it comes to discussing organization expectations, for employees to be conversant with their roles, as managers develop and plan necessary trainings to promote performance as required, regular checkup needed instead of prolonged checkup that makes performance review be forgotten and lose track of consistence, informed and ongoing feedback conversation must be combined to check advancement and defeat the drawbacks, the response might consists of remarks from litigants, stakeholders observation or employees own ratings of their performance frequent response provide room for employees to seek guidance and help on areas facing difficulty ongoing formal reviews leads to available part of improving performance management.

Performance management process help employees pursue career development goal and achieve and set long term personal goals, the management can advocate to its employees by providing the required support in terms of trainings that will sharpen their skills and improve generally, performance management is done on daily basis for better outcome, the management to schedule routinely meetings for the employees to make them understand their status, combine ongoing feedback and provide career developing opportunities this empowers employees to be determined on achieving the organizational strategic goals. Study targets to establish the resource availability and employee empowerment inform of knowledge, skills, and organizational performance. Proper tactical and strategic planning of an organization makes it achieve goals and for the planning to be effective essential improvement should be done on the respective areas on timely basis.

## **2.2 Theoretical Framework**

This study was anchored on three theories as explained

### **2.2.1 Balance Scorecard Theory**

Balance scorecard theory developed by Robert Kaplan and David Norton (1992), the theory state that strategic management performance metrics helps the internal operation to perform to the expected manner and providing the right product to the outsiders, measures and offer solutions to organizations. Balance scorecard translate organizational strategic goals to employee productivity that are being supervised, deliberated and overturned, if need be, to make strategic goal met. The

balance scorecard examines the organization in different perspective for development in terms of objectives, measures of key performance indicators (KPIs), targets, and initiatives relative to those views such as fiscal, client, stakeholder, internal operation, organizational capability, and stability. Strategic targets are the organization plan that needs to be implemented daily basis action in order to see improvements in our strategies. Key performance indicators monitor the implementation and effectiveness of an organization strategies and tracks success, to determine the gap between the actual and target performance and enable organization realize effectiveness and operational efficiency, the balance scorecard allows stakeholders to look into healthy long term, short term, medium term objectives and make immediate suggestions, the balance scorecard objective provide the organization with a detail fiscal value and stakeholders can use metrics to approximate the performance in creativity and client gratification, organization theoretical measurement on managers and employees towards their behavior whether it affects them in performance.

### **2.2.2 Synoptic Theory of Strategic Planning**

In 1979, Hudson first proposed the Synoptic Theory as a framework for strategic planning closely with the principles of the rational planning model. This theory encapsulated four fundamental stages: setting objectives, generating alternative strategies, evaluating these strategies against set goals, and implementing chosen strategies. Over time, the strategic planning process had been refined and expanded upon by scholars such as Bryson (2019) and Nutt & Backoff (1992), who emphasized the significance of interaction, dialogue, and collective learning within the planning process. This evolved approach to strategic planning encompassed a broad range of activities including mission and value clarification, future visioning, external and internal analysis, goal and objective formulation, strategic issue identification, strategy development and assessment, and action planning. The Synoptic Theory, particularly in the context of educational institutions, contingency planning ed on the content of strategic plans, as well as the processes of involvement, participation, and approach (Toft, 1989). Despite the comprehensive nature of this theory, the critical challenge it identified was the effective implementation of these strategic plans.

Mintzberg (1994) had been a prominent critic of traditional strategic planning, arguing that such planning often lacked a tangible connection to performance measurement and resource allocation within organizations. From Mintzberg's perspective, the disconnect between planning and actual performance outcomes underscored a fundamental flaw in the synoptic approach to strategic planning. According to the Synoptic Theory, the essence of strategic planning lied in the thorough

analysis of current decision-making options, guided by available data and a forward-looking assessment of potential impacts and outcomes. This theory advocated for a strategic planning process that was deeply analytical, contingency planning on the anticipation of future challenges and opportunities, with an aim to leverage organizational strengths and mitigate weaknesses.

In summary, the Synoptic Theory of strategic planning presented a structured, rational approach to decision-making and strategy implementation, emphasizing the importance of comprehensive analysis, stakeholder engagement, and adaptive learning in the planning process. However, the critique by Mintzberg highlighted the necessity for integrating strategic planning with practical mechanisms for performance evaluation and resource management, ensuring that strategic plans were not only conceived in a thoughtful manner but were also actionable and aligned with organizational capabilities and market realities.

### **2.2.3 Systems Theory**

System approach theory (Hatch, 2006), contingency planning on interrelating of structure and behavior of the organization, the organization suits in a large environment that include the relationship of skilled and ethnic variable in the sub system, technology is acritical factor in an organization that affects its operation design as it relates to relationship stated in classical theory. Effective communication flows from the top leadership towards to the employees who receives order as a sign of discipline thus superiority provide a unity of direction, discipline is paramount for successful working relationship in an organization. Process in the management used for production of technology to change the inputs into outputs in form of services and products, output depends on feedbacks from the input influence. Management is all about taking care of the organization through organizing, planning, controlling, coordinating, and directing the employees to perform the firm objective. Henry Fayol on specialization of work to employees is of great benefit, employee perform to his level best because of the capability of skills and knowledge acquired.

Systems theorists would have us believe that strategic planning forward-looking and long-term orientation. However, it often veered towards a short-term, reactive approach, prioritizing immediate financial gains over sustainable value creation for shareholders in the long run (Senge, 1990). Systems theory conceptualized organizations as living organisms, interconnected with and reliant upon both their internal components and the broader external environment for sustenance

and success (Ansoff et al., 2018). This holistic viewpoint emphasized the interdependence of organizational units and the critical role of the external milieu in providing essential resources and opportunities necessary for the organization's continuity and goal achievement.

The theory underlined the importance of cultivating visions that resonated across the organization, rather than visions that were solely crafted by the upper echelons of management. Senge (2010) argued that strategic leadership should contingency planning on establishing goals that foster collective commitment, thereby cultivating a shared vision within the organization. The essence of such a vision lied in its ability to inspire and reflect the personal stake of every member of the organization, ensuring that the strategic direction embodies a sense of ownership across all levels. A paradigmatic example of strategic planning from a systems theory viewpoint was Interactive Planning. Unlike conventional strategic planning methodologies, which often relied on forecasting and preparing for a preconceived future, Interactive Planning was predicated on the notion that the future could be creatively designed (Hill & Jones, 2013). This approach adopted a hypothetical scenario where the organization was envisaged as being completely rebuilt from scratch, thereby allowing for the conceptualization of an ideal system. Key to Interactive Planning was the democratization of the planning process, enabling every employee to participate in decisionmaking processes that impacted their roles. This inclusive approach was facilitated through a network of interconnected boards, comprising managers, their superiors, and subordinates. These boards played a pivotal role in shaping the organization's vision, developing guiding policies, ensuring the integration of activities and policies across different levels, fostering horizontal coordination, and evaluating managerial performance (Hrebiniak, 2018).

Interactive Planning's distinctive attributes encompassing comprehensive involvement, policy formulation, cross-level integration, horizontal coordination, and performance evaluation underscored the systems theory's emphasis on organizational interconnectedness and the significance of a participative, forward-thinking approach to strategic planning. This perspective championed the idea that a truly effective strategic vision and planning process had to be collectively shaped, actively engaging the diverse insights and energies of the entire organization.

### **2.3 Conceptual Framework**

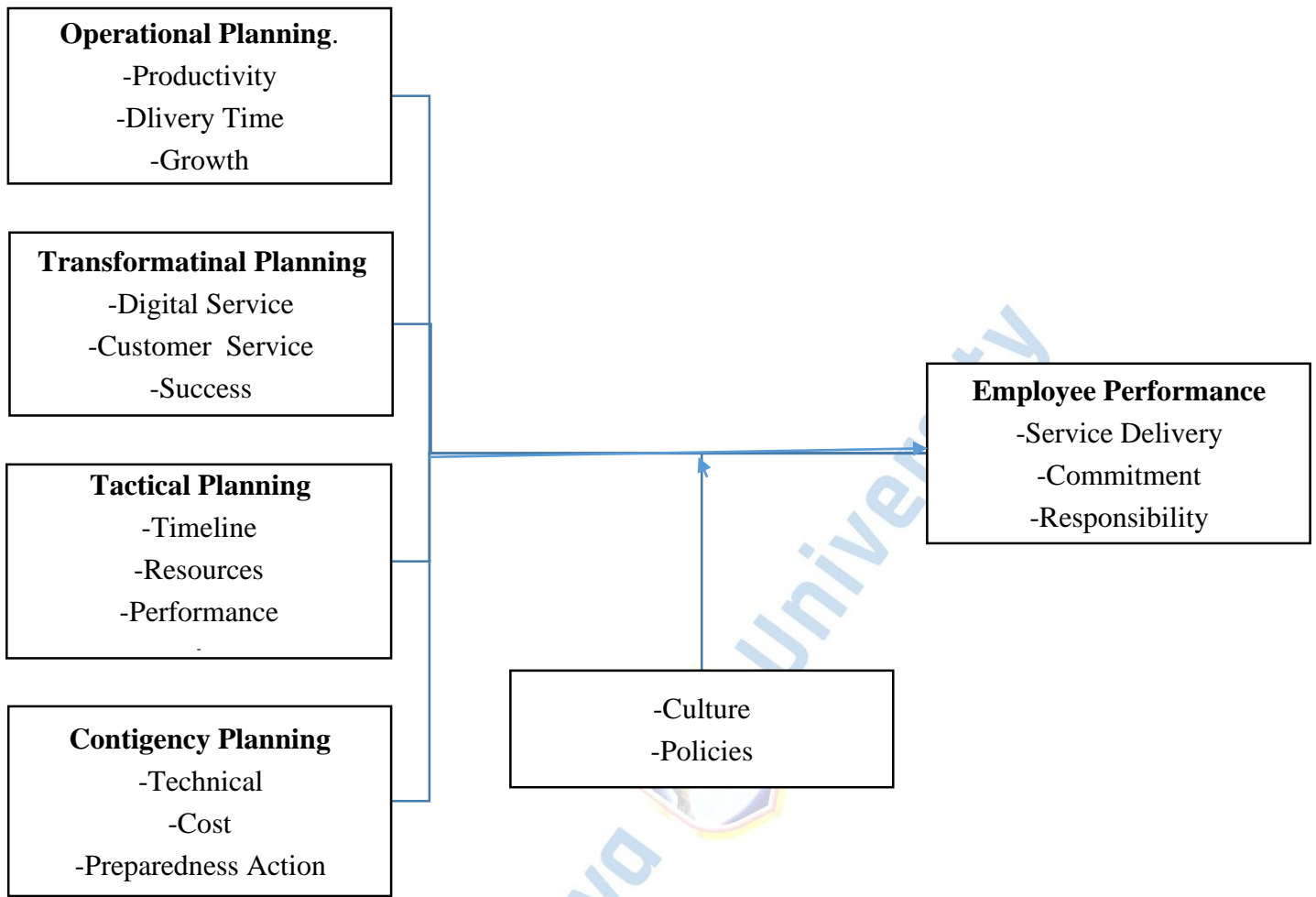


Figure 1: Conceptual Framework

**Source:** Researcher, (2024)

## 2.4 Recap of Literature Review

Participatory decision-making at lower administrative levels was fostered by the implementation of strategic plans. As a result, managers at all levels have been more attentive to the needs of the strategic planning on employees' performance in Bungoma County law courts, Kenya. The quality and breadth of a company's strategic plan, as well as employee sentiment towards that plan, can be greatly improved with the introduction of relevant information prior to its implementation. Mwangi et al. (2020) states that decisions at all levels were supported by a more comprehensive timeline, an improved budgeting procedure, and more accurate information. The study's key takeaway is

that an organization's ability to put its strategic plans into action is heavily dependent on its endowments of people and natural resources.

Organizational strategic management was found to be directly and significantly affected by human resource capabilities. Atieno (2019) found that public secondary schools can benefit from strategic planning to improve their performance. To improve this performance, she included technology, competent staff, influence from stakeholders, and government policy. The research found that managerial skill and resource capability both significantly impacted the success of putting strategies into action.

Mutuva (2015) endeavored to evaluate the elements impacting the execution of strategic goals within the Kenyan Independent Electoral and Boundaries Commission. A favorable and statistically significant effect of IT adoption on the execution of strategic plans was found in the study. The study also found that stakeholders' involvement leads to effective strategic plan implementation and that adoption of IT speeds up the implementation process.

According to the findings of another research conducted by Mumbua and Mingaine (2015) on the variables that influence the execution of strategic plans in the Machakos municipal council at the time, it is essential to properly align resources in order to make use of learned skills and to make both human and physical capital accessible. In addition, lower-level staff members should get enough training and instruction in order for them to be able to successfully execute strategy implementation plans. According to the findings of a study that Schaap (2024) conducted on the subject of senior-level leadership and strategy implementation in the Nevada gaming industry, the author discovered that, contrary to what many business leaders had anticipated, the level of strategy implementation was actually related to industrial growth and, more importantly, to greater economic efficiency.

## **2.5 Research Gaps**

A study topic that encompassed a variety of subfields within the social sciences, such as organizational theory, strategic management, and organization development, was the implementation of strategic plans inside organizations. According to Hitt et al. (2020), a comprehensive investigation was launched to provide a universal model of reality and ideal-think that supports the idea of strategy execution as a result of this interwoven complexity. This result

was a proper interpretation. When it comes to determining the operational scopes of the majority of studies, there was a clear geographical bias, despite the fact that there was a greater emphasis on the formation of strategic plans as opposed to their execution.

Despite Ogonji's, (2014) contingency planning on nonprofit strategic planning, he found that lower cadre staff in most government and nonprofit organizations lacked knowledge on how to manage the subject of strategic plan execution. A significant amount of literature had been compiled on strategic plans; nevertheless, there was a dearth of documentation on the many concerns that had been brought up by the implementation of these plans, particularly with regard to the subject of the research. The researcher decided to evaluate the effectiveness of strategic planning on employees' performance in Bungoma County law courts, because no such studies had been undertaken inside the organization.

This is why most of the broad assumptions regarding the implementation of strategies were based on populations that were collected from industrialized economies and sophisticated organizational setups, as opposed to populations that were extracted from tiny and emerging settings. If objectivity and exclusivity were the foundations upon which deductions were based, then this was a positive sign for a subjective reference, but it did not offer much value. It was this reasoning that serves as the basis for the design of this research, which was unlike any other study that had been carried out with the intention of incorporating a wider range of perspective into the current body of subjective knowledge.

The ideals of fair inclusion and geographical representativeness were deemed crucial components in constructing universal theory. These ideas informed the selection of the Law courts in Bungoma County as the research site and the variable scope. We had high hopes that our study would reignite interest in studying the relationship between the institutional components of an organization and the most effective way to put its strategic plan into action. This was determined by applying the proposed study design and methodology to the study's target population.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0. Introduction**

This study will present information on the research design, location of study, target population, sample size and sampling procedures, data collection instruments, reliability and validity of research instruments, data collection procedures, methods of data analysis and ethical considerations.

#### **3.1 Research Design**

This study will use a descriptive survey research design. According to Creswell, (2017), survey is a method of collecting information through asking questions to the intended group of people with the reliable information required. Reliable research includes recording, analyzing, and reporting existing rules and regulations (Clarke & Creswell, 2017). It allows researchers to compile, summarize, and comment on information for clarification (Ordho, 2014). The format used would facilitate the collection of quality and quantitative data that will accurately capture the information

of the research variables. The design is manageable and easy that ensures accurate sample is done to collect aimed outcome in which draws to determination that provide significant information, the research obtains its information on an individual perspective through representation of the population (Schuff, 2012).

### **3.2 Location of the Study**

Research was conducted in Bungoma County; the area covers 3,032.2 kilo meters square as per (Kenya Population and Housing Census, 2019). The population was 1,670,570 people because Bungoma county has nine sub counties namely Kimilili, Kanduyi, Kabuchai, Tongeren, Bumula, Webuye west, Webuye east, Sirisia and Mount Elgon, the county consists all the tribes across Kenya, however the majority tribe is Bukusu which is a sub tribe of dominant Luhya tribe of western province of Kenya. The main economic activity carried out in Bungoma county is agriculture, the local farmers practice subsistence farming which covers larger part of the county of which the major crops grown maize and sugarcane, others agriculture activities like bee keeping also dairy farming is promoted by families that makes them earn a living through trading activity that is cutting across the county and other neighboring countries Uganda, Rwanda, Burundi, and the Democratic Republic of Congo. The County is well known as a sugar county it has numerous small holder sugar mills and it produces and supply sugar to the entire country, the County has three major industries Webuye Pan Paper, Nzoia Sugar Factory, and BAT Malakisi. Furthermore, the county has tourist attraction sites that promote the economic activity the areas are located at various part of the county such as Mt. Elgon National Park, Mt Elgon forest reserve forest, Malakisi falls, caves at kitum, sangalo, kabuchai scenic hills and the attraction site is Nabuloye Falls along River Nzoia in Webuye tourists like to visit and enjoy watching wonders of the nature.

Bungoma County is settled in the western Kenya and borders Uganda and three other counties, Busia County, Kakamega County and Trans-Nzoia County.

### **3.3 Target Population**

The target population will consist of 161 employees working in the four law courts in Bungoma County, that is Bungoma, Kimilili, Webuye, and Sirisia law courts. All employees were included in the research.

#### **Table 1: Target population**

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Categories of courts	Bungoma Law courts	Kimilili Law courts	Webuye Law courts	Sirisia Law	Total	Law
Judicial Employees	9	2	1	2	14	
Court Administrators	4	2	1	1	8	
Court Assistants	58	15	16	14	103	
ICT Employees	1	0	0	0	1	
Accountants	4	2	2	1	9	
Secretaries	5	2	2	2	11	
Librarians	1	0	0	0	1	
Archivists	1	0	0	0	1	
Subordinates Staff	6	2	2	2	12	
Procurement Officer	1	0	0	0	1	
<b>Total</b>	<b>90</b>	<b>25</b>	<b>24</b>	<b>22</b>	<b>161</b>	

Source: Bungoma County Law courts Information, (2023)

### 3.4 Sample Size and Sample Procedure

Intense of the study is to determine sampling which is manageable enough according to sample, a proximate sampling of 5 per cent to 20 per cent of entire population is advised as adequately corresponding to targeted population (Consuelo, 2009). The 5 percent sample size of the population is manageable enough to be used. The sample size was 100 respondents as determined by Yamane formula of (1967). Stratified random sampling was used in the study as a method suitable for sampling the intended users, employees were sorted according to their respective

denominations and then randomly selecting 5 percent of the respondents. This gives room for each employee to have an opportunity to participate in the sampling process, sample population shown table 2.

**Table 2: Sample Size**

	Categories of Bungoma law courts	Kimilili law courts	Webuye law courts	Sirisia law courts	Total Law courts	Law courts
Judicial Employees	8s	1	0	1	9	
Court Administrators	3	1	0	0	4	
Court Assistants	50	14	15	13	92	
ICT Employees	0	0	0	0	0	
Accountants	3	1	1	0	5	
Secretaries	4	1	1	1	7	
Librarians	0	0	0	0	0	
Archivists	0	0	0	0	0	
Subordinates Staff.	5	1	1	1	8	
Procurement Officer	0	0	0	0	0	
<b>Total</b>					<b>114</b>	

**Source:** Researcher (2023).

### **3.5 Data Collection Instruments**

The study will use both the questionnaire and interview schedules as the study tools. Questionnaire is a tool used to collect data. It is designed to address research questions, specific objectives, or research hypotheses (Mugenda & Mugenda, 2013). The researcher will prepare a questionnaire for the court assistants. This questionnaire is suitable for this group of researchers because it has many benefits, as suggested by Levi (2017). Depending on the number of groups involved, it is more practical and convenient because it takes less time and is cheaper. This will help the respondent to complete the questionnaire honestly and give you time to answer the question so that you do not answer too quickly.

The interview program is a set of questions that the respondent asks during the interview. It contains the data needed to achieve specific learning objectives (Mugenda & Mugenda, 2013).

Given the working conditions of the judicial employees and court administrators, the researcher will arrange the interview and then confirm the date with the relevant authorities.

### **3.6 Validity and Reliability of Research Instruments**

#### **3.6.1 Validity of Research Instruments**

Validity is a proportion of how well a test measures what it is supposed to estimate (Kombo & Tromp, 2009). Therefore, face and content validity was accustomed to confirm the research instruments. The expert opinion from the supervisors and other lecturers from the department of Mount Kenya University was established. Necessary adjustments to the questionnaires and interview schedules were made as per the supervisors' recommendations to ensure that items yield the required data for the study. Mugenda and Mugenda (2003) fronted expert opinion as accommodating approaches for evaluating the validity of research instruments.

#### **3.6.2 Reliability of Research and Instruments**

Reliability is the degree to which a particular evaluating practice gives similar result over a number of repetitive trials (Frankfort & Nachmias, 2008). Some of the common methods used in estimating reliability include the inter-rate technique, the test-retest method, the parallel forms technique and the internal consistency method (Beukman, 2006). The internal consistency method has several measures: the average inter-item correlation, the average total item correlation, the split-half reliability and the alpha reliability.

Thus, this study used the internal consistency method to determine the average inter-item correlation of all the items in the questionnaires designed to measure the same construct (Acock, 2006). The internal consistency method was preferred because it neither requires the splitting of items into halves nor the multiple administrations of instruments. It also provides a unique estimate of reliability for the items of interest (Beukman, 2006). Therefore, Cronbach's alpha was the most preferred extent of internal consistency (reliability) since it measures how firmly linked a collection of elements are as a group. It is most commonly used in multiple Likert questions that form a scale and in which a researcher wishes to determine if the scale is reliable. The general rule of thumb is that a correlation coefficient of more than 0.7 shows an acceptable reliability (Leedy, & Ormrod, 2005).

### Reliability Test Results

The results of the reliability test are shown in Table 3.

**Table 3: Reliability Results**

	<b>Instruments</b>	<b>Cronbach's Alpha</b>	<b>No of Items</b>	<b>Remarks</b>
<b>Valid</b>	Operational Planning	0.801	5	Reliable
	Transformational Planning	0.738	5	Reliable
	Contingency Planning	0.743	5	Reliable
	Tactical Planning	0.812	5	Reliable
	Employees Performance	0.756	5	Reliable

**Source:** Researcher (2024)

As illustrated in Table 3, the Cronbach Alpha coefficients were as follows: 0.801 for cash operational planning, 0.738 for transformational planning, 0.743 for contingency planning, 0.812 for tactical planning, and 0.756 for employee's performance. According to Cooper and Schindler (2018), a Cronbach Alpha value between 0.7 and 1 signifies reliability. Consequently, since the

coefficients for the study's variables were all above 0.7, the instrument was considered reliable and appropriate for stemming the findings of the main study

### **3.7 Data Collection Procedures**

Before selecting data, the researcher will receive approval from the National Council for Science, Technology and Innovation (NACOSTI). Researcher will receive guidelines that will allow him to collect data. Applications was sent from selected schools for this. Finally, the researcher will request permission from the target study area. Material approval and manufacturing accuracy shall be decided in relation to professional diagnostic equipment to determine whether it requires measurement. Supervisors will evaluate these tools to determine if the work is appropriate and can lead to the availability of relevant data (Hurts, 2015). Both primary and secondary data needed was collected in the research. The data gathered by the researcher using research instrument was computed for interpretation according to respondents' feedback on questionnaire.

### **3.8 Data Analysis Procedures**

Before getting into the main data analysis, data collected from the respondents was appropriately taken through an exhaustive data cleaning/editing process. This procedure will include identifying and adjusting fraudulent or incorrect records from the data (Kothari, 2011). Data was analyzed with the help of SPSS (version 26) where both descriptive and inferential statistics was generated. The data was analyzed using descriptive statistics including frequencies, percent, mean, and standard deviation. Correlation and regression analysis was the most significant inferential statistics employed in explaining the strength, magnitude, direction and nature of influences disclosed (Creswell & Creswell, 2017). The data was laid down graphically so that it could be understood. To determine how the independent variables affected the dependent ones, the following regression model was used.

$$Y = \mu_0 + \mu_1 X_1 + \mu_2 X_2 + \mu_3 X_3 + \mu_4 X_4 + \varepsilon$$
 Where: Y= Employees Performance

$\mu_0$  = constant or the intercept of the regression line  
 $\mu_i$  = Coefficients of regression for the independent variables  $X_i$  (for  $i = 1, 2, 3$ )

$X_1$  = Operational Planning

$X_2$  = Transformational Planning

$X_3$  = Contingency Planning

$X_4$  = Tactical Planning  $\varepsilon =$

the error term

### **3.9 Ethical Considerations**

Before conducting any research, a number of issues that are considered ethical should be considered. These include official university letters that allow researchers to begin collecting data. Applications for data collection in this sector was submitted to the National Council for Science, Technology and Innovation (NACOSTI). The answer was confirmed by the confidentiality of all the information they provide.

Four main areas will therefore mark during the investigation as moral affairs: evading injury to players, explicit acceptance, privacy and secrecy, and avoiding hypocrisy. The researcher will respect the respondents' rights to safeguard their personal integrity. No names or individual description numbers was reflected on the questionnaires except the numbering, which was for the classification of data during data cleaning. Respondents will not be asked to provide information and was advised to cancel the interview at any time if they are not comfortable.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION

#### 4.0 Introduction

The chapter presented data analysis based on research objectives. The chapter also presents the presentation of the study results as well as the discussion of the same as per the study objectives.

#### 4.1 Response Rate

The study had a sample size of 114 respondents and the researcher administered the questionnaire to all of them but he managed to get back 97 of the filled in questionnaire. This represents a response rate of 85.09 percent of the total response as indicated in table 6. The study considers the rate of 85.09 percent as very good since it was over 70 percent as stated by Saunders, et al., (2017) proposition that a response rate, which is over 70 percent, is very good.

**Table 4: Respondents Response Rate**

	Frequency	Percentage
Returned Questionnaires	97	85.09
Not Returned Questionnaires	17	14.91
<b>Total</b>	<b>114</b>	<b>100</b>

Source: *Field Data, (2024)*

## 4.2 Demographic Data of Respondents

The following sub-sections give demographic data regarding age, gender, level of education and work experience of the employees' working in the four law courts in Bungoma County.

### 4.2.1 Respondents' Age

The study determined the age of the population working in the four law courts in Bungoma County. The age was categorized into four levels as; between 21 years and 30 years; between 31 and 40; between 41 and 50 years and over 51 years. The outcomes were as presented in Table 5.

**Table 5: Respondents' Age**

Age	Frequency	Percentage
Between 21 years and 30 years	10	10.31
Between 31 and 40 years	22	22.68
Between 41 and 50 years,	51	52.58
Over 51 years	14	14.43
<b>Totals</b>	<b>97</b>	<b>100.00</b>

Source: *Field Data, 2024*

The study established that majority (67.01%) of the employees' working in the four law courts in Bungoma County are of the age of 41 years and above. Only a few (32.99%) employees are of the age of 40 years and below. This implies that majority of them are mature employees who can easily understand the procedures of the law courts and in so doing, the planning strategies used to gain performance.

### 4.2.2 Gender of the Respondents

The investigation strived to establish the gender of the respondents who were sampled during the study. A total of 97 law court employees sampled from the four law courts in Bungoma County were able to respond to the question on gender. The results were as presented in Table 6.

**Table 6: Respondents' Gender**

Age	Frequency	Percentage
Female	42	43.298
Male	55	56.702
<b>Totals</b>	<b>97</b>	<b>100.00</b>

*Source: Field Data, 2024*

It can be observed from Table 6 that the response rate for law court employees were 97 with 56.702 percent of them being males while the remaining 43.298 percent of the respondents were female. It should be noted that the variation in the gender was not significant in a way to affect the responses by the respondents identified therefore the genders were well represented and the findings could be relied upon as they did not portray any bias. The higher number of males in the sample could be attributed to gender disparity because of access to higher education in favor of males (David, 2011). Despite this, the two third gender rule on employment has been observed on the numbers of employees in all the law courts under study and as entrenched in the Kenyan constitution.

#### 4.2.3 Level of Education

The study attempted to determine the education level of the employees working at the law courts. It was categorized into four levels as; secondary, college, graduate, and post-graduate level education. The results were as shown in Table 7.

**Table 7: Level of Education**

Level of Education	Frequency	Percentage
Secondary level education	-	-
College level education (Diploma)	16	16.50
Graduate level education	68	70.10
Post graduate level education	13	13.40
<b>Totals</b>	<b>97</b>	<b>100.00</b>

*Source: Field Data, 2024*

From Table 7, it was discovered that, none of the respondents had only secondary level of education. A total of 16.50% had college level education (Diploma), 70.10% had graduate degree

level of education, and 13.40% had postgraduate degree level of education. Judicial Service Commission (JSC) has constantly stressed for appropriate credentials for vital employees or employees charged with the day-to-day management of law court activities based on the obligatory fit and correct assessment form that each staff of a law court is required to complete and surrender to the expert immediately upon selection (JSC Report, 2017). This means that most of the law court employees embrace graduate degree level of education, which is a plus to the law courts since they are competent to make sound choices. This agrees with (Mbiu, 2016) who reasoned that respondents are knowledgeable enough when they are educated.

#### 4.2.4 Work Experience

The study sought to determine the law court Employees' work experience, which was categorized into four levels as; between 0 and 0.9 years, between 1 and 5 years, between 6 and 10 years, between 11 and 15 years and over 16 years. The results were as shown in Table 8.

**Table 8: Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Between 0 and 0.9 years	22	23.68
Between 1 and 5 years	11	11.34
Between 6 and 10 years,	45	46.39
Between 11 and 15 years	13	13.40
Over 16 years	06	6.19
<b>Totals</b>	<b>97</b>	<b>100.00</b>

*Source: Field Data, 2024*

According to Table 8, the highest percentage 46.39% of the law court employees have between 6 and 10 years of working experience. Only a few of them 6.19% had working experience of above 16 years. The findings imply that the majority of the workers at the law courts have average job expertise and so the law courts should reserve their employees in training to empower them to obtain experience and expertise in strategic planning capabilities.

### 4.3 Diagnostic Tests

The researcher undertook two diagnostic tests namely the normality and Multicollinearity; the following section presents the diagnostic test study results.

#### 4.3.1 Normality Test

In determining whether data was normally distributed, normality test was conducted to decide if we use parametric or non-parametric tests to perform the statistical analysis. The research participants were more than 30 hence study assumed use of large sample size during analysis. Thus, normality was tested using Shapiro-Wilk test in an effort to determine if the data was normally distributed or not. The Shapiro-Wilk (W) test for normality is applicable when using the distribution platform to scrutinize continuous variables. The data on strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) and employees' performance in Bungoma County law courts, were subjected into normality test (Shapiro-Wilk test) and results offered in Table 9.

**Table 9: Normality Test Results**

Variables	Shapiro-Wilk	P-value
Operational Planning	.8443	.628
Transformational Planning	.8134	.567
Contingency Planning	.8217	.723
Tactical Planning	.8535	.713
Employees Performance	.8367	.582

*Source: Field Data, 2024*

From the study results in Table 9 indicated that based on the Shapiro-Wilk tests, the significance value (P-value) for all the variables had p-value  $> .05$  for Shapiro-Wilk tests. This indicated that the data on strategic planning (operational planning, transformational planning, contingency planning, and tactical planning) and employees' performance in Bungoma County law courts was normally distributed since all the p-values were greater than  $.05$ . The Shapiro-Wilk test results

were as follows; employees' performance had a p-value of .582, operational planning .628, transformational planning .567, contingency planning .723, and tactical planning .713 respectively.

#### 4.3.2 Multicollinearity Test

Multicollinearity is considered to occur whenever there is more than one variable predestined to measure the same objects (Atikiya, 2015). The independent variable was measured by four variables; operational planning, transformational planning, contingency planning, and tactical planning. Hence, it was essential to examine multicollinearity so that the regression and other statistical outcomes are not affected. Multicollinearity test was conducted using Tolerance and Variance Inflation Factor (VIF). A tolerance value close to 1 implies that there is very little multicollinearity problem while those values near 0 implies multicollinearity may pose a threat.

**Table 10: Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
Operational planning	.492	2.034
Transformational planning	.542	1.844
Contingency planning	.483	2.071
Tactical Planning	.477	2.096

*Source: Field Data, 2024*

Table 10, shows the tolerance values at a range of 0.5 while VIF variance range between 1.844 and 2.096. All independent variables had Variance Inflation Factors (VIF), which is less 10 indicating that there was no problem of multicollinearity among the variables in the data set. This has the meaning that the use of multiple regression analysis will produce independent coefficients to measure the strategic planning (operational planning, transformational planning, contingency planning, and tactical planning influence on employees' performance in Bungoma County law courts. Since the data was normally distributed and there is no problem of multicollinearity, then the data qualify to be subjected to further statistical analysis that include correlation and regression analysis.

#### 4.4 Descriptive Statistics for the Study Variables

Before proceeding with the inferential analysis of the data, it was well analyzing the common descriptive statistics of the study sample data. The main research purpose of the study was to analyze the influence of strategic planning on employees' performance in Bungoma County law courts, Kenya. Several strategic planning strategies were identified among which the participants were requested to state the degree to which they enhance employees' performance in Bungoma County law courts. A Likert scale of five points was provided running from 1= very small extent, 2=small extent, 3= neutral, 4= great extent, 5= very great extent. From the answers, descriptive measures of central distribution: standard deviation and mean were applied for ease of generalization and interpretation of findings. The following sub-headings represent the findings.

##### 4.4.1 Operational Planning and Employees' Performance

The respondents were required to indicate the extent to which they agreed with the statements on how operational planning on employees' performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 11.

**Table 11: Operational Planning**

Statements	N	Mean	Std. Dev.
That the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future	97	3.92	.919
That law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases	97	3.64	.974
That law courts management plans on employees' promotions, resignation, training 6-12 month in advance	97	3.69	.939
That law courts management collects and analyzes data on a regular basis in terms of achieving better performance	97	3.47	.983
Law courts normally conduct informal employees' assessment on a continuous basis	97	3.56	.948

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees Source: Field Data, 2024*

From Table 11, respondents agreed with the statement that the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future, this is supported by a mean of 3.92 and a standard deviation of 0.919; respondents also concurred with the statement that law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases (M=3.64, SD=0.974) and that law courts management plans on employees' promotions, resignation, training 6-12 month in advance (M=3.69, SD=0.939); on how law courts management collects and analyzes data on a regular basis in terms of achieving better performance, respondents were neutral on the matter (M=3.47, SD=0.983). Further, respondents agreed that Law courts normally conduct informal employees' assessment on a continuous basis (M=.3.56, SD=0.948).

These results are consistent with that of Kamaamia (2017), that organization execution is improved by all aspects of operational planning. These aspects include measures that are goal-oriented, work-oriented, employee-oriented, open cultural systems, and professional work culture. It is worth noting that Ahmed and Shafiq (2014) have discovered that distinct operational dimensions affect various parts of employee performance A study by Oduol (2015) examined the impact of corporate culture on the productivity of some regional banks with their headquarters in Kenya. In order for businesses to boost their performance, the study found that company culture had to be positive and in sync with strategy and employees' day-to-day work.

Operational planning in an organization involves action that lead to achievement of short term objectives for instance in a year, the reason for using operational planning is to meet the timeline as well as to organize and convey administrative and proficient appraisal to meet the target, (Villemain, 2011), operational planning is captured within an organization plan to show how organization teams and departments determine multiple ways of realizing their objective, organization makes decisions on time, employees tasks and costs of carrying out specific tasks, the plan contains information on the decisions, it is the lowest level of organization planning. Operational planning contingency planning es on turning strategic objectives into reality within a year, while tactical planning conducted in the middle level management to break down long term plans into specific actions.

Functional level of preparation is mainly realized for particular processes, dominated bottom supervisors, are entrusted with functional preparation for they know better not only recent technicalities but also day to day undertakings and process to be done (Mihanovic, 2016), functional planning should ensure that goals are measurable and attainable within the time stipulated, organizations relies on operational planning to solve specific problems while others take long time to be eliminated, (Buble, 2016). Operational planning ideally deals with long terms goals to spell its vision and through that, it establishes short-term goals to enable employees meet the expectation of the organization.

Operational planning contain real information concerning tasks on usage of resources in manner that utilize them properly detail oriented and allows employees to include specific information on certain activities, provide an opportunity to use resources effectively and allocate appropriately as required to avoid waste, when management uses the right resources when needed for a certain purpose, operational planning on personal level promotes better utilization of the useable resources rightfully, on yearly basis tactical planning generates functional ideas, that enable identification of planned strategy, it's done progressively at the organizational department, (Bahtijarevic-siber & Sikavica, 2001 Certo & certo, 2006, Osmanagic-bedenik, 2002). The organization can pursue long term goals as it provides details on obligations and task for employees, roles are assigned according to their job description, operational planning allow organization to turn strategic goals into technical ones as operational planning, strategic plan and tactical plan must align to ensure that organization concentrate on the right objectives. Operational planning contains output programs according to mode of measure, same as the production sequence planning (Greasley, 2008). Operational planning program connect to the work formulation for technological task departments in an organization. well applied functional production process is determined by a detailed timetable that shows active, segments and product be realized in the model and schedule of plans, process be realized in every department, chronological finding of the operation and practice and time, operational planning operate on timely model with regards to the amount of data, organization discard at operational level (Stevenson, 2009). According to Scholes & Johnson (1999), contingency planning and performance drives result, when a firm have strategic plan combined operational planning produces better result and performed as its actions guided. Strategic planning raises the organization competitive advantages, Johnson & Scholes (1999) strategic planning enable members of staff and management team together so that they become change agents

working together for effective and bitterness of the organization, staff inclusion makes them own operational plans and committed to them. Strategic planning consists of operational planning that undertake in organization to develop strategies that might contribute to performance (Tapinos et al., 2005).

#### 4.4.2 Transformational planning and Employees Performance

The respondents were required to indicate the extent to which they agreed with the statements on how transformational planning on employees' performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 12.

**Table 12: Transformational planning**

Statements	N	Mean	Std. Dev.
That law court leadership supports employee's workforce, development through new and better ways	97	3.94	.895
That law court leadership continuously conduct and run professional courses and development programs in the judiciary sector	97	3.98	.926
That transformational planning has Enhanced better utilization of technology tools in law courts processes	97	3.62	.937
That through transformational strategies, payment of claims of law court employees has timely improved	97	3.96	.925
That through transformational strategies, there is improved coordination and control of law courts activities	97	4.04	.956

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees Source: Field Data, 2024*

From Table 12, respondents agreed with the statement that law court leadership supports employee's workforce, development through new and better ways, this is supported by a mean of 3.94 and a standard deviation of 0.895; respondents also concurred with the statement that law court leadership continuously conduct and run professional courses and development programs in the judiciary sector (M=3.98, SD=0.926) and that transformational planning has Enhanced better utilization of technology tools in law courts processes (M=3.62, SD=0.937); that through transformational strategies, payment of claims of law court employees has timely improved

(M=3.96, SD=0.925). Further, respondents agreed that through transformational strategies, there is improved coordination and control of law courts activities (M= 4.04, SD=0.956).

This finding is in line with that of Drucker, (1953) as advanced by World Development Report (2020) that to achieve better results, the manager should know how to delegate responsibilities, this can empower your team and awaken their own sense of responsibility, employees need to be valued and their feedback matters, equal treatment on employees make them more confident and motivated in their work, the organization benefits by achieving its goal, transformational planning stage requires continuous attempt to ask and answer the question. What should our business be? Every organization become obsolete as a result of either competition or new technology, managers should be creative and acquire management skills. According to Maxwell, (2012), transformational planning on leadership levels that is status, permission, output, people growth and elevations, the stages explain how respectful leaders can be identified and what can do to grow to the next higher level, the relationship formed between the leader and the employee is connected with the results that are being achieved, good relationship strengthen the cooperation and increase loyalty and mutual trust. Ganner (2018) suggest that checklist is very important for the managers it guide them on how to deliver the information to employee in line with the strategy operation, it's difficult to appraise goals, the organization strategic plan has to be realistic and logical, revisit and monitor the plan to ensure it remains valid, and adapt the strategy as organization conditions change.

According to World Development Report 2020, the covid 19 pandemic strengthen the importance of digitalization in accelerating Africa Unions successful shift and meeting Africa Unions vision 2063, the epidemic duration the world experience various headlines the digital platform increased economically and faced environmental changes, opportunities increased in the market sector creating direct and indirect jobs, modernizing and expanding the financial sector by considering key activity that promote digital growth, innovation across cities, opportunity chances and instructions level. Digitalization is adopted by the African young men specifically on the formal sector. Dealing with barriers between technology acceptance and creativity to promote and connect globally growth of companies strategically. According to chief Justice Maraga, (2017), on strategic Blueprint towards sustaining judiciary transformation (STJ) centered into six key areas, handling corruption in and out of the judiciary, improving access to justice, improving ICT, reducing cases backlogs, digitization, leadership and governance, the Blue print has improved judiciary service delivery of justice timely, technology introduction has enable fast tracking of cases and promoted

e-payment and hearing of cases virtually, employee performance and work load can be measured, the system indicate outcomes of work done for a certain period for an individual employee, and According to Gartner (2018), strategic planning becomes challenging when it comes to practical in use, organization are struggling to make transformational work since out, since the resource allocated on decisions to pursue it fail to meet expectation at the end.

Technology advances on daily basis and while new technologies emerge due to upgrade of services and tools that lead to slow and uncoordinated, by taking an agile approach to this necessary transformation, Judiciary should implement relevant campaign that take full advantage of improvements in order to bring about growth and success in the technology. Performance and feedback provide both positive and negative performance irrespective of strengths and weakness and finding future solutions to the drawbacks (Jones & George 2011). According to chief justice Martha Koome (2024) vision on social transformation through access to justice (STAJ), that highlighted on service delivery, improvement of work methods, operationalization of development system and enhanced accountability. STAJ contingency planning es on increasing efficiency and effectiveness and improving speed delivery of justice at all level of working systems and individually to meet the public needs, accessibility and build confidence. Transformation promotes and inspire employee’s commitment to excellence in the delivery of service, better performance should be pursued through consistence in training, and the employer has to listen to clients’ grievances and aimed at enhancing the required skills and knowledge to improve the areas of concern. Inclusive decision making, involvement of the management and staff in decision making makes the justice sector to come up with relevant discussions on initiatives agreed and adopted.

#### 4.4.3 Contingency Planning and Employees Performance

The respondents were required to indicate the extent to which they agreed with the statements on how contingency planning on employees’ performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 13.

**Table 13: Contingency Planning**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
That with contingency plans in an organization, employees daily working activities stands to be guided and protected	97	4.14	.654

That contingency plans once organized at territorial levels enable the users to coordinate actions in the rise of emergency	97	3.97	.763
That contingency plan is a management tool used by law court employees to provide effective humanitarian aid to the needy	97	3.93	.737
That contingency planning as a process; attain, procure and protect people by providing timely feedback upon inquiry	97	3.96	.946
That contingency planning secure continuity of the business elements, secure all information systems that include connections to customer relationships.	97	4.18	.711

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees*

*Source: Field Data, 2024*

The findings in Table 13 show that the respondents agreed with the statement that with contingency plans in an organization, employees daily working activities stands to be guided and protected, this is supported by a mean of 4.14 and a standard deviation of 0.654; respondents also concurred with the statement that contingency plans once organized at territorial levels enable the users to coordinate actions in the rise of emergency (M=3.97, SD=0.763) and that contingency plan is a management tool used by law court employees to provide effective humanitarian aid to the needy (M=3.93, SD=0.737); that contingency planning as a process; attain, procure and protect people by providing timely feedback upon inquiry (M=3.96, SD=0.946). Further, respondents agreed that contingency planning secure continuity of the business elements, secure all information systems that include connections to customer relationships (M= 4.18, SD=0.711).

This finding is in line with IFRC (2015), which states that emergency plans are made prior to an act and logistical actions put in place in response to any crises, resources are gathered in all aspects in terms of work force and financially coordinated and communicated in advance to the responding team in place. Contingency plans in an organization guide and protect the employees on daily working activities with a view of providing necessary information concerning emergencies and disorder that might arise. Programs are categorically formulated for emergencies purpose, disasters address the readiness and reactions towards any emergency experienced by the employees at the work place, the organization and the management team on administrative information should come up with guidelines, directions and responsibilities on how to tackle emergencies arising. Emergency planning in an organization is an operation that requires future speculation it is not certain whether an act will happen but for an organization it has to prepare adequately, contingency

plan has to be good enough to provide positive response to the emergency, and the contingency plan approach stresses the need for in any organizational flexibility, Judge et al (2007). The organization decisions are a state of affairs that account to provide solutions that fit to overcome the crises, the size and the way the organization structure are formed matters to the surrounding of the environmental changes inform of technology and efficiency. The Association of Contingency Planners (ACP) describe contingency planning as an ongoing planning that comprises of various ideology that incorporate allied disciplines in the respective sector that deal with emergency crises, communication is a pillar to face adversity in the contingency plan it makes sure there is no prepossess.

Generally planning in advance enables the organization to get prepared fully with assessments of operation systems and unexpected calamities that might happen, for effectiveness to occur people from different disciplines must be involved such as experts, employees, suppliers, and sometimes even customers, a times representatives from external organizations, for instance from an insurance firm. Understanding the process requires intellectual from various disciplines to establish familiar problems that all parties understand. The contingency planning mitigate on disruptions that occur in the organization, resources are mobilized from common business plans, Contingency planning is a process in cannot be done in a day and placed aside and retrieved when required, the process need periodic updates and coherent dynamic business status, also involves carrying out, sensitizing and training elements that enable employees to get informed of the contingent plans, those responsible for planning requires periodic familiarization with plans and process and training on new proficiency, contingency planning process attain, procure and protect people, secure continuity of the business elements, secure all information systems that include connections to customer relationships. Contingency plan once not organized at territorial levels but also enable the users to coordinate actions in the rise of emergency. Contingency plan is a management tool used by all sectors to provide effective humanitarian aid to the needy, Ackermann, (2013).

#### **4.4.4 Tactical Planning and Employees Performance**

The respondents were required to indicate the extent to which they agreed with the statements on how tactical planning on employees' performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 14.

**Table 14: Tactical Planning**

Statements	N	Mean	Std. Dev.
Process relationship is enhanced by clarifying expectation of an organization goals, providing feedbacks, and formal documentations	97	3.73	.946
That efficiency in allocation of resources has resulted in timely service delivery to litigants	97	3.85	.981
Law courts have arrangements of monitoring goals and creating training opportunities to employees	97	3.95	.981
That staff work force have compensation structure performance as long as they achieve the organizations goals	97	3.72	.906
That employees with required skills are paid through incentive increase, promotion, bonuses, prizes and recognition through a wards or other reward deem fit	97	3.85	.973

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees Source: Field Data, 2024*

The findings in Table 14 show that the respondents agreed with the statement that process relationship is enhanced by clarifying expectation of an organization goals, providing feedbacks, and formal documentations, this is supported by a mean of 3.73 and a standard deviation of 0.946; respondents also concurred with the statement that efficiency in allocation of resources has resulted in timely service delivery to litigants (M=3.85, SD=0.981) and that law courts have arrangements of monitoring goals and creating training opportunities to employees (M=3.95, SD=0.981); that staff work force have compensation structure performance as long as they achieve the organizations goals (M=3.72, SD=0.906). Further, respondents agreed that employees with required skills are paid through incentive increase, promotion, bonuses, prizes and recognition through a wards or other reward deem fit (M= 3.85, SD=0.973).

This finding is in line with Lunenburg (2012) that in an organization, smooth operation promotes techniques that meets its objectives through organized production process with minimal use factors of production. Effectiveness can be related on organizational main tasks being completely associated with successful organizational performance, the higher the ratio of output to the value of the input, the higher the efficiency, Lee and Choi (2003). Efficiency is the amount of resources such as raw materials, labor, and cash used to achieve a certain outcome in an organization.

Resources under the control of the organization generally enhances its performances. Rajaseker (2014) states that human resource management is an important aspect in the effective execution of strategic plan. Unreliable man power, institutional capability draws and keep the attainment required to thrust performance, many states corporations require support from the exchequer (GOK 2013), according to Lunenburg (2012) resources and operation has been key subject to many research and their evidence that organization resources have an impact on organizational performance.

The performance is therefore measured by the degree of achieving the organizational goal, this really depend on the quality of its leadership and how well its strategy is formulated, Silva (2014). The advent of technology innovation has become a basis though risk taking and being proactive that has resulted to organizations better performance than competitors, Baker and Sinkula (2009). Organization that majors on technology advancement through innovative research and development generate above average performance. Human resource uniqueness provides higher quality services for better performance than competition, the organization enable his staff feel comfortable through pulling enough resources to them for better performance, Lazear, (2009). Organization faces various challenges thus the leadership must have a flexible plan that can adapt to the environmental changes for its goal to be achieved through strategy, the leadership must be able to communicate its plans to the employee effectively, Tomal and Jones (2015). According to Mclead and Clarke (2011) knowledge and skills sets its human capital is of great importance towards organization objectives, recruitment and selection of employees with the right qualification will result to high productivity and customer satisfaction that will result to sustainability of the organization. Scott, and Davis, (2015) indicates that organization with better control over resources are likely to have the most influence on its performance. Performance management entails an environment that accommodate all sort of people with an aim of doing better despite facing various challenges of performing to their level, The Balance scorecard (2018).

Work done is measured in performance management, promotes interactions in the organization operation events, performance management promotes cordial relation within the organization as a sign of togetherness. Organization uses availability of resources to meet the expected objectives and improve where needed, performance management is an ongoing relationship between top management and employees it happens more often, the achievements of the organization's strategic goals, performance management process creates ways of executing activities and most are organized such as organization strategies are interpreted, individual targets measured in the organization.

Process relationship is about clarifying expectation of an organization goals, providing feedbacks, and formal documentations, reward in form of compensation, a reward is awarded to a well performed employee upon meeting the organization desired target, and improvement done in case the target is not meet, a strategic development plan help performance to formulate solution to reduce the gap formed, the arrangement is planned for the process to carry on, goals monitored and the management create training opportunities to employees, the management to understand operation better the appraisal of employees has to be done frequently, listening to them, recognizing their efforts, the importance of appraising is to provide feedback of what has been done successful and still need to be informed and provide plans for employees to develop the necessary skills thus become more involved in their work performance needs or expectations of the organization performance the hard work be paid through incentive increase, promotion, bonuses, prizes and recognition through awards or other reward deem fit.

Compensation structure performance does not account for individual the same cuts across the organization unity among the employees is of great impact to achieve the common goal, (SAP Success factors, and 2018). Reward motivates workers and makes them perform, at Bungoma law courts, some of employees cannot tell whether their effort is being considered by the management, while others strive to put more effort once they are recognized. According to Cornerstone (2018), employees have to be involved in the organization operation plans the moment they are formulated under the performance management, this will enable them know their personal goals towards the larger goals of the organization, managers and employees has to be on the same side when it comes to discussing organization expectations, for employees to be conversant with their roles, as managers develop and plan necessary trainings to promote performance as required, regular checkup needed instead of prolonged checkup that makes performance review be forgotten and

lose track of consistence, informed and ongoing feedback conversation must be combined to check advancement and defeat the drawbacks, the response might consists of remarks from litigants, stakeholders observation or employees own ratings of their performance frequent response provide room for employees to seek guidance and help on areas facing difficulty ongoing formal reviews leads to available part of improving performance management.

Performance management process help employees pursue career development goal and achieve and set long term personal goals, the management can advocate to its employees by providing the required support in terms of trainings that will sharpen their skills and improve generally, performance management is done on daily basis for better outcome, the management to schedule routinely meetings for the employees to make them understand their status, combine ongoing feedback and provide career developing opportunities this empowers employees to be determined on achieving the organizational strategic goals. Study targets to establish the resource availability and employee empowerment inform of knowledge, skills, and organizational performance. Proper tactical and strategic planning of an organization makes it achieve goals and for the planning to be effective essential improvement should be done on the respective areas on timely basis.

#### 4.4.5 Employees' Performance

The dependent variable in this investigation was employees' performance. The researcher pursued to establish the responses on performance of employees' performance in Bungoma County law courts was measured using five statements relating to this variable in which they were rated in a five Likert scale. Descriptive statistics, which involved mean and standard deviation, were jointly employed to summarize the responses as presented in Table 15.

**Table 15: Employees' Performance**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
Improved service delivery within law courts contributes to enhanced employee performance	97	3.82	.909
Improved customer satisfaction within law courts contributes to enhanced employee performance	97	3.74	.881
Improved commitment within law courts contributes to enhanced employee performance	97	3.92	.971
Advancement of technology within law courts contributes to enhanced employee performance	97	3.83	.980

Improved reward management within law courts contributes to enhanced employee performance	97	3.86	.901
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*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees Source: Field Data, 2024*

The findings in Table 15 show that the respondents agreed with the statement that improved service delivery within law courts contributes to enhanced employee performance, this is supported by a mean of 3.82 and a standard deviation of 0.909; respondents also concurred with the statement that improved customer satisfaction within law courts contributes to enhanced employee performance (M=3.74, SD=0.881) and that improved commitment within law courts contributes to enhanced employee performance (M=3.92, SD=0.971); that advancement of technology within law courts contributes to enhanced employee performance (M=3.83, SD=0.980). Further, respondents agreed that improved reward management within law courts contributes to enhanced employee performance (M= 3.86, SD=0.901).

This finding is in line with Coghlan, (2019) that helped in looking back at the past, trying out theories, gathering information about the present, and looking ahead to the future environment in which the organization would operate. For a strategic plan to be effective, a company must take a long-term view of its activities and the external environment in which those operations take place. It also included measurable, attainable goals that could be tracked and evaluated. This allowed the company to zero in on the most critical issues and challenges it was facing (Coghlan, 2019). To ensure that all employees were working toward the same goals and that the organization was always adapting to the changing environment, strategic plans were frequently utilized as a management tool (Grant, 2021). The goal was for strategic planning to improve operational efficiency throughout the company. However, Mintzberg (1988) argued that formal strategic planning is flawed due to three fallacies: the fallacy of prediction due to the future's unknown, unpredictable, and uncertainty; the fallacy of detachment due to the inability to separate the formulation from the implementation of the strategy; and the fallacy of formalization due to the suppression of flexibility, spontaneity, intuition, and learning.

#### **4.5 Inferential Statistics**

Because the diagnostic test results indicated that the data was normally distributed, then the study subjected the data into further parametric analysis, which include the correlation, and regression

analysis. The subsequent section presents the correlation and regression analysis results of the study.

#### **4.5.1 Correlation Analysis**

In order to analyze relationship between the strategic planning and employees' performance in Bungoma County law courts, the researcher used Pearson's correlation analysis. Correlation analysis of all the independent variables was determined to express their association with the dependent variable (employees' performance) that is to infer features of populations grounded on samples (Johnson & Christensen, 2014). The Pearson's correlation analysis helps to determine the relationship among variables.

The aim of this research was to analyze the influence of strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) on employees' performance in Bungoma County law courts. The independent variables (operational planning, transformational planning, contingency planning, and tactical Planning) were correlated with the dependent variable of the study (employees' performance in Bungoma County law courts) and results shown in Table 16.

**Table 16: Correlation Results**

			<b>Employees' Performance</b>	<b>Operational Planning</b>	<b>Transformational Planning</b>	<b>Contingency Planning</b>	<b>Tactical Planning</b>
<b>Employees' Performance</b>	Pearson Correlation	1					
<b>Operational Planning</b>	Pearson Correlation	.741*	1				
	Sig. (2-tailed)	.000					
	N	97					
<b>Transformational Planning</b>	Pearson Correlation	.723*	.671*	1			
	Sig. (2-tailed)	.000	.000				
	N	97	97				
<b>Contingency Planning</b>	Pearson Correlation	.638**	.583*	.676**	1		
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	97	97	97			
<b>Tactical Planning</b>	Pearson Correlation	.734*	.754*	.762**	.772*	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	97	97	97	97		

\*. Correlation is significant at the 0.05 level (2-tailed).

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

*Source: Field Data, 2024*

The correlation analysis results exposed that operational planning was positive and significant relationship with employees' performance in Bungoma County law courts ( $r = .741, p < .05$ ). There was strong positive correlation ( $r = .723, p < .05$ ) between transformational planning and employees' performance in Bungoma County law courts. There was also a strong positive correlation between contingency planning and employees' performance in Bungoma County law courts ( $r = .638, p < .01$ ). Lastly, the results disclosed that tactical planning positively and significantly influenced employees' performance in Bungoma County law courts ( $r = .734, p < .05$ ).

The examination therefore confirmed that for the performance of law courts to be appreciated, the four strategic planning deliberated should be embraced. All the indicators of strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) were correlated amongst themselves. This meant that they were all moving in the same direction. These results corroborate the findings of Azahari, Mustafa, and Yusoff, (2017) who highlighted the centrality of leadership in boosting productivity. Similar to how Jaleha and Machuki (2018) suggested, successful firms in the complex and ever-evolving 21st century environment need strong strategic leadership.

These results are also consistent with the viewpoint offered by Vudzijena (2017), who argued that strategic planning is crucial for recognizing risks to an organization and its influence on organizational outcomes. Similarly, Marzouk and Jin (2022) showed that operational planning is essential for improving business results. Chege and Wang (2020); Walker, and Monster (2019) draw a similar conclusion, arguing that strategic planning process is critical to the effectiveness of the strategic plan's execution. Similarly, Mambwe et al.'s (2020) research on building projects in Zambia's Lusaka District found that increased participation from local stakeholders significantly improved project outcomes. Odhiambo and Njuguna (2021) found a favorable correlation between strategy design and the effectiveness of health NGOs, therefore these results make sense. Strategic formulation techniques have a favorable impact on National Hospital Insurance Fund performance, as shown by (Karimi & Kavindah, 2021).

#### 4.5.2 Regression Analysis

The research purpose was to analyse the influence of strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) on employees' performance in Bungoma County law courts. In order to establish the influence of strategic planning on employees' performance, employees' performance was regressed against strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) and the results recorded in Table 17, 18 and 19.

**Table 17: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.759	.756	0.532

a. Predictors: (Constant), Operational Planning, Transformational Planning, Contingency Planning, And Tactical Planning.

*Source: Field Data, 2024*

The model summary results displays that there was an association between strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) and employees’ performance in Bungoma County law courts ( $R=.871$ ). The regression results indicated that strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) had illustrative control over the employees’ performance where it accounted for 75.9 percent of variation in employees’ performance ( $R^2 = .759$ ). This means that operational planning, transformational planning, contingency planning, and tactical planning can explain about 75.9% of the proportion of total variations in employee performance. Other variables not in the study contribute to the remaining 24.1% of the changes in employees’ performance.

**Table 18: ANOVA Results**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	110.032	4	27.508	72.389	.000 <sup>a</sup>
	Residual	34.937	92	.380		
	Total	144.969	96			

- a. Predictors: (Constant), Operational Planning, Transformational Planning, Contingency Planning, And Tactical Planning
- b. Dependent Variable: Employees’ Performance

*Source: Field Data, 2024*

The ANOVA table results revealed that strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) had a significant influence on employees’ performance (p-value = .000). An F statistic showed that the general model was significant ( $F = 72.389$ ,  $p < .05$ ). This exhibited that the applied model can significantly predict the change in employee performance in Bungoma County law courts. The coefficients results showed the extent in which independent variables contributed to the adjustment in the dependent variable as shown in Table 19.

**Table 19: Coefficient Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	2.321	.251		9.116	.000
Operational Planning	.681	.196	.671	3.713	.002
Transformational Planning	.543	.261	.452	2.164	.001
Contingency Planning	.455	.256	.341	1.732	.020
Tactical Planning	.348	.236	.076	1.640	.000

a. Dependent Variable: Employees' Performance

*Source: Field Data, 2024*

The coefficients indicate the extent in which independent variables contribute to the modification of the dependent variable. Operational planning was statistically significant at ( $\beta = .681$ ,  $P = .002$ ), transformational planning was significant at ( $\beta = .543$ ,  $P = .001$ ), contingency planning was significant at ( $\beta = .455$ ,  $P = .020$ ) and tactical planning was significant at ( $\beta = .348$ ,  $P = 0.000$ ).

The resultant multiple regression equation that can be employed in predicting levels of employees' performance in Bungoma County law courts for 1 standard deviation enhancement in strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) can be stated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 2.321 + 0.681X_1 + 0.543X_2 + 0.455X_3 + 0.348X_4$$

Y = Employees' performance

2.321 = y-intercept; Constant

.681, .543, .455, .348 = the slope coefficients

$X_1$  = Operational Planning

$X_2$  = Transformational Planning

$X_3$  = Contingency Planning

$X_4$  = Tactical Planning  $\varepsilon$

= Error term

The unstandardized beta coefficient .681, .543, .455 and .348 represented the expected improvement in employees' performance in Bungoma County law courts for a unit standard deviation enhancement in operational planning, transformational planning, contingency planning and tactical planning respectively. This has the meaning that one standard deviance improvement in operational planning, transformational planning, contingency planning and tactical planning would raise level of employees' performance in Bungoma County law courts by a factor of approximately to .681, .543, .455 and .348 respectively.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the summary of the findings, conclusions of the study based on study findings and the recommendations of the study.

#### 5.1 Summary of the Findings

The purpose of this study was to analyze the influence of strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) on employees' performance in Bungoma County law courts. The correlation analysis results exposed that strategic planning were positive and significant relationship with employees' performance in Bungoma County law courts. The regression results indicated that strategic planning (operational planning, transformational planning, contingency planning, and tactical planning) had descriptive power over the employees' performance where it accounted for 75.9 percent of variation in employees' performance ( $R^2 = .759$ ).

##### 5.1.1 Operational Planning and Employees' Performance

The first objective of the study sought to establish the assess the influence of operational planning on employees' performance in Bungoma County law courts, Kenya. The study findings revealed that respondents agreed with the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future, this is supported by a mean of 3.92 and a standard deviation of 0.919; respondents also concurred with the statement that law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases ( $M=3.64$ ,  $SD=0.974$ ) and that law courts management plans on employees' promotions, resignation, training 6-12 month in advance ( $M=3.69$ ,  $SD=0.939$ ); on how law courts management collects and analyzes data on a regular basis in terms of achieving better performance, respondents were neutral on the matter ( $M=3.47$ ,  $SD=0.983$ ).

Further, respondents agreed that Law courts normally conduct informal employees' assessment on a continuous basis ( $M=.3.56$ ,  $SD=0.948$ ).

### **5.1.2 Transformational Planning and Employees' Performance =**

The second objective of the study sought to establish the assess the influence of transformational planning on employees' performance in Bungoma County law courts, Kenya. The study findings revealed that respondents agreed with the statement that law court leadership supports employee's workforce, development through new and better ways, this is supported by a mean of 3.94 and a standard deviation of 0.895; respondents also concurred with the statement that law court leadership continuously conduct and run professional courses and development programs in the judiciary sector (M=3.98, SD=0.926) and that transformational planning has Enhanced better utilization of technology tools in law courts processes (M=3.62, SD=0.937); that through transformational strategies, payment of claims of law court employees has timely improved (M=3.96, SD=0.925). Further, respondents agreed that through transformational strategies, there is improved coordination and control of law courts activities (M= 4.04, SD=0.956).

### **5.1.3 Contingency Planning and Employees' Performance**

The third objective of the study sought to establish the assess the influence of transformational planning on employees' performance in Bungoma County law courts, Kenya. The study findings exposed that respondent agreed with the statement that with contingency plans in an organization, employees daily working activities stands to be guided and protected, this is supported by a mean of 4.14 and a standard deviation of 0. 654; respondents also concurred with the statement that contingency plans once organized at territorial levels enable the users to coordinate actions in the rise of emergency (M=3.97, SD=0.763) and that contingency plan is a management tool used by law court employees to provide effective humanitarian aid to the needy (M=3.93, SD=0.737); that contingency planning as a process; attain, procure and protect people by providing timely feedback upon inquiry (M=3.96, SD=0.946). Further, respondents agreed that contingency planning secure continuity of the business elements, secure all information systems that include connections to customer relationships (M= 4.18, SD=0.711).

### **5.1.4 Tactical planning and Employees' Performance**

The fourth objective of the study sought to establish the assess the influence of tactical planning on employees' performance in Bungoma County law courts, Kenya. The study findings showed that respondent agreed with the statement that process relationship is enhanced by clarifying

expectation of an organization goals, providing feedbacks, and formal documentations, this is supported by a mean of 3.73 and a standard deviation of 0.946; respondents also concurred with the statement that efficiency in allocation of resources has resulted in timely service delivery to litigants (M=3.85, SD=0.981) and that law courts have arrangements of monitoring goals and creating training opportunities to employees (M=3.95, SD=0.981); that staff work force have compensation structure performance as long as they achieve the organizations goals (M=3.72, SD=0.906). Further, respondents agreed that employees with required skills are paid through incentive increase, promotion, bonuses, prizes and recognition through awards or other reward deemed fit (M= 3.85, SD=0.973).

## **5.2 Conclusions**

From the analysis, it has been observed that strategic planning influence employees' performance in Bungoma County law courts. The regression results indicated that strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) had explanatory power over the employees' performance where it accounted for 75.9 percent of variation in employees' performance in Bungoma County law courts ( $R^2 = .759$ ). Based on the study finding, the study therefore concluded that strategic planning (operational planning, transformational planning, contingency planning, and tactical Planning) had significant influence on employees' performance in Bungoma County law courts.

The correlation study results indicated that there was a statistically significant relationship between operational planning and employees' performance in Bungoma County law courts. The regression results showed that the management practices within law courts indicate a strong tendency towards strategic planning, regular performance reviews, and proactive HR planning. The study shows that if law courts engage in these activities with a relatively high frequency, these practices would help in setting clear organizational directions, monitoring performance, and planning for personnel changes, hence improved employee performance.

The study results indicated that transformational planning had statistical and significant influence on employees' performance in Bungoma County law courts. The study concluded that transformational planning (introduction of new and better ways to enhance the workforce, continuous commitment to professional growth, timely payment of claims for law court employees

and improved coordination and control of law court activities) had significant influence on employees' performance in Bungoma County law courts.

The study correlation results indicated that contingency planning had statistically significant positive correlation with employees' performance in Bungoma County law courts. The study regression results on the other hand found out that contingency planning underscores the importance of having well-structured contingency plans in law courts. This aspect is crucial for maintaining effective communication and support and it emphasizes the critical role of contingency plans in sustaining business functions and safeguarding data. The study hence concluded that if all these measures are embraced, employees' performance in Bungoma County law courts would be realized.

Lastly, the correlation study results showed that tactical planning had statistically significant positive correlation with employees' performance in Bungoma County law courts. The regression study results showed that tactical planning (provision of feedback, and formal documentation, clear communication and structured processes, effective resource management on service delivery and recognizing and rewarding employee contributions) all had significant influence on employees' performance in Bungoma County law courts.

### **5.3 Recommendations**

The following recommendations were made based on the conclusions made by the study and guided by the study results.

- i Given the high importance placed on strategic planning, it is recommended that law court management continue to strengthen this practice. They should ensure all levels of the organization are aligned with the strategic goals and that the vision is clearly communicated and understood by all employees. To address the variability in performance reviews, management should consider implementing a more structured and consistent review process. This could include standardized review forms, regular training for law courts officials and conducting effective reviews, and ensuring feedback is constructive and actionable. To improve the effectiveness of planning for employee promotions, resignations, and training, law courts management could benefit from developing a more detailed and transparent roadmap. This could include clear criteria for promotions,

anticipated training needs, and succession planning to better prepare for resignations. To enhance the collection and analysis of performance-related data, management should invest in robust data management systems and analytics tools. Regular training on data interpretation and its application in decision-making could also help in making more informed and strategic decisions. While informal assessments are valuable, formalizing these assessments can bring greater consistency and objectivity. Management should consider developing formal assessment criteria and processes, while still maintaining the flexibility to conduct informal check-ins as needed. By addressing these recommendations, law court management can strengthen their strategic planning and performance management processes, ultimately leading to improved organizational effectiveness and employee satisfaction.

- ii Continue to strengthen strategic planning practices and ensure clear communication of the organizational vision. Implement more structured and consistent performance review processes to enhance effectiveness. Develop detailed and transparent roadmaps for promotions, resignations, and training. Invest in robust data management systems and provide training on data interpretation and application. Develop formal assessment criteria and processes to complement informal assessments. Maintain and expand support for workforce development initiatives. Continue to offer and improve professional development programs to ensure continuous learning. Further enhance the use of technology tools through transformational planning. Maintain and improve strategies that ensure the timely payment of employee claims. Continue to implement and refine strategies that improve coordination and control of law court activities.
- iii On the issues of contingency plans, the study recommends periodic reviews and trainings to ensure effectiveness. Develop more detailed and comprehensive plans at the territorial level to improve coordination during emergencies and ensure that all law court employees are familiar with these plans and their roles within them. Continue to use contingency plans as a management tool to provide effective humanitarian aid and maintaining processes within contingency planning that ensure timely feedback and support are provided upon inquiry. Invest in communication tools and training to enhance this capability and focus on strengthening the elements of contingency planning that secure business continuity and protect information systems.

- iv Lastly, the law courts should strengthen processes that clarify organizational goals, provide feedback, and ensure formal documentation. This will help enhance process relationships and improve overall efficiency hence employee's performance. Continue to improve the efficiency of resource allocation to ensure timely service delivery to litigants and adjustment of resource management strategies to meet changing demands. Maintain and expand mechanisms for monitoring goals and creating training opportunities for law court employees by Investing in continuous learning and development programs to enhance employee skills and performance. They should also review and refine compensation structures to ensure they are closely aligned with performance metrics and organizational goals and consider introducing more flexible and tailored compensation packages to motivate employees.

#### **5.4 Suggestions for Further Studies**

- i. The study recommends another study to be done on the influence of strategic planning on employees' performance of law courts in other Counties since the current study concentrated in Bungoma County only.
- ii. Since the current study used only four variables and given the fact that there are other factors that may affect employees' performance, other researchers may seek to unknot the influence of such other predictors like organization structure, culture and so forth on the performance of law courts. It would be interesting to find out whether the outcomes would be related when different variables are employed.

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**APPENDICES**

**Appendix 1: Consent**

**Form**

I am **Daniel Ekuwom Adome** a masters Student at Mount Kenya University. Am conducting a study on

**Influence of Strategic Planning on Employees’ Performance in Bungoma County Law courts, Kenya.** I kindly wish to inform you that the study is in partial fulfillment of my master degree program. I recruit you conveniently to participate in this study and am seeking your consent. Confidentiality was maintained by using visit numbers rather than names and information gathered will not be revealed to anybody without your consent. Participation in this study is a voluntary. The research poses no any risks to the participants. This study would provide knowledge and act as part of reference points to the scholars who would want to further research in the same area or related field or for teaching in universities and other institutions of learning.

Before I involve you in this study, I kindly request you sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent

Sign.....Date.....

Principal Investigator

Sign .....

Mobile Number 0708836040

Ethics Review Committee Office

The Chairman

Mount Kenya University, Ethics Review Committee

P O Box 342 – 01000-THIKA

## Appendix II: Questionnaires

The questionnaire has been designed to gather information and collect data from Bungoma county law courts, in examining the influence of strategic planning on employee performance. Achieving the research objectives is considered important by your participation enabling it successful; the information collected was confidential and shall be used for only the intended purposes.

Express your feedback represented by score range of 5, 4,3,2,1 and 0 respectively. Where very large extent, large extent, average, small extent, very small extent and not defined at all being.

### Section A: Operational Planning

Please indicate your level of agreement/disagreement with the following statements on operational planning and employee performance. Use a scale of 1-5 where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Statements	1	2	3	4	5
That the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future					
That law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases					
That law courts management plans on employees' promotions, resignation, training 6-12 month in advance					
That law courts management collects and analyzes data on a regular basis in terms of achieving better performance					
Law courts normally conduct informal employees' assessment on a continuous basis					

## Section B: Transformational Planning

Please indicate your level of agreement/disagreement with the following statements on transformational planning and employee performance. Use a scale of 1-5 where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Statements	1	2	3	4	5
That law court leadership supports employee's workforce, development through new and better ways					
That law court leadership continuously conduct and run professional courses and development programs in the judiciary sector					
That transformational planning has Enhanced better utilization of technology tools in law courts processes					
That through transformational strategies, payment of claims of law court employees has timely improved					
That through transformational strategies, there is improved coordination and control of law courts activities					

## Section C: Contingency Planning

Please indicate your level of agreement/disagreement with the following statements on contingency planning and employee performance. Use a scale of 1-5 where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Statements	1	2	3	4	5
That with contingency plans in an organization, employees daily working activities stands to be guided and protected					
That contingency plans once organized at territorial levels enable the users to coordinate actions in the rise of emergency					
That contingency plan is a management tool used by law court employees to provide effective humanitarian aid to the needy					
That contingency planning as a process; attain, procure and protect people by providing timely feedback upon inquiry					
That contingency planning secure continuity of the business elements, secure all information systems that include connections to customer relationships.					

### Section D: Tactical Planning

Please indicate your level of agreement/disagreement with the following statements on tactical planning and employee performance. Use a scale of 1-5 where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Statements	1	2	3	4	5
Process relationship is enhanced by clarifying expectation of an organization goals, providing feedbacks, and formal documentations,					
That efficiency in allocation of resources has resulted in timely service delivery to litigants					
Law courts have arrangements of monitoring goals and creating training opportunities to employees					
That staff work force have compensation structure performance as long as they achieve the organizations goals					
That employees with required skills are paid through incentive increase, promotion, bonuses, prizes and recognition through awards or other reward deem fit.					

### SECTION E: Employees Performance

Within this segment, assessment statements concerning employee's performance are presented. Please indicate your level of agreement with each statement by marking (x) in the designated space. The scale is outlined as follows: (5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 for Strongly Disagree).

statements	1	2	3	4	5
Improved service delivery within law courts contributes to enhanced employee performance					
Improved customer satisfaction within law courts contributes to enhanced employee performance					
Improved commitment within law courts contributes to enhanced employee performance					
Advancement of technology within law courts contributes to enhanced employee performance					
Improved reward management within law courts contributes to enhanced employee performance					

**Appendix III: Work Plan**

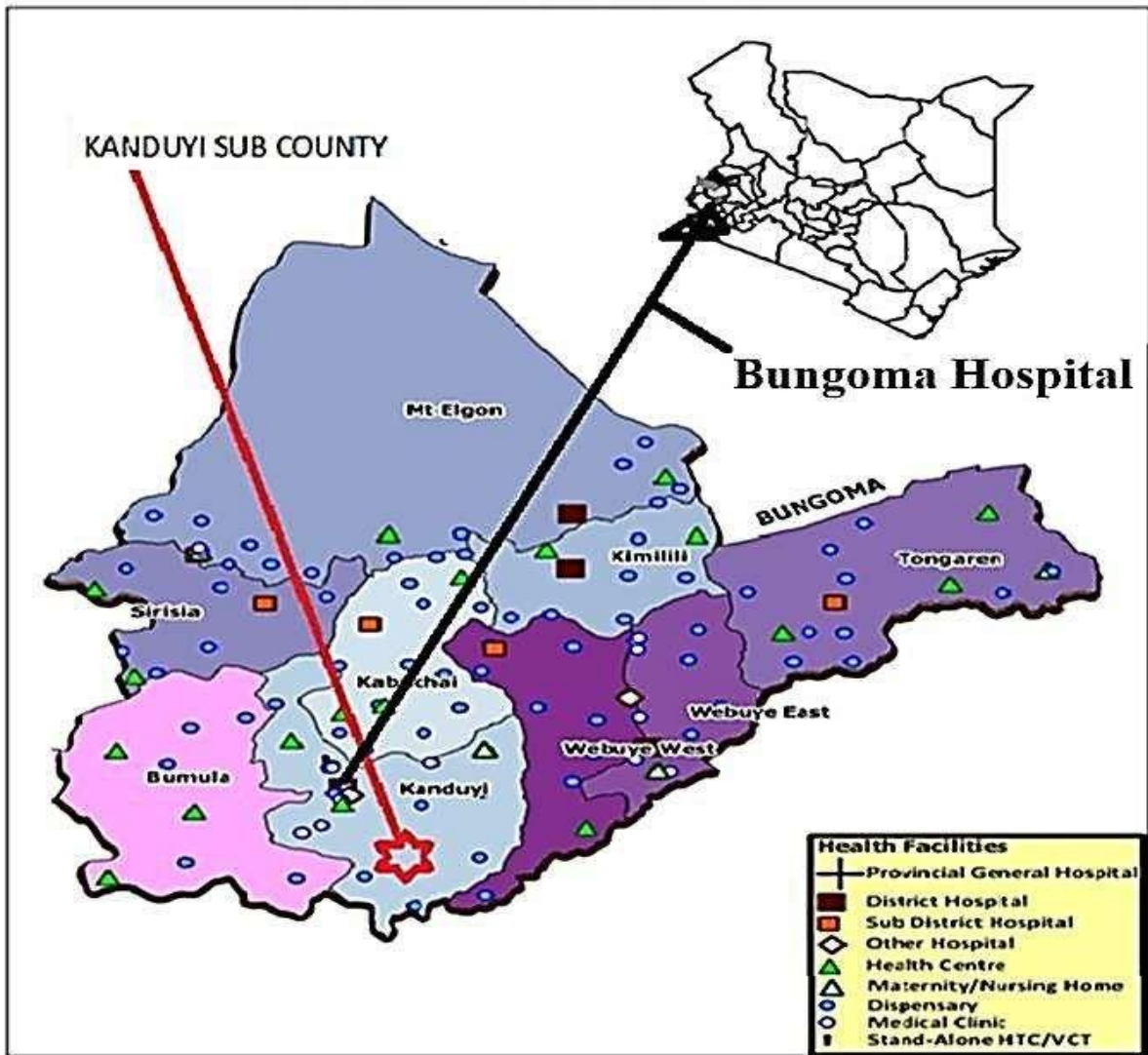
Study activities	June 2024	Sept 2024	Oct 2024	Nov 2024	March2022	June 2022	JanApril 2023	June- Dec 2023
Conception and project development								
Project Development								
Defense and of the project correction								
ERC								
NACOSTI								
Data Analysis								
Dissemination								
Final defense and correction of Project								

**Appendix IV: Research Budget**

DESCRIPTION OF ITEMS	AMOUNT IN KSHS

Flash Disks	16,000.00
Develop questionnaire @40 X 147	50,880.00
Piloting /dispatch of questionnaires to 147 respondents	16,000.00
Subsistence @500 x 8 days	40,000.00
Travel, networking, search for research materials @500 x 8 days	40,000.00
Accessing the library for relevant information @500 x 4 days	20,000.00
Access to the internet for supplementary information @ 500 x 4 days	20,000.00
Documentation of report 60pgs. volume @ 20 x60	12,000.00
Submission of report @ 1,500/=	15,000.00
<b>TOTAL</b>	<b>229,880.00</b>

### COUNTY OF BUNGOMA MAP



SOURCE: SARAM Kenya 2013: Health Facility Distribution by Type across Constituencies

Appendix V: Map.

