

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE
OF PARASTATALS IN MOMBASA COUNTY**

BY

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DECLARATION AND APPROVAL

Declaration

This project is my original work and has never been presented for any academic award in any institution.

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DEDICATION

This project is dedicated to my spouse, James Mwero, and son, David Tunje, in recognition of their profound love and support during my academic journey.



ACKNOWLEDGEMENTS

I express my profound gratitude to God Almighty for bestowing upon me the opportunity and fortitude to embark on this academic endeavor. I would also like to extend my heartfelt appreciation to my supervisor, Dr. Maria Mungara, for her exceptional support and guidance throughout the development of this research project. My heartfelt thanks go to Professor Patterson Semenye, the Project Director of NICHE KEN 212, and Professor M.S. Rajab of Pwani University, for their consistent faith in my scholarly capabilities and for the academic scholarship bestowed upon me.

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ABSTRACT

Many governments around the world face a formidable challenge in ensuring satisfactory performance in public-sector organizations. In recent years, Kenya has experienced a surge in reforms aimed at parastatals, with the intention of improving the public sector's overall effectiveness. This shift has highlighted the importance of implementing strategic management practices within public sector organizations, as these practices are crucial for enhancing performance. This study aimed to analyze the influence of strategic management practices on the performance of parastatals in Mombasa County. In recent years, Kenya has experienced a surge in reforms aimed at parastatals, with the intention of improving the public sector's overall effectiveness. This shift has highlighted the importance of implementing strategic management practices within public sector organizations, as these practices are crucial for enhancing performance. This study aimed to analyze the influence of strategic management practices on the performance of parastatals in Mombasa County. The specific objectives of this study included an exploration of the effects of environmental scanning on the performance of parastatals in Mombasa County, an investigation into the influence of strategy formulation on

their performance, an examination of the impact of strategy implementation, and a determination of how monitoring and evaluation contribute to the performance of parastatals in the region. The investigation utilized Resource Based Theory and Contingency Theory to analyze how strategic management practices affect the performance of parastatals. A descriptive research design was adopted, involving a sample of 60 participants selected from 15 parastatals headquartered in Mombasa County, Kenya. Data collection was primarily conducted through a questionnaire, which underwent pretesting for validity and reliability with respondents during a pilot study, yielding a Cronbach Alpha index of 0.620, indicative of sufficient internal consistency. Data collected for this study were analyzed using the Statistical Package for the Social Sciences (SPSS), employing regression analysis to investigate the hypothesized relationships among the variables. The regression analysis revealed an R-squared value of 0.810, indicating that 81% of the variation in the performance of parastatals can be attributed to the independent variables. Additionally, the finding shows that environmental scanning significantly impacts performance ($p = 0.002$), while strategy formulation ($p = 0.700$) does not; strategy implementation ($p = 0.060$) and strategy monitoring & evaluation ($p = 0.052$) show positive but marginally non-significant effects. The study recommends that parastatals conduct continuous evaluations of the competitive landscape, optimize interdepartmental communication, establish standardised key performance indicators, and align the strategy development process with the resources and capabilities at their disposal to promote achieving attainable and practical objectives.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS AND ACRONYMS	xii

CHAPTER ONE.....	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.1.1 Performance	6
1.1.2 Parastatals	7
1.1.3 Mombasa County	8
1.2 Statement of the Problem.....	9
1.3 Objectives of the Study.....	11
1.3.1 General Objective	11
1.3.2 Specific Objectives	11
1.4 Research Questions or Hypotheses.....	11
1.5 Significance of the Study.....	12
1.6 Scope of the Study	13
1.7 Study Limitations.....	13
1.8 Study Delimitations	14
1.9 Assumptions of the Study.....	14
1.10 Operational Definition of Key Terms.....	14
CHAPTER TWO.....	16
LITERATURE REVIEW.....	16
2.0 Introduction.....	16
2.1 Theoretical Literature/Theoretical Framework.....	17

2.1.1 Resource-Based View (RBV) Theory	17
2.1.2 Contingency Theory.....	19
2.2 Empirical Literature	20
2.2.1 Empirical Review.....	21
2.3 Conceptual Framework.....	45
2.4 Research Gaps.....	46
2.5 Critique of Literature	47
2.6 Summary	48
CHAPTER THREE	49
RESEARCH METHODOLOGY.....	49
3.0 Introduction.....	49
3.1 Research Design	49
3.2 Location of the Study.....	50
3.3 Target Population.....	50
3.4 Sampling Procedures and Techniques	52
3.5 Testing for Validity and Reliability/Trustworthiness	52
3.6 Data Collection Methods and Procedures.....	53
3.7 Proposed Data Analysis Techniques and Procedures	54
3.8 Ethical Considerations	56
CHAPTER FOUR.....	56
RESEARCH FINDINGS AND DISCUSSIONS.....	56

4.0 Introduction.....	56
4.1 Response Rate.....	57
4.2 Background Information.....	57
4.2.1 Gender of the Respondents	58
4.2.2 Age Distribution of Respondents.....	59
4.2.3 Education Level	60
4.2.4 Department Represented	61
4.2.5 Years of Experience.....	62
4.3 Strategic Management Practices.....	64
4.3.1 Nature of Parastatal.....	64
4.3.2 Adoption of Strategic Management Practices Strategic	65
4.3.3 Strategic Management Practices Adopted	65
4.4 Environmental Scanning.....	68
4.4.1 Environmental Scanning Technique	69
4.5 Strategy Formulation	71
4.6 Strategy Implementation.....	73
4.7 Strategy Monitoring and Evaluation.....	75
4.8 Performance	78
4.9 Inferential Statistics	80
4.9.1 Reliability Test.....	80

4.9.2 Fitness of the Model.....	81
4.9.3 Analysis of Variance (ANOVA).....	82
4.9.4 Correlation Analysis	83
4.9.5 Multivariate Regression Analysis	84
CHAPTER FIVE.....	86
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	86
5.0 Introduction.....	86
5.1 Summary of the Study Findings	86
5.1.1 Summary of Environmental Scanning Effects on Performance of Parastatals.....	87
5.1.2 Summary of Strategy Formulation Effects on Performance of Parastatals	88
5.1.3 Summary of Strategy Implementation Effects on Performance of Parastatals.....	88
5.1.4 Summary of Strategy Evaluation and Monitoring Effect on Performance of Parastatals	89
5.2 Conclusion	90
5.3 Recommendations.....	90
5.3.1 Recommendations for Practice	90
5.3.2 Recommendations for Policy	91
5.3.3 Recommendation for Further Research	92
REFERENCES.....	94
APPENDICES	112

Appendix i: Research Tool	112
Appendix ii: ERC Certificate.....	121
Appendix iii: Introduction Letter from MKU.....	122
Appendix iv: NACOSTI Research License	123
Appendix v: Field Entry/Research Authorization	124
Appendix vi: Turnitin Report	126
Appendix vii: Research Site Map	128
Appendix viii: Long Table.....	129

LIST OF TABLES

Table 4.1: Response Rate	58
Table 4.2: Environmental Scanning	70
Table 4.3: Rating of Strategy Formulation	74
Table 4.4: Rating of Strategy Implementation	75
Table 4.5: Rating of Strategy Monitoring and Evaluation	77
Table 4.6: Measurement of Performance by Parastatal	81
Table 4.7: Reliability Test	82
Table 4.8: Model Summary	83

Table 4.9: ANOVA	84
Table 4.10: Correlation Analysis	85
Table 4.11: Regression Coefficient	86

LIST OF FIGURES

Figure 2.1: Conceptual Framework	46
Figure 4.1: Distribution of Respondents by Gender	59
Figure 4.2: Age Distribution	61
Figure 4.3: Education level of participants	62
Figure 4.4: Department Represented	63
Figure 4.5: Years of Experience in the Department	64
Figure 4.6: Nature of Parastatals	66
Figure 4.7: Adoption of Strategic Management Practices	67
Figure 4.8: Strategic Management Practice Adopted	68
Figure 4.9: Level of satisfaction in the implementation of strategic management practices	69
Figure 4.10: Environmental Technique Used	72

LIST OF ABBREVIATIONS AND ACRONYMS

- ANOVA** – Analysis of Variance
- CEO** – Chief Executive Officer
- KPI** – Key Performance Indicator
- RBV** – Resource Based View
- SAGAs** – Semi Autonomous Government Agencies



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter outlines the historical background, defines the problem statement, provides justification for the research, states the objectives of the thesis, poses the research questions, discusses the assumptions, highlights the significance of the thesis, delineates the scope of the research, identifies the limitations, and describes the mitigating strategies employed.

1.1 Background to the Study

The current business environment is rapidly evolving and adoption of strategic management practices is increasingly becoming pivotal. Any kind or size of public entity can become better with the use of strategic management techniques (Kim & Lee, 2021). Jensen (2023) defined strategic management as the systematic process through which an organization sets its goals, formulates a comprehensive plan, and executes it to achieve those objectives. Strategic management practices encompass a systematic approach to arranging, overseeing, and assessing activities undertaken by organizations to achieve their intended objectives (Ansoff et al., 2018).

The practice of strategic management comprises four essential elements, namely strategic development, execution, evaluation, and control (Makhanga, 2017). The cause of strategic administration approaches is to assist public leaders and managers in their endeavors to coordinate significant decisions throughout various levels and functions within an organization, as well as across different organizations. (Dooren et al., 2015). According to Maroa and Muturi

(2015), sustainable strategic management provides the company with a distinct path and outlines the company's objectives, policies, and strategies for attaining its goals. In recent times, countries have embraced the utilization of Strategic Administration Techniques as a mechanism to achieve justifiable growth and enhance the proficiency and efficacy in the conveyance of communal amenities (Tehrani, 2017).

Across the globe, entities implement strategic management approaches to adeptly traverse complex market landscapes, improve resource distribution, and attain a sustainable competitive advantage (David, 2015). Ferlie and Parrado (2018) present a comprehensive analysis of the utilization of strategic administration in communal institutions across Germany, the UK, and Spain. The authors contend that the adoption of strategic management principles has significantly improved service management and enhanced the delivery of services to the public in these nations. In their investigation into public sector strategic management approaches, Kim, Lee, and Park (2021) discovered that successful strategic management practices enhanced organization performance across several nations, including the US, Japan, and Korea. Abu (2015) contends that the majority of construction companies in Malaysia approximately 95%, have embraced strategic management within their organizations. He underscores that the embrace of strategic management practices has demonstrated significant benefits for these firms, facilitating advancements in their overall performance. In the UAE, semi-government organizations were studied by Katheeri (2016). He discovered that the operational outcomes of organizations and the application of strategic administration elements namely, strategy development, execution, and assessment are absolutely connected. Hajiheydari, Zarei, and

Mokhtari (2019) found that strategic management techniques including performance evaluation, employee empowerment, and strategic planning give significant benefits to organizations in the public sector of Iran.

The African landscape has witnessed a growing necessity for strategic management practices, driven by dynamic socio-economic changes. Countries such as Nigeria, South Africa, and Kenya are actively working to bolster their strategic management capabilities, aiming to improve public sector performance, encourage economic advancement, and fulfil sustainable development targets (World Bank, 2018). Kuryshi and Zoebi (2014) examined the execution of strategic administration in state university education in Algeria. They came to the conclusion that while there was no impact on the university's strategic vision, mission, or goals, strategic analysis and strategic options had a major impact on performance at Biskra University. This demonstrates the utilization of strategic administration techniques in the higher education segment, as well as the significance of the strategy development process and its effects on the effectiveness of the company. Gideon and Georgina (2016) looked into the local government of Abia State, Nigeria, using strategic management practices as part of a comprehensive management system. Gideon and Georgina (2016) highlight a notable deficiency in administrative policy, which is imperative for the effective guidance and direction of public strategies. They also discovered additional causes for strategic management's shortcomings, including inadequate leadership, a lack of training, and a scant attention to top management concerns. which suggests poor organizational performance and hazy organizational relationships and visions. Arega and Elifneh (2024) conducted an analysis of Ethio Telecom, Ethiopia's principal telecommunications company, to assess the influence of strategic management methodologies on its operational results.

The conclusions of the inquiry demonstrated that, among the strategic administration techniques dimensions, strategic assessment serves as the primary determinant of the performance of an institution, with strategic preparation following closely behind; in contrast, the influence of strategic execution exhibits only a moderate correlation. Nsengiyumva and Mukama's research (2021) indicates that the execution of strategic techniques approaches has resulted in enhanced agency efficiency in Rwandan government. The outcomes of the investigation demonstrate that companies that applied strategic management techniques have a higher likelihood of achieving their goals, offering superior customer service, and improving overall performance. Kessy and Komba's (2019) study on the consequences of strategic administration approaches on Tanzanian institutions that serve communal interests efficiency demonstrates that these strategies' implementation significantly and favorably impacted the organizations' operational effectiveness. According to the study, an organization needs three key elements in order to succeed: careful performance reviews, capable leadership, and strategic planning.

In the context of Kenya, the implementation of strategic management practices is essential for organizations navigating a landscape characterized by heightened competition and regulatory demands. The significance of strategic management in achieving the national development objectives outlined in Kenya Vision 2030 is recognized by both governmental bodies and private sector entities (Government of Kenya, 2020). The research conducted by Wanyama and Aila (2022) focused on the interplay between the performance of Kenyan parastatals and their strategic administration practices. The authors concluded that strategic management approaches are effective indicators of performance. Furthermore, Muriithi (2015) explored the effects of strategic management on the performance of state corporations in Kenya, with a particular

emphasis on Postbank Kenya. The research findings indicated a significant relationship between performance and the monitoring and regulation of strategies, as opposed to the planning and implementation of those strategies. Nonetheless, it was discovered that state corporations perform poorly because they focus more on strategy planning and execution.

In 2020, Karanja and Juma undertook a study focused on the National Transport and Safety Authority, utilizing it as a case study to examine the correlation between strategic management practices and the quality of service delivery in state-owned enterprises within Kenya. According to the study's findings, organizations that implement strategic planning techniques provide better services. Mzera (2024) employed a survey methodology to investigate the correlation between strategic management practices and the performance results of state-owned enterprises in Kenya. The research focused on assessing how these corporations fared in terms of corporate governance, strategic planning, total quality management, technological competitiveness, customer relationship management and human resource management.

The study concluded that corporate level managers ought to create guidelines for the creation of competitive strategies and make sure stakeholders are incorporated into the strategic management framework. To enhance its ability to effectively utilize and gain advantages from strategic alternatives, the management of state corporations should prioritize the execution of a comprehensive environmental assessment. Additionally, it is essential that all stakeholders within state corporations receive adequate support to fulfil their corporate duties both collaboratively and independently, thereby promoting efficiency and effectiveness.

1.1.1 Performance

Institutional performance is predicated on the understanding that an organization represents a voluntary coalition of productive resources, which encompasses capital assets, technological, and human engaged in a cooperative effort to realize a shared objective (Singh, Darwish, & Potočnik, 2016). Organizational performance, according to George, Walker and Monster (2019), is the rate and degree to which a company successfully accomplishes its objectives. According to Serrat (2017), the performance of an organization is reflected in its capacity to effectively mobilize and allocate its limited resources and values as quickly as possible to achieve its operational targets. Singh et al. (2016) posit that the comprehensive performance of an organization reflects the synthesis of its strategic approaches and various activities. The concept of organizational performance, as outlined by Daniel and Kevin (2015), involves the analysis of actual organizational results in comparison to the outcomes that were initially projected. According to Ngui (2015), an institutions's performance is assessed based on the difference between its actual and projected production. Profitability according to Jenatabadi (2015) is not the real performance, despite the fact that it is usually regarded as the ultimate success metric. As mentioned by Kurdi and Alshurideh (2020), gauging customer satisfaction, management cost reduction, waste reduction, profitability and employee retention is another way to evaluate performance.

Organizational performance encompasses performance, market performance, and stakeholders' return, as stated by Almatrooshi, Singh, and Farouk (2016). Organizational performance is the term used to describe these three categories of organizational results. According to Singh et al.

(2016), metrics such as product development, market share, diversification, and performance are employed to assess a company's performance within the marketplace. The proficiency of an organization in acquiring accurate data in a timely manner, its internal business processes, its top-notch workforce, and its working environment are all important indicators of its performance, according to Kaplan and Norton (2004), as mentioned in Jenatabadi (2015). Strong performance, which can be categorized as either financial or business performance, increases a company's likelihood of staying in operation (Elena-Iuliana & Maria, 2016).

1.1.2 Parastatals

Parastatals encompass businesses that are either owned or controlled by the government. These entities have the responsibility of producing or providing goods and services to the public. It is noteworthy that they often operate in a competitive market, potentially competing with privately-owned enterprises (Trebilcock, 2022). According to Section 2 of the State Corporations Act (1987), a state corporation is characterized as a corporate parastatal established through an Act of Parliament. It can also refer to a bank, financial institution, or any other company where the government or another State Corporation holds the majority of shares. In addition, any subsidiary affiliated with a state corporation is regarded as a state corporation.

Parastatals in Kenya originated during the colonial era under the governance of the colonial Government. These entities were established with the purpose of offering services that were beyond the capabilities of the private sector (Franklin, 2018). The formation of parastatals by the Kenyan government was driven by the need to simultaneously address commercial and social goals. These entities have diverse functions, ranging from rectifying market failures and

pursuing social and political objectives to delivering education and healthcare services, redistributing income, and promoting development in marginalized regions (Nyakamba & Muraya, 2018). Meyer and Leixnering (2015) propose that the classification of parastatals is based on various factors such as legal status, level of autonomy, allocation of financial surpluses, financing and budget structure, ownership structure task, and the notion of 'publicness'.

1.1.3 Mombasa County

Mombasa County is one of the 47 administrative divisions that comprise the Republic of Kenya. The capital of this county is Mombasa Town, which is also its only city (County Government of Mombasa, 2023). Despite being the smallest county in the country, it contributes the fourth highest average to Kenya's GDP (ICLEI-Local Governments for Sustainability, n.d.). The county's total area is recorded at 229.9 km², excluding a water mass of 65 km² situated 200 nautical miles into the Indian Ocean. It shares its northern border with Kilifi County, its southwestern border with Kwale County, and its eastern border with the Indian Ocean. The geographical location of the county is defined by latitudes ranging from 30° 56' to 40° 10' south of the Equator and longitudes from 39° 34' to 39° 46' east of the Greenwich Meridian.

Additionally, the County is positioned near a large water body, sharing an Exclusive Economic Zone with the Indian Ocean located to the east (County Government of Mombasa, 2023).

The population distribution and settlement trends in the County are heavily influenced by the proximity to key social and physical infrastructure networks, including roads, housing, water, and electricity. Moreover, access to employment opportunities and the overall security situation

are also critical factors affecting these patterns. As reported in the 2019 Kenya Population and Housing Census, the total population of the county was 1,208,333 (County Government of Mombasa, 2023).

1.2 Statement of the Problem

Attaining outstanding performance is the fundamental goal of any organization that aspires to thrive in a highly competitive environment (Kakanda, Bello & Abba, 2016). The Kenyan government identified a chronic underperformance in the public sector, particularly regarding the management of public resources, which has obstructed the path to sustainable economic growth (Joseph, 2019). In response to this realization, the government initiated various reform measures to improve performance outcomes.

The reform process was fundamentally guided by Sessional Paper No. 10 of 1965, which provided a key institutional framework. In this context, the government formed various committees and commissions to identify critical reforms and measures necessary for enhancing the efficiency and productivity of public services (KIPPRA, 2019). As outlined by Gichini (2015), several key initiatives have been undertaken, such as the Economic Recovery Strategy for Wealth and Employment Creation (ERSWRC) from 2003 to 2007. This initiative involved a commitment from the government to enhance the performance of ministries and state-owned institutions. Moreover, the implementation of performance contracting aimed to improve the delivery of public services, and Vision 2030 further stresses the importance of enhancing public service performance.

In spite of the introduction of these initiatives, the aspiration for exemplary performance in parastatals and various government entities has not yet been attained. This context provides a compelling rationale for exploring the influence of strategic management practices on the operational performance of parastatals in Mombasa County. Additionally, the prevalence of strategic management practices in the public sector has been on the rise, with numerous research findings suggesting a connection to enhanced organizational performance. Nevertheless, a considerable gap persists in understanding the practical implementation of these strategic management techniques and their effects on the performance of parastatals in Mombasa County.

Numerous academic inquiries have been performed to investigate the influence of strategic management on the performance metrics of public sector organizations. Significant contributions to this discourse include the works of Wanyama & Aila (2022), Mzera (2024), Karanja & Juma (2020), and Gabow (2019). Despite these contributions, there remains a lack of focus on parastatals whose headquarters are located in Mombasa County. In light of the identified gap in existing scholarly research, this study seeks to enhance the body of knowledge by investigating the interplay between strategic management practices and the performance metrics of parastatals in Mombasa County, Kenya. The analysis will specifically address the effects of environmental scanning, strategy development, execution, and the processes of monitoring and evaluation on the performance outcomes of these organizations.

1.3 Objectives of the Study

1.3.1 General Objective

The central aim of this investigation was to assess the connection between strategic management practices and the performance achievements of parastatal organizations in Mombasa County.

1.3.2 Specific Objectives

- i. To establish the influence of environmental scanning on performance of parastatals in Mombasa County.
- ii. To investigate the influence of strategy formulation on performance of parastatals in Mombasa County.
- iii. To examine the influence of strategy implementation on performance of parastatals in Mombasa County.
- iv. To investigate the influence of strategy monitoring and evaluation on performance of parastatals in Mombasa County.

1.4 Research Questions or Hypotheses

- i. What is the influence of environmental scanning on performance of parastatals in Mombasa County.
- ii. What is the effect of strategy formulation on performance of parastatals in Mombasa County.
- iii. What is the effect of strategy implementation on performance of parastatals in Mombasa County.

iv. What is the effect of strategy monitoring and evaluation on performance of parastatals in Mombasa County.

1.5 Significance of the Study

Researchers and practitioners dedicated to this subject would gain valuable perspectives and establish a solid groundwork for upcoming study endeavors. The outcomes of this investigation would present researchers and research institutions with fresh opportunities to explore, thereby enriching our understanding of the correlation between strategic administration techniques and performance outcomes. Internal stakeholders, particularly the employees, are the driving force behind productivity and organizational achievements. Their contribution significantly impacts the performance of parastatals. Furthermore, their active participation in implementing strategic management practices is vital. Therefore, possessing knowledge in this area is crucial.

The general public stands to gain numerous advantages from the government's implementation of strategic management practices. This includes an improvement in the government's performance, which in turn enables the delivery of enhanced services to the general public. This analysis intends to furnish a significant contribution to the policymakers operating within the Kenyan government, encompassing ministries, corporations and state departments. It is designed to act as a comprehensive resource for the formulation of policies that will effectively steer management reforms. By implementing the recommendations put forth in this study, it is anticipated that the government's policy makers will make necessary adjustments in the management of parastatals to enhance their outcomes.

1.6 Scope of the Study

The assessment was carried out in Mombasa County, Kenya, with a specific emphasis on parastatals that have their headquarters located in this region. The objective of the inquiry was to assess the relationship between the techniques of strategic management and the performance benchmarks of these government-owned organizations. The examination was executed over the timeframe of July 2024 to September 2024.

1.7 Study Limitations

Limitations encountered in research studies typically relate to weaknesses that are beyond the control of the researcher, often linked to the selected research design, the constraints inherent in the money issues, statistical model, or other pertinent aspects. Therefore, limitations can be characterized as restrictions that are essentially imposed and lie outside the purview of the researcher (Theofanidis & Fountouki, 2019).

This investigation was constrained by the reluctance of specific participants to divulge relevant information. Such hesitance was rooted in worries that the information shared could be leveraged against them or might lead to negative implications concerning the subject of the research. In response to this limitation, the investigator included an introductory letter from the University, which assured participants that their information would be used exclusively for scholarly purposes and handled with the highest degree of confidentiality. Additionally, the investigator obtained a research permit from the National Commission for Science, Technology, and Innovation, which contributed to a more efficient investigation process.

A further complication that emerged was the occurrence of delayed responses. To overcome this challenge, the researcher gathered the contact information of the respondents and sent out reminders, reinforcing their commitment to actively contribute to the research by completing the questionnaire.

1.8 Study Delimitations

The research endeavor was grounded in the assumption that the researcher successfully contacted the potential respondents, who contributed the needed information in an incoherent fashion. Additionally, it was presumed that the research was executed in line with the designated work plan and budgetary provisions.

1.9 Assumptions of the Study

The analysis was grounded in the belief that the respondents selected were a true depiction of the populace from which the researcher intended to draw inferences from. It was further assumed that these respondents would complete the questionnaire with sincerity and openness. Additionally, the study posited that all the parastatals sampled in Mombasa County employed strategic management practices. It was also assumed that the parastatals would avail relevant needed information pertaining to performance to the researcher.

1.10 Operational Definition of Key Terms

Environmental scanning: Described as a methodical procedure designed to find,

compile, and analyze information on a specific topic in order to support organizational action and decisionmaking (Zimmer, Goerzen, Hogan, & Tooley, 2024)

Performance: Refer to the culmination of an institution's tactics and activities (Singh, Darwish, & Potočnik, 2016).

Parastatal: Refer to businesses that are either owned or controlled by the government. These enterprises have the responsibility of producing or providing goods and services to the public. (Trebilcock, 2022).

Public Sector: Section of the economy under the jurisdiction of the federal, state, municipal, or provincial governments (Olawunmi, 2015).

Strategic Management: Refer to a fundamental concept that pertains to the process of making informed decisions and implementing necessary corrective actions to successfully accomplish the enduring objectives and aspirations of an organization (Gure & Karugu, 2018).

Strategic Management Practices: Encompass the areas of strategic planning, strategic implementation, strategic evaluation and control (Ombaka, Muindi, & Machuki, 2015).

Strategy formulation: The procedure of identifying the most effective strategies to attain organizational aims and objectives ultimately aids in the realization of both immediate and extended goals. (Auka & Langat, 2016)

Strategy implementation: The approach taken by an institution to convert plans and strategies into actions to meet predetermined goals and objectives. (Mwita, 2019).

Strategy monitoring and evaluation: Strategy evaluation and monitoring is a crucial undertaking that involves comparison of the real performance of a strategy with the desired performance (Engert, Rauter Baumgartner, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a detailed exposition of the theoretical basis and introduces a conceptual framework that aids in elucidating the connection between strategic management practices and the performance outcomes of parastatals. It also explores the empirical literature to identify gaps

in the existing research concerning strategic management practices and their effects on parastatal performance.

2.1 Theoretical Literature/Theoretical Framework

The factors influencing the performance level of parastatals can best be understood through vital strategic management theories. The main theories that are examined in this study are the Resource Based View Theory and the Contingency Theory.

2.1.1 Resource-Based View (RBV) Theory

The Resource-Based View Theory (RBV), which examines how resources can help or hinder an organization's growth, is credited to Edith Penrose (1959). Penrose defines resources as including both employees hired under terms that allow them to be successfully integrated into the company and the tangible assets that a business buys, leases, or produces for its own use. The theory aims to explain how a firm's performance is reliant on the materials and assets it has at its disposal and how it uses them. According to Sabourin (2020) Antunes, Pereira, Dias, da Silva (2023), the essential components affecting an organization's performance are its resources. As a result, these resources aid in the development of strategies meant to improve organizational efficacy and efficiency, which helps to produce a long-lasting a superior position relative to competitors (Sabourin, 2020; Antunes et al., 2023).

According to Mariola and Aleksandra (2015), an institution can gain a competitive edge by effectively deploying possessions with specific attributes that are at its disposal. An

organization's valuable assets are those that support threat mitigation, market potential capitalization and offer strategic value (Khan, Yang, Waheed, 2019). This belief is strengthened by Farida and Setiawan's (2022) assertion that resources are treasured when they increase organizational potential, allow for cost savings, and enable effective responses to environmental opportunities and threats.

The efficacy of a resource in shaping organizational capabilities and gaining a competitive edge determines its value (Ferreira, Coelho, Moutinho, 2020). The firm's RBV clarifies the need of developing assets and competencies that possess uniqueness, value, scarcity, and irreplaceability. Essential resources and strategic proficiencies are resources that have unique qualities that make them difficult for competitors to duplicate or replace. They are also known as central or characteristic proficiencies (Camisón Puig-Denia, 2020). The RBV's core idea states that for the purpose of enabling an institution to obtain a unique or competitive edge in the market, internal capabilities and available resources should be prioritized (Quaye Mensah, 2019). According to Azeem, Ahmed, Haider and Sajjad (2021), a strong competitive advantage is more likely to be attained by an organization with extremely valuable capabilities and resources.

The application of the theory to the inquiry lies in its ability to specify important elements that are vital to the functioning of an institution. It provides the foundation for how a parastatal can use its assets such as human resources competencies to formulate and execute strategies to promote the successful realization of established goals and purposes. The theory also highlights the function of strategic managers in devising the best strategies for utilizing available resources,

which are essential for enhancing strategic plans. It also demonstrates the significance of strategy monitoring and assessment, which is reliant on resource availability.

2.1.2 Contingency Theory

The Contingency Theory of Leadership was formulated by Fred Fiedler in 1958 as part of his study on leader effectiveness in group contexts. This theoretical framework has had a substantial effect on strategic management and is especially pertinent to research concerning strategy and organizational behavior (Barney, 2005 referenced in Gathungu Ndungi, 2018). The Contingency theory posits that the appropriate designated method of proceeding in the institution is contingent upon elements that impact the organization from both internal sources and external environments. It functions as a foundational framework for business design and is widely regarded as a rational and authoritative model in the examination of organizational structures. The fundamental premise of this theory revolves around the notion that the structural context has a profound influence on its functioning (Zink, 2017).

This notion is further validated by the premise that a universally applicable performance management system is not feasible. The effectiveness of the system and its various components are contingent upon situational and institutional variables (Tamayo, 2017). This viewpoint is also shared by Wadango and Abdel-Kader (2014), who asserts that contingency theory argues against the existence of a single optimal method for designing and managing organizations. Gathungu and Ndungi (2018) cite Lynch (2000) to emphasize that the managers in the formulation, execution, and assessment of strategies, in addition to facilitating other strategic decision-making processes.

Shin and Konrad (2017) argue that the success and efficiency of an organization are contingent upon its environmental conditions and context. In the early stages of contingency theories, it was believed that high-performing organizations were those that effectively aligned themselves with their environmental circumstances. This alignment encompassed elements including the scale of the organization and its proficiency in integrating new technological advancements, and its responsiveness to evolving customer demands (Miller, 2003 as cited in Gathungu Ndungi, 2018). This theory proves valuable in the association between strategic management approaches and operational outcomes of public sector entities.

This investigation is closely linked to the theory since by addressing the contingent variable, it aids management in enhancing the caliber of decision-making within organizations. Executives of Mombasa County's parastatals can apply the theory to their decision-making, particularly when it comes to strategic long- and short-term planning through the use of scenario planning.

Second, because the theory emphasizes significance of the natural surroundings in managerial decision-making, it is also relevant to the study. The theory highlights the need to customize decisions to fit an organization's particular circumstances by considering its internal and external environment because it acknowledges that an organization's environment is dynamic and always changing. This theory therefore encourages close monitoring and evaluation of the parastatal's performance in addition to continuous scanning of the surroundings.

2.2 Empirical Literature

Empirical investigations refer to primary research endeavors that encompass the collection and assessment of data through practical encounters or careful observation (Hasan, 2021). According

to Hasan (2021), an exploration of empirical literature brings attention to the existing knowledge pertaining to the theme under consideration. The investigation centered on evaluating empirical research concerning the impact of strategic management practices, specifically environmental scanning, strategy formulation, strategy implementation, monitoring, and evaluation, on the operational performance of parastatal entities in the coastal region of Kenya.

2.2.1 Empirical Review

2.2.1.1 Environmental Scanning and Performance

Patrick (2022) explored the correlation between the intensity of environmental scanning and the innovation levels of small and medium-sized enterprise owners in Oyo State, Nigeria. The investigation aimed to elucidate the extent to which environmental scanning intensity influences innovation in SMEs operating in this locality. The multistage sampling approach was employed to collect a representation of 400 SME owners. An assessment tool was implemented to gather insights from the individuals surveyed. An examination of the data was conducted utilizing both descriptive and quantitative analysis techniques. The conclusions drawn from the research demonstrated the critical role that SME owners' environmental scanning intensity plays in innovation.

YahiaMarzouk and Jin (2022) looked at how environmental scanning affected competitive advantage and organizational resilience through an analysis of SMEs in Egypt. The study's objective was to investigate how organizational resilience characteristics in Egypt's manufacturing SMEs firms affect a superior position relative to competitors as a result of environmental scanning. This investigation utilized a cross-sectional design for data collection

purposes. The sample comprised 249 SMEs from Egypt, with information gathered through a self-administered assessment tool. The hypotheses were tested using the Smart partial least squares structural equation modeling methodology. The conclusions drawn out of the investigation demonstrated that organizational resilience dimensions, specifically robustness and agility, environmental scanning favourably influences competitive advantage both directly and indirectly.

Asiomanokai (2021) looked into how environmental scanning affected small-scale businesses' ability to survive in FCT, Abuja. This research aimed to explore the possible correlation among the business environment scanning and corporate existence. The study was conducted using the Survey research method. Tabular data and percentages were used for analysis. According to the study's findings, most executives used environmental scanning as a tool for strategic planning; very few did not. Additionally, the significant rate of business attrition in the Federal Capital Territory (FCT) of Abuja is not due to small business owners or managers failing to implement environmental scanning. Further research has shown that most small business owners or managers in the FCT regularly practiced environmental scanning to uncover potential threats in their environment. Accordingly, the study's conclusions called for increased funding for environmental scanning systems and for the improvement and widespread application of environmental scanning as a structure for corporate existence.

The investigation by Nyagaki, Munga, and Nzioki (2021) assessed the role of environmental scanning in shaping the results of institutions located in Nairobi County, with an emphasis on commercial parastatals. This investigation adopted a descriptive research framework surveying a cohort of 129 employees from these entities. Data was gathered using a census approach

facilitated by an assessment tool. A quantitative analytical framework was adopted, involving the use of descriptive and inferential statistics, which were processed using the Statistical Package for Social Sciences (SPSS version 23.0). The findings demonstrated that collective efforts in environmental scanning lead to improved organizational performance, and the research identified that certain predictor variables significantly influence this performance.

Awiti, Oloki, and Rambo (2017) conducted research that investigated the impact of environmental scanning on the effectiveness of HIV and AIDS interventions implemented by non-governmental organizations in the Nyanza Region. The study aimed to analyze how participation moderates the relationship between environmental scanning and the success of these interventions. Utilizing an ex-post facto survey design, the researchers employed a mixed methods approach, gathering data from a sample of 54 department heads and 6 managers or directors from three national coordination bodies of NGOs. Subjects were selected using techniques for purposeful sampling.

Data were gathered using key informant interview guides and self-administered questionnaires. It was determined that the execution of HIV and AIDS interventions and environmental scanning had a considerable weak positive connection. The interplay between environmental scanning and the deployment of strategies aimed at addressing HIV and AIDS was significantly moderated by stakeholder participation. It was deduced that while most organizations scanned their environments, they did not achieve the best results. Stakeholder involvement and environmental scanning, while somewhat valuable, enhanced HIV and AIDS interventions. It was suggested that non-governmental organizations overseeing HIV and AIDS interventions reconsider the efficacy of their environmental scanning procedures. The NGOs as well.

Chiang (2013) examined the travel agency sector in Hong Kong to assess the moderating effects of environmental scanning on the dynamics between entrepreneurial orientation and the performance outcomes of these businesses. Travel agencies in Hong Kong participated in a cross-sectional questionnaire-based study. A senior executive of a company in charge of strategic decision-making was supposed to fill out the research questionnaire, which was mailed to all 1,631 authorized travel agencies in Hong Kong. The statistical analyses were based on 187 questionnaires that were satisfactorily completed in the end. Two stages of data analysis were carried out. The differences between the various aspects of entrepreneurial orientation were investigated in the first phase using an exploratory factor analysis. In the second phase, the research explored how environmental scanning moderates the relationship between entrepreneurial orientation and the performance of firms. This exploration was conducted using moderated hierarchical regression analysis in a range of contexts, which were shaped by various combinations of firm performance metrics, elements of environmental scanning, and entrepreneurial orientation factors. According to the findings, there were situations in which environmental scanning positively moderated the link between entrepreneurial orientation and enterprise outcomes. More specifically, it was discovered that Hong Kong travel agencies that scanned the surrounding area more frequently saw increased performance benefits simultaneously.

In their 2013 study, Onodugo and Ewurum examined the significance of environmental scanning for the sustainability and expansion of businesses in Nigeria. The research aimed to analyze the influence of environmental scanning on the capacity of Nigerian firms to remain viable and competitive in their respective markets. The research predominantly relied on secondary data

as its fundamental source of data that was analytically modified to meet its specific goals. The results showed that environmental scanning was essential to the survival of businesses not just in Nigeria but also elsewhere in the world. Based on data specific to Nigeria, managers' inclination to scan the business environment is greatly influenced by their educational background. Furthermore, the study discovered that informal sources are more frequently utilized than formal sources for environmental data collection.

Oghojafor, Kuye, and Sulaimon (2009) undertook a research study that investigated the relationship between the performance of manufacturing companies in Nigeria and their engagement in environmental scanning. The main aim of this research was to analyze how the degree of scanning activities correlates with the overall performance of the manufacturing sector in Nigeria. Data was gathered through the distribution of questionnaires to six hundred and seventy (670) manufacturing firms. A variety of statistical techniques were applied to analyze the data, encompassing descriptive statistics, regression analysis, product moment correlation, and the Z-test, which parallels the independent samples t-test. The analysis indicated a statistically significant relationship between scanning intensity and organizational outcomes, revealing a significant performance gap between firms characterized by high scanning intensity and those with lower levels.

In 2018, Kaburu carried out a research project that focused on the impact of environmental scanning on the competitive advantage of EXP Momentum Limited. The study aimed to evaluate the influence of environmental assessment on the competitive positioning of EXP Momentum Ltd. A case study methodology was utilized for this analysis. The design and analysis of structured interviews were qualitative in nature. Five responders received the interview guide.

The managers of corporate strategy, information and communications technology, human resources, finance, and head of the commercial department. Utilizing content analysis as its primary research method, the investigation revealed that one of the key reasons for EXP Momentum Ltd.'s prominence among experiential marketing companies in Kenya is its practice of conducting daily environmental scans.

Asser, Waiganjo and Njeru (2018) looked into how Kenya's commercially oriented state parastatals performed in relation to dynamic environmental scan practices. The purpose of the investigation was to identify how Kenyan state parastatals with a commercial focus performed in relation to dynamic environmental scan practices. The research targeted a population of fifty-five (55) commercially oriented state parastatals, utilizing a cross-sectional survey research design. From the overall population, a sample consisting of 48 parastatals was selected through stratified random sampling. Participants in the research included CEOs, finance managers, and human resource managers from the identified parastatals. The data collection methodology combined interviews and questionnaires, along with secondary data derived from audited financial statements. Data evaluation was conducted using Microsoft Excel and SPSS version 24, with hypothesis testing carried out through standard F and t tests subsequent to the application of regression models. The results of the study suggest that state corporations that successfully navigate a dynamic and adversarial environment are positioned to achieve a competitive advantage, thereby improving their performance, as evidenced by the significant positive correlation between dynamic environmental scanning practices and performance outcomes.

2.2.1.2 Strategy Formulation and Performance

Agnes and Gathiru (2023) looked into how investment firms' performance was affected by their strategy formulation, using Centum Investments in Kenya as a case study. This research aimed to investigate the relationship between creation of strategies and operational outcomes of investment firms, using Centum Investments as a case study. Databases, academic journals, and internet portals provided secondary data, while employees of Centum Investments provided primary data. A descriptive research design was implemented in the investigation, with data being quantitatively gathered using structured assessment tool as well as qualitatively through observations and interviews. The determination of the sample size was conducted utilizing the modernity formula. Results of the investigation highlighted how important a well-thought-out plan is to attaining financial success. A well-defined vision, mission and set of well-defined objectives had a substantial impact on performance by directing decision-making and coordinating organizational endeavors. The performance metrics demonstrated favorable growth trajectory, which is indicative of Centum's capacity to create value and maximize investments. In order to navigate the changing business landscape and achieve long-term financial success, the study emphasized the critical role that strategy formulation plays and argued for a dynamic, adaptable approach.

Maina, Munga and Njeru (2020) carried out research on how state corporations in Kenya perform in relation to strategy formulation. The central aim of the inquiry was to evaluate how the formulation of strategies influenced the operational outcomes levels of state corporations in Kenya. Managers from 187 state corporations made up the target population. 77 managers were chosen as the sample. Assessment tools were used to gather primary data. To ascertain the

predictive equation and analyze both its collective and separate significance, inferential statistics were employed. The greatest positive impact on performance was found in environmental scanning; the largest negative impact was found in leadership. Positive effects on mission and vision statements were observed in firm resources. The study determined that the improvement of performance in State Corporations is contingent upon their willingness to integrate environmental scanning, strong leadership, and a well-defined mission and vision into their operational framework

The research carried out by Santura, Muema, and Nkaabu (2017) focused on exploring the link between the creation of strategies and the performance outcomes of public organizations in Isiolo County Government. The study involved sixty-three managerial staff members who were heads of County Government departments. The research implemented a descriptive design and an assessment tool was used to facilitate data collection. The analysis involved descriptive statistics, which included the calculation of frequencies and percentages.

To test hypotheses, Pearson correlation was employed. It was found from the inquiry that the County governments had adopted the strategic plan with success. The investigation found that leaders were not receiving any leadership training that would have prepared them to create strategic plans.

In their 2015 study, Emeka, Ejim, and Ozobu explored the effects of creation of strategies on the operational outcomes of organizations, specifically analyzing Innoson Manufacturing Company Ltd in Emene, Enugu. The research aimed to identify the correlation between organizational structure and strategy formulation, in addition to assessing the influence of

creation of strategies on employee behavior at the enterprise. The investigators adopted a survey framework, applying the Freund and Williams formula to identify 100 individuals from a total population of 185 employees. Data was obtained primarily using assessment tools, and descriptive statistics were utilized for the analysis. The study implemented two testing methods: parametric tests (T-tests) and non-parametric tests (chi-square) to evaluate three key hypotheses. The results suggested that a coherent strategy, when supported by an appropriate structure, enhances productivity; conversely, it may also hinder effective strategy formulation due to resistance to change at both systematic and behavioral levels.

Mabuka and Kaluyu (2022) studied how strategy formulation techniques affected the performance of Airtel Limited in Kenya as an organization. The 184 respondents who worked as permanent staff at the head office in Nairobi County's Parkside Towers made up the segment under consideration. The demographic group of interest was identified through a consensus survey. The study utilized structured assessment tools to obtain primary data. The data analysis incorporated various inferential statistical approaches, including multiple regressions, ANOVA, and correlation. The research findings highlighted that the organization implemented environmental analysis practices, specifically through the routine collection and evaluation of data concerning the market and other external elements influencing the business, have an impact on organizational success. Furthermore, the practice of involving stakeholders was found to enhance the strategy formulation process which in turn promotes efficiency and ultimately leads to organizational success.

The research conducted by Chijioke, Vu, and Olatunji (2018) explored how various drivers of strategy creation impact the operational outcomes of firms. The study aimed to provide

actionable insights for managers of multinational corporations (MNCs) engaged in Nigeria's mobile telecommunications industry, with a focus on strategies to enhance and sustain performance by identifying key factors influencing strategy formulation. This industry-specific research employed quantitative methods, including an inquiry to gather data from managers within Nigerian mobile telecom companies. The sample comprised four mobile telecommunications firms, each operating eight regional offices alongside a head office. A total of one hundred and twenty (120) managers were randomly selected from departments such as engineering, sales, marketing, customer service, and finance/audit. The data analysis utilized multiple regression techniques and descriptive statistics, facilitated by the Statistical Package for the Social Sciences (SPSS 25). The outcomes revealed that the strategic performance of mobile telecommunications companies in Nigeria is shaped by a combination of strategy formulation drivers.

Okwemba and Njuguna (2021) conducted a study examining the impact of strategy formulation on the operational outcomes of Chemelil Sugar Company, located in Kisumu County, Kenya. The research focused on a target population of 60 department heads within the company and employed a descriptive research design. Data were gathered through self-administered assessment tool, and both descriptive and inferential statistical methods were applied for investigation. The outcomes revealed a statistically significant correlation between performance and the formulation of strategy. Specifically, the model summary indicated that strategy formulation explains 27.4 percent of the variance in organizational performance. Furthermore, the regression examination findings highlighted a substantial and positive interplay between strategy formulation and performance.

Kariuki, Kitonga and Arasa (2023) sought to determine how strategy formulation affected Catholic parish performance in Kenya. To gather quantitative data, survey questionnaires were administered, and qualitative data was gathered using assessment tools. The study's intended audience included nine parish priests from various parishes and ninety-eight members of the parish pastoral council. Descriptive methods facilitated the analysis and interpretation of the quantitative data, while thematic analysis was applied to the qualitative data. The analysis showed a beneficial connection between parish performance and the development of strategic plans. The study concluded that developing strategies is crucial to improving Catholic parishes' performance in Kenya.

The research conducted by Owich, Katuse, and Ngari (2018) explored the link between strategic formulation and organizational outcomes among companies listed on the Nairobi Securities Exchange (NSE). Utilizing an explanatory research design, the investigation centred around 325 senior managers from these organizations, ultimately collecting data from a sample of 179. A structured assessment tool was employed for the acquisition of data. The analysis was carried out using both descriptive and inferential techniques. The results indicated a notable average disparity in organizational outcomes associated with the process of strategy creation, alongside a positive and significant relationship between these two elements.

Mayang (2022) carried out research in Renk County, South Sudan, to determine how strategy formulation affected non-profit organizations' performance. A total of 98 respondents were recruited from a cohort of twenty-four non-profit organizations for this study. The final sample comprised 79 interviewees. Semi-structured assessment tool was employed as the method for

gathering data. The analysis revealed a substantial influence of strategy development on the operational outcomes of the institutions.

The research conducted by Mashingaidze (2021) focused on how strategy formulation influences the performance perceptions of Zimbabwean SMEs. A case study methodology was employed to collect data from manufacturing SMEs in Harare, Zimbabwe. The study involved a sample of 368 participants, selected through stratified random sampling techniques. Data analysis included both descriptive and inferential statistics. The findings suggest that SMEs in Zimbabwe are actively involved in the strategy formulation process. Furthermore, the results indicate that this process significantly contributes to shaping the perceived performance of these enterprises over both short-term and long-term horizons.

Moses and Bosco (2023) investigated how the organizational performance of Lyamujungu Sacco was impacted by strategic formulation. The investigation was conducted using a correctional sectional research design. This research adopted a dual approach, incorporating both qualitative and quantitative methods. A total of 105 survey contributors were selected through purposive sampling and basic random selection methods. The data gathered from these respondents were subjected to analysis through thematic analysis and SPSS Version 21.0. The results demonstrated a notable positive correlation between the establishment of a strategic plan and the performance of SACCO. To facilitate the development of effective strategies at Lyamujungu SACCO, the study advised that management engage with board members and all relevant stakeholders to execute the resolves from both the board and annual general meetings.

Musandiwa (2019) investigated business performance and strategy formulation in cooperative small firms. Establishing the significance of strategy formulation in enhancing business performance in cooperative small firms within the South African minibus taxi industry was the primary goal. This investigation adopted a mixed methods research strategy, obtaining data from 256 individuals who manage minibus taxi operations through a survey technique in the quantitative phase and using focus groups as a means of qualitative investigation. The findings demonstrate a connection between the development of appropriate strategies and both financial and non-performance; in particular, when strategic planning is carried out well, business performance benefits. The study concluded that small businesses' performance, both financially and non-financially, is positively correlated with the formulation of strategies.

2.2.1.3 Strategy Implementation and Performance

In their 2018 investigation, Mailu, Ntale, and Ngui analyzed the connection between organizational performance and strategic implementation within the pharmaceutical sector of Kenya. The study focused on a sample of 64 pharmaceutical companies based in Nairobi, employing a descriptive survey methodology for data collection through questionnaires. The analysis utilized descriptive statistical techniques, and to explore the effects of strategy execution on organizational performance, multiple regression analysis was performed. The findings of the study underscored the vital importance of strategy execution in shaping organizational performance, indicating that organizational structure, resources, and culture are key factors influencing performance in the pharmaceutical industry.

In the analysis conducted by Khayota (2014), the Lake Victoria South Water Services Board located in Kisumu was chosen as a case study to assess the effects of strategic implementation on organizational performance, particularly in relation to service delivery. The participants in this survey comprised Board members, District Officers, and representatives from various water companies. A proportionate stratified sampling method was employed to gather data, resulting in the selection of 66 individuals from a total of 117 within the defined target population. The study discovered that strategic leadership, employee involvement, organizational structure, and culture all had an impact on how well strategies were implemented at Lake Victoria South Water Services Board and its affiliated institutions.

Mwanthi (2018) studied how organizational performance in Kenyan universities was related to the execution of plans. The principal goal of this investigation was to assess how employee engagement, organizational leadership, resource allocation and strategy communication contributed to the effective implementation of strategies in Kenyan universities. An important facet of the study was to investigate the efficacy of implementing strategic plans and how this process affects the overall performance of the respective organizations. The inquiry, which included 384 university employees as a sample, was carried out in ten universities five of which were private and five of which were public. The findings of the research demonstrated that all four factors positively impacted the strategy's execution.

Muchira (2013) examined the relationship between the performance of commercial banks in Kenya and the implementation of their strategies. The study aimed to assess how strategy execution impacts the performance levels of these financial institutions. A cross-sectional survey design was adopted, targeting all commercial banks within Kenya. Data was collected

from both primary and secondary sources, and the analysis was conducted using descriptive statistical techniques. The outcomes of the research highlighted that the execution of a strategic approach plays a critical role in shaping the organization's performance metrics and that an organization can assess its performance through a variety of metrics including goals, past business performance, competitor's projected performance and projected performance of groups in different industries. The analysis demonstrated that there is a constructive correlation between the application of initiatives and the performance levels within an organization. The investigation determined that strategy implementation positively influences an organization's performance to a considerable extent.

Onyegbula (2023) investigated how strategy implementation relates to the operational performance of Regulatory and Supervisory Agencies in Nigeria's Financial Services Sector. The research utilized a descriptive methodology, gathering primary data from a cohort of 342 staff members. Both descriptive and inferential statistical analyses were performed on the data. The findings underscored that the effectiveness of strategy implementation plays a crucial role in shaping the performance of regulatory and supervisory agencies in this sector.

Cherop, Korir, Tarus and Torois (2015) conducted research to find out how Kenyan manufacturing firms' performance was affected by the application of their strategies. The Kenya Association of Manufacturers-registered manufacturing firms were the focus of the investigation. The research employed structured assessment tool to obtain primary data. Findings from the investigation reveal a robust link between the performance of manufacturing firms and their strategic initiatives. The study ultimately determined that the implementation of strategies in Kenyan manufacturing firms significantly enhances their performance outcomes.

Mudara and Mafini's 2022 investigation examined how the implementation of strategies relates to performance metrics, underscoring the critical role of small and medium enterprises led by women in this analysis. 347 female entrepreneurs from SMEs in Gauteng Province comprised the study population. In this investigation, multiple statistical methods, including regression analysis, Pearson correlations, exploratory factor analysis, and descriptive statistics, were employed to evaluate the data. The results revealed that the operational performance of small and medium-sized enterprises (SMEs) was a vital determinant in predicting their longevity.

Kangwele, Mathenge and Wasike (2021), investigated how Centum Investment Company Plc's performance was impacted by strategy implementation factors. This research focused on a selected cohort of 178 employees from Centum Investment Company Plc, employing a descriptive survey methodology. Secondary data was derived from existing literature, while primary data was gathered through the administration of an assessment tool. Data analysis was performed using Version 25 of the Statistical Package for the Social Sciences (SPSS). The study's results showed that the organization employed qualified and appropriate individuals who could carry out plans effectively. Additionally, a positive correlation was identified between performance metrics and strategic implementation factors.

Mbogo (2019) conducted a study that explored the various factors impacting the execution of strategy and the performance of commercial banks in Kenya. The research employed a descriptive methodology, focusing on a sample of 82 Chief Operating Officers and Chief Financial Officers from Kenyan banks, in addition to registered commercial banks across the country. The study integrated both primary data, collected via a questionnaire, and secondary

data from financial statements. The results highlighted a significant positive effect of the factors influencing strategy execution on the performance of banks in Kenya.

Njagi and Kombo (2014) performed a census study aimed at investigating the effects of strategy execution on the performance of commercial banks in Kenya. The study included a population of 43 commercial banks and employed a correlational research methodology. Descriptive statistics, particularly percentages, were used to analyze the data, providing a comprehensive overview of the findings. The analysis was bolstered by the application of Pearson's correlation coefficient, which indicated a strong association between the implementation of strategies and organizational performance.

Njoroge, Machuki, Ongeti and Kinuu (2015) investigated how Kenyan State corporations' performance was affected by the implementation of their strategies. Data collection was conducted involving a demographic group of interest of 98 organizations derived from a collective group of 108 state corporations in Kenya. The researchers employed structured questionnaires to gather the necessary information, followed by multivariate regression and correlation analyses for data evaluation. The results indicated that all performance indicators examined in the study were statistically significantly influenced by the implementation of strategies. These findings contribute robustly to the existing literature, underscoring the critical role of strategy execution in enhancing the performance of state corporations.

The investigation by Mohamed, Nusari, Ameen, Raju, and Bhaumik (2019) centered on the impact of strategy execution on organizational performance, focusing on the Abu-Dhabi Police Department in the United Arab Emirates (UAE). The researchers implemented a quantitative

research design, utilizing questionnaires for data acquisition. A non-probability sampling method was selected to collect the necessary quantitative data. The analysis was conducted through Partial Least Squares Structural Equation Modeling Variance Based using SPSS to assess the research framework. The findings indicated that strategy execution has a significant and positive effect on organizational performance, especially regarding strategy, structure, and human resources.

2.2.1.4 Strategy Monitoring & Evaluation and Performance

In their 2018 investigation, Minyiri and Muchelule analyzed how the assessment and oversight of strategic initiatives influence the performance of water projects in Migori County, Kenya. The study's target population consisted of 228 stakeholders and staff members from water service companies involved in these projects. The researchers applied Taro Yamane's 1967 formula for sample size determination, resulting in a sample of 145 respondents.

The assessment of the data was conducted through descriptive statistics, revealing that assessment and oversight of strategic initiatives significantly affects the performance of water projects.

Matetai and Yugi (2016) performed an evaluation of the Monitoring and Evaluation System used within the Constituency Development Fund in Nairobi. Their research utilized a descriptive survey design, focusing on a population of 187 committee members distributed across 17 constituencies. A sample of 55 participants was selected through simple random sampling techniques. Primary data was collected via self-administered questionnaires. The analysis of quantitative data was executed using descriptive and inferential statistical methods, while

qualitative data was analyzed through content analysis and presented narratively. The results revealed that assessment and oversight of strategic initiatives significantly impacted decisionmaking processes related to the Constituency Development Fund in the County of Nairobi.

Waweru (2021) carried out a study aimed at analyzing the influence of assessment and oversight of strategic initiatives on the performance metrics of State Corporations in Kenya. The research employed a descriptive methodology, concentrating on a target population of 187 public organizations. A simple random sampling technique was utilized to select 56 percent of the respondents from these organizations. Data collection was executed through the use of questionnaires distributed to the respondents, along with secondary data gathered from published materials, annual reports, and other relevant documentation. Data analysis was executed utilizing descriptive statistics, which included the calculation of percentages, means, standard deviations, and frequencies. The results demonstrated that the evaluation and supervision of strategic initiatives have a moderate effect on the performance of state corporations, leading to the inference that these processes are crucial for assessing the quality of performance.

The research conducted by Ngochi, Mbugua, and Thiong'o (2020) aimed to assess the influence of assessment and oversight of strategic initiatives on the performance of selected Constituency Development Fund (CDF) projects in Kirinyaga County, Kenya. Utilizing a descriptive survey design, the study targeted a population of 180 individuals, which included two members from the monitoring and evaluation sub-committee, the chairperson, treasurer, secretary, and one community representative. A stratified random sampling method was employed to select a

sample of 55 respondents. The findings of the study indicated that various projects had engaged in the implementation of monitoring and evaluation (M&E) strategies over the last five years, suggesting that the adoption of suitable M&E strategies had a substantial effect on the performance of Community Development Fund (CDF) projects. The study concluded that the results obtained from M&E are instrumental in evaluating the success of future projects.

Mwangi and Moronge (2019) undertook a research study to examine how the assessment and oversight of strategic initiatives influence the performance of projects funded by the World Bank in Nairobi City County, Kenya. The researchers employed a descriptive research design, targeting a population of 51 World Bank projects situated in Nairobi County. A census method was implemented, and primary data was collected through semi-structured questionnaires directed at the selected respondents. The qualitative data was subjected to coding and analyzed using thematic content analysis, while the quantitative data was processed with both inferential and descriptive statistics, utilizing the Statistical Package for Social Sciences (SPSS version 22). The results of the study revealed that projects require distinct monitoring and evaluation instruments that are customized to the operational environment, the capabilities of the implementing organization, and the specific needs of the project. The research culminated in a recommendation highlighting the essential function of monitoring and evaluation reports in improving project effectiveness and long-term viability.

Kisilu and Muchelule (2018) undertook a research project that investigated how the assessment and oversight of strategic initiatives influence the effectiveness of social entrepreneurship efforts in Nairobi County. Utilizing a descriptive research design, the study targeted a population of 132 social enterprises located in the area. A simple random sampling method was employed to

derive a representative sample, resulting in a total of 103 social enterprises. Data was gathered through the administration of questionnaires to the selected participants. The analysis incorporated both descriptive and inferential statistical methods, yielding significant insights into the research question. The findings indicated that the implementation of M&E frameworks offers a comprehensive understanding of the essential components necessary for shaping the strategy of social enterprises and outlining the pathway to achieve intended outcomes.

Kiruja (2015) examined the impact of monitoring and evaluation on the effectiveness of public organization projects in Kenya, with a particular emphasis on the Kenya Meat Commission as a case study. The study focused on a sample of 427 employees from the Kenya Meat Commission Head Office and utilized a descriptive survey approach. A stratified sampling method was employed to select 81 respondents from the overall population. Primary data was gathered through questionnaires, while secondary data was obtained from publicly available documents to enhance the primary findings. Regression analysis was performed to explore the relationships among various factors, including planning, training, implementation strategy, and human resources. The results revealed that each independent variable had a significant and positive influence on the project performance of the Kenya Meat Commission.

Njiru and Thoronjo (2024) examined the interplay between the assessment and oversight of strategic initiatives and the operational effectiveness of non-governmental organizations in Kiambu County, Kenya. The study focused on a population of 441 employees from diverse NGOs, from which a sample of 210 individuals was drawn, including monitoring and evaluation officers, project managers, and stakeholder representatives. Employing a descriptive investigative methodology, the researchers processed the data, which was subsequently

illustrated in tables and figures using the statistical package for social sciences, version 26. The results of the regression analysis revealed that the operational performance of NGOs in Kiambu County is significantly and positively influenced by practices associated with monitoring and evaluation planning, technical competencies, and participatory engagement. The authors recommended that NGOs in the region prioritize strategies that enhance participatory approaches in their monitoring and evaluation efforts. This will empower them to design more inclusive and effective monitoring and evaluation systems that drive community transformation and advance sustainable development.

Muluye (2018) explored the role of assessment and oversight in enhancing the effectiveness of strategic initiatives within public organizations in Ethiopia, specifically through a case study of a public health institution. The study focused on 345 scientific staff members who had been involved with the Monitoring and Evaluation system during the planning, design, and implementation of various projects at the Ethiopian Public Health Institute (EPHI). A descriptive survey methodology was utilized, selecting a sample of 78 employees through stratified sampling techniques. Data collection was conducted via self-administered questionnaires directed at project managers, team leaders, and project staff. Regression and correlation analyses were employed to investigate the interrelationship of the variables. The analysis demonstrated a notable positive influence of all independent variables, which included M&E human resources, M&E implementation, M&E training, and management support, on the performance of projects at EPHI.

Kissi et al. (2019) looked at how project monitoring and assessment procedures affected Ghanaian construction project success standards. Surveys with a structured format were employed

to gather opinions from project managers in Ghana's building sector. Consistent with the proposed hypothesis, the study employed partial least square–structural equation modeling (PLS–SEM) to examine the influence of project management practices (constructs) on project success. The findings revealed a statistically significant positive correlation between these management practices and the success criteria in construction projects. Additionally, a robust and significant association was identified between health and safety performance and the aspects of project scope and management practices. This suggests that in developing nations, these two key components should receive critical attention in order to ensure project success.

In their research, Callistus and Clinton (2018) investigated the critical importance of assessment and oversight in managing strategic initiatives related to construction projects. Utilizing a thorough desk review methodology, the study illuminated the necessity of monitoring and evaluation throughout the project delivery process. The results indicated that assessment and oversight of strategic initiatives are unique in that they are the only activities that begin at the project's initiation and continue until its closure. The study revealed that the effectiveness of monitoring and evaluation processes is vital for the successful execution of construction projects when project teams focus on allocating appropriate resources, cultivating technical expertise, and fostering a conducive project environment. Additionally, increased stakeholder involvement and participation in these processes are expected to lead to improved project outcomes.

The analysis performed by Aga (2022) focused on the role of monitoring and assessment strategies in determining the success of development initiatives led by non-governmental organizations. The research utilized a survey as its primary design, integrating explanatory research methodologies. A multiple linear regression analysis was performed on a sample of 92

development projects associated with the NGO sector in Ethiopia. The results revealed that project management practices, particularly those concerning planning, staff expertise, budgeting, and stakeholder participation, significantly contribute to project success. The study emphasized the necessity for project-oriented organizations, including NGOs, to implement a comprehensive assessment and oversight of strategic initiatives to improve project outcomes.

Nkurunziza, Kamuhanda, and Onsoti conducted research in 2022 that examined the interplay between optimal assessment practices and the oversight of strategic initiatives, with a particular emphasis on the sustainability outcomes of the Functional Adult Literacy project operated by the Bible Society of Rwanda. The study utilized a quantitative research design, specifically a descriptive survey method. The research targeted a population of 122 individuals, comprising both the project team and relevant stakeholders. A full census approach was adopted, incorporating the entire target population as the sample. Data collection was facilitated through a questionnaire, and the analysis was performed using the 2016 edition of the Statistical Package for the Social Sciences (SPSS). The results were articulated through frequency distributions and tables, indicating a notable positive correlation between the sustainability of the project and the adherence to best practices in management excellence. The investigation concluded that adult literacy performance and project sustainability in Rwanda are positively impacted by ME best practices that are implemented by qualified staff, stakeholder involvement, and management participation in M&E.

2.3 Conceptual Framework

Abdalla (2017) presents a conceptual framework as a graphical depiction that conveys the theoretical links between the study's variables. This framework is essential for researchers, as it offers a coherent structure that highlights the interdependencies of the variables that are fundamental to the research effort (Reginiel, 2015).

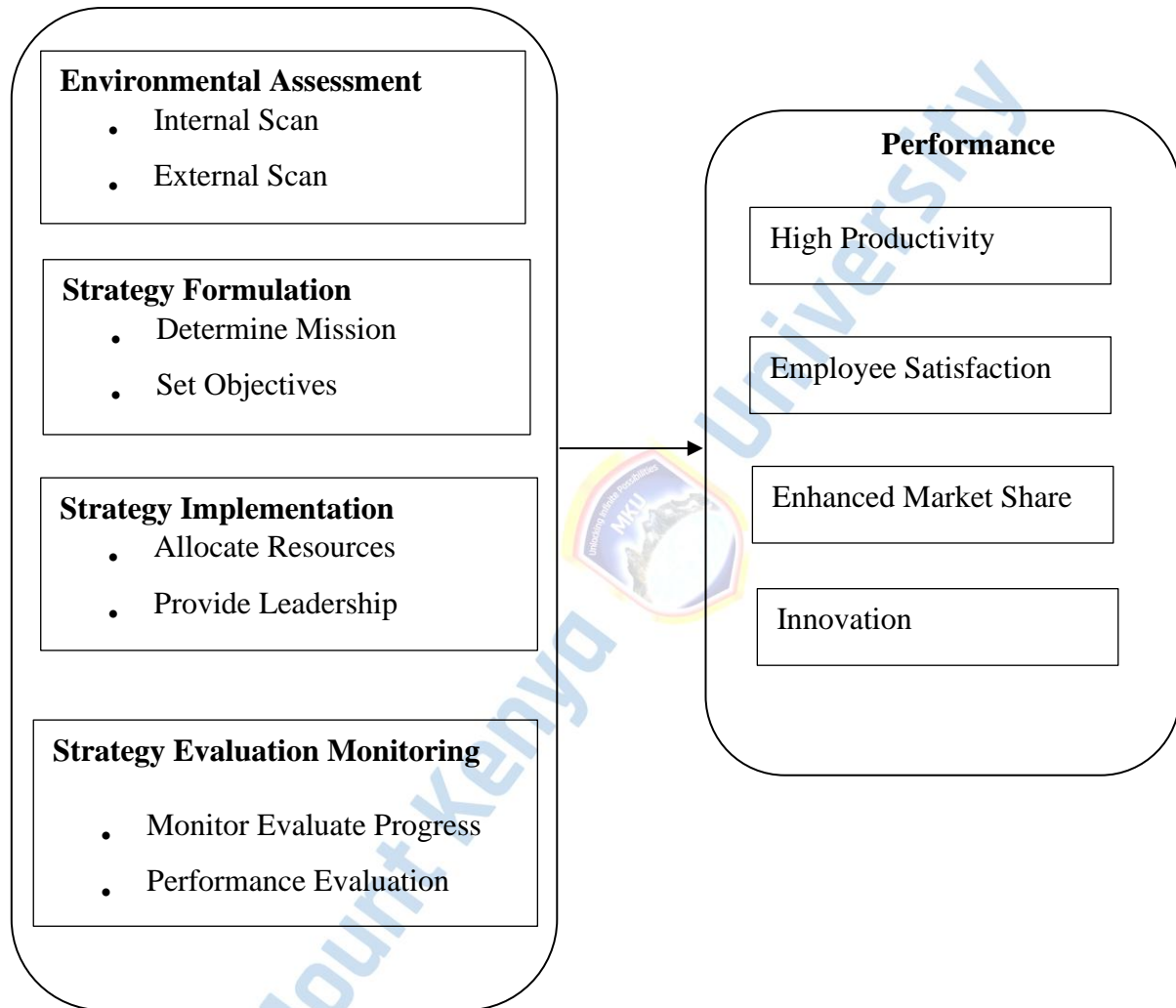
Kungu (2015) posits that academic studies require a careful conceptualization of variables because this is the foundation for hypothesis testing and the development of generalizations based on study results. Dependent and independent variables are pivotal in guiding the study's direction. The independent variable is characterized by its ability to affect the dependent variable, which is the variable that changes as a result of the independent variable's modifications (McLeod, 2018). The conceptual framework demonstrates how environmental assessment, creation of strategies, execution of strategy and assessment and oversight of strategic initiatives impact the outcomes of parastatals. The conceptual framework of this investigation is demonstrated in figure 1.

Figure 2.1

Conceptual Framework

Independent Variables

Dependent Variable



Source: Researcher (2023)

2.4 Research Gaps

A review of the existing literature reveals that numerous investigations into the effects of strategic management practices on parastatal performance have predominantly occurred outside of Kenya. It is essential to recognize that a substantial portion of this research has been

conducted in developed countries. In recent years, studies examining the influence of strategic management practices on organizational performance in Kenya have largely centred on financial organizations, commercial parastatals, service delivery, and non-governmental organizations. However, there remains a notable deficiency in comprehensive knowledge regarding the relationship between strategic management practices and performance outcomes in parastatals within Mombasa County, which this study intends to address. Furthermore, despite the existence of various studies across different geographical contexts in Kenya, none have specifically targeted parastatals whose headquarters is based in Mombasa County, thus underscoring the relevance of this research.

2.5 Critique of Literature

In the preceding years, a range of academic inquiries has been directed at understanding the effects of strategic management techniques on the outcomes of Kenya's parastatals, pointing to specific knowledge gaps that require further examination. Muriuki, Cheruiyot, and Komen (2017) conducted an analysis of the sustainability of state corporations and their strategic management practices. This investigation centred on sustainability, moving away from traditional performance assessments.

Muriithi (2015) examined the ramifications of these practices on the operational outcomes of state corporations in Kenya using a case study of Postbank Kenya. The study exclusively looked into Postbank Kenya to provide insights into the operational outcomes of state corporations. Nyagaki (2022) analyzed the consequences of strategic management approaches on the operational outcomes of organizations by surveying parastatals engaged in commercial activities

within Nairobi County. The results indicated that predictors collectively influence organizational performance. However, the study did not include parastatals from other regions of Kenya or non-commercial parastatals in Nairobi County. In the same breath, Wanyama Aila (2022) conducted a study on the association between strategic management strategies and the performance of parastatals in Kenya, concluding that these strategies are effective predictors of performance outcomes. However, the study's reliance on data from only 14 parastatals raises concerns regarding the inclusion of parastatals from Mombasa County.

It is important to acknowledge that the aforementioned studies have made a considerable contribution to the relevant field. However, there remains a significant gap in understanding, particularly regarding the impact of these practices on the operational performance of parastatals in Mombasa County. This research seeks to address this knowledge gap by examining the effects of strategic management strategies on the operational performance of parastatals in Mombasa County, Kenya.

2.6 Summary

This chapter has synthesized findings from earlier studies that assess the impact of strategic management practices on performance considering both local and international contexts. It has addressed the contributions of environmental scanning, strategy formulation, strategy implementation, and strategy monitoring and evaluation to performance outcomes. The next chapter will focus on the research methodology used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter articulated the methodological framework that served as the foundation for the study. It provided a comprehensive overview of the data's nature and source, the target population, the sampling techniques utilized, and the strategies for establishing an appropriate sample size. Additionally, the chapter detailed the procedures followed for data collection and the subsequent analysis conducted.

3.1 Research Design

Research design refers to the precise specific approach utilized in the research undertaking, encompassing various stages such as data collection, data analysis, and report composition (Creswell, 2014).

The investigation implemented an Explanatory Research design, in order to explain the reasons behind the occurrence of certain phenomena as well as their causes and effects (DeCarlo, 2018). This study design was pertinent since it aimed at determining how strategic management practices affected parastatals' performance.

According to DeCarlo (2018), research hypotheses that specify the dynamics of the independent variable in relation to the dependent variable are another feature of explanatory designs. This

perspective aligned with the focus of the scholarly inquiry which consisted of propositions intended to investigate the correlation between strategic administration techniques and operational outcomes. Data for the inquiry was collected using surveys and questionnaires.

To obtain quantitative data, a Likert scale consisting of five points was employed to gauge the respondents' level of agreement with the provided answers. By asking respondents for their opinions and grouping them according to related themes, qualitative data was gathered. With this approach, participants had greater freedom to express their opinions on the relevant study topic.

3.2 Location of the Study

The research investigation was conducted in Mombasa County, Kenya. The data was gathered from individuals employed by parastatals located within the location of study (see Appendix V for the map).

3.3 Target Population

The term target population denotes the full demographic that the conclusions of a study aim to represent (Berg Lune, 2017). In the view of Kilungu (2015), various researchers describe a population as an extensive group of subjects from which sampling can occur. In the view of Sasaka (2016), a population refers to the collective of individuals to whom the survey is relevant.

Parastatals with their headquarters in Mombasa County was the study's primary focus. The fifteen (15) parastatals located in Mombasa County were the intended demographic the research intended to examine. The investigation targeted sixty (60) respondents being employees of these

entities (see Appendix II for the list of parastatals in Mombasa County). Respondents were chosen for the study from three distinct management tiers namely the administrative level which sets organizational goals and makes strategic decisions; executory level which converts strategic decisions into actionable plans and operative level which supervises actual production and daily tasks i.e. the actual implementation of strategic decisions that were formulated by top management. This approach was adopted due to the vital influence exerted by each level within the scope of strategic operations of the parastatals. Specifically, respondents included administrative level represented by CEOs or Managing Directors; Executory level represented by Finance Officers and Human Resource Managers and operative level represented by Heads of Sections from the respective parastatals within Mombasa County.

Table 1

Target Population

Category	Target Population (No. of Employees)
Administrative Level (CEOs/Managing Directors)	15
Executory Level (Finance Officers and Human Resource Managers)	30
Operative Level (Line managers/Supervisors)	15
Total	60

Source: (HR records, parastatals)

3.4 Sampling Procedures and Techniques

The concept of a sampling frame pertains to the detailed enumeration of elements that is instrumental in the selection of a sample (Ng'ang'a, 2017). The sampling process, as described by Kilungu (2015), consists of several essential steps: defining the population of interest, choosing a suitable sampling procedure, establishing a sampling frame, calculating the necessary sample size, selecting the sample units, and collecting data from those units. The research utilized the census approach to collect data on the entire population by including all 15 parastatals with their headquarters situated in the study area, so no sampling was conducted. The parastatal was the unit of analysis for the study since information from four respondents in each parastatal in the population was sought to establish the problem under investigation. Given the fact that parastatals are legally established and are limited in number in Mombasa County, a census approach was chosen to facilitate easy collection of data from each parastatal.

3.5 Testing for Validity and Reliability/Trustworthiness

Reliability and validity are psychometric qualities of measurement scales that are crucial for determining the suitability and accuracy of a scientific research's procedures. (Bajpai Bajpai, 2014). In the findings of Mugenda and Mugenda (2014), the proportion to which data collection instruments produce consistent results after multiple trials is known as data reliability. A reliability coefficient, according to Creswell and Poth (2016), assesses consistency by figuring out how each item relates to every other item in order to guarantee the integrity of the data as reflected in its internal relationships. Accordingly, the greater the coefficient, the greater the dependability of the examination (Nunnally, 1978 cited by Wanyama Aila, 2022).

The analysis incorporated Cronbach's Alpha (α) coefficient to establish the reliability, particularly in terms of the internal consistency of the data that was collected. The assessment of the reliability of the constructs associated with strategic administration techniques and operational outcomes was conducted through the application of the Cronbach's alpha test. Goforth (2015), posits that the equation for determining Cronbach's Alpha is $\alpha = \frac{NC'}{V' + (N-1)C'}$, where N represents the research population, C' represents the standard covariance calculated across the items, and V' is the standard variance. The questionnaires were pretested for validity by the study's peers, who provided comments and suggestions. In order to complete the pilot version of the questionnaires, a random sample of ten (10) respondents was selected from the population of interest that was omitted from the final sample. As noted by Kothari and Garg (2014), an α value of .7 or higher ($\alpha \geq .7$) in a research instrument indicates that it has satisfactory internal consistency. A lower limit of 0.7 will be set for the acceptability of Cronbach Alpha when analyzing the pilot test results.

3.6 Data Collection Methods and Procedures

Data is anything that is provided or acknowledged as true that serves as the foundation for a research inference (Mugenda Mugenda, 2014). According to Adrian and Boyarchenko (2018), that data can be divided into two fundamental types namely primary and secondary.

The research study employed firsthand information from original sources. Primary data constitutes information gathered straight from the source itself. Primary data for the study was gathered via questionnaires. The researcher implemented a questionnaire that integrated both closed-ended and open-ended questions for the purpose of gathering primary data from senior

managers, finance officers, human resource officers and heads of sections. The research instrument was disseminated to the respondents through both physical delivery and virtual distribution via corporate email addresses. One benefit of using a questionnaire as a data collection tool is its affordability, effectiveness, and capacity to gather vast amounts of data (McLeod, 2018). Requests for approval and participation in the survey was made to the heads of parastatals. Each questionnaire came with a covering letter that encouraged participation, guaranteed respondents' privacy, and described the objectives of the research.

A Likert scale with five response options was used to compile quantitative data. The closed-ended questions on the Likert Scale allowed the respondents to select one option from a list of five. In order to collect qualitative data, the research incorporated open-ended questions that permitted participants to express their opinions on topics connected to the research questions.

3.7 Proposed Data Analysis Techniques and Procedures

The act of data analysis entails using reasoning to interpret and clarify the significance of the information that has been collected in order to identify recurring themes and provide an overview of the pertinent information that has been uncovered during the course of the investigation (Kiaritha, 2015). The process of data analysis was informed by the intended outcomes and specific targets of the study, as well as the assessment of the collected data, to discern the patterns that emerged concerning the identified variables.

The investigation employed content analysis to scrutinize non-numerical resulting from open-ended questions and presented the findings in a narrative style. The analysis of quantitative data was conducted using the SPSS statistical package, which facilitated the organization and

coding of the data. Descriptive statistics, including frequencies, means, and standard deviations, were employed alongside inferential statistics, such as the Pearson correlation coefficient and multiple regression models, to explore the associations among the variables. Furthermore, an ANOVA analysis was used to evaluate the most suitable match and ascertain the statistical significance of the entire model. The structure of the multiple regression framework was;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \text{ Where:}$$

Y = Performance

α = the Y-intercept (represents the level of performance to be achieved when no strategic management practices are implemented)

X_1 = Environmental scanning

X_2 = Strategy formulation

X_3 = Strategy implementation X_4 =

Strategy monitoring evaluation

ε = Error term (denotes the disparity between the observed values and the anticipated values).

$\beta_1, \beta_2, \beta_3$ and β_4 = parameters associated with the independent variables (are constant)

in order to examine the connection between strategic administration techniques and operational outcomes of the parastatals, a regression analysis was conducted, regressing the performance data (Y) against each of the strategic management practices (X₁, X₂, X₃, and X₄).

3.8 Ethical Considerations

The researcher secured an introductory letter from Mount Kenya University along with a research permit issued by the National Commission for Science, Technology, and Innovations (NACOSTI) prior to commencement of the fieldwork. Prior to initiating data collection, the researcher ensured that the respondents provided their informed consent. Data collection was only conducted on respondents who voluntarily consented to participate in accordance with the informed consent. The respondents received written guarantees from the researcher that their parastatal and the data collected would remain confidential. The written guarantee further stated that collected data would be safely stored and utilized exclusively for academic purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This segment elucidates, interprets, and discusses the findings of the analysis of data carried out during the study. The chapter summarizes the research findings using tables and figures as informed by the aims of the research.

4.1 Response Rate

Information was collected from 15 parastatals with their headquarters in Mombasa County. The study targeted 60 respondents as employees of these entities. However, after administering the questionnaires, 54 duly filled were returned. This contributed to a 90% response rate, sufficient for examination and reporting, as illustrated in Table 4.1.

Table 4.1

Response Rate

Particulars	Frequency	Percentage
Number of questionnaires returned	54	90
Number of questionnaires not returned	6	10
Total	60	100

4.2 Background Information

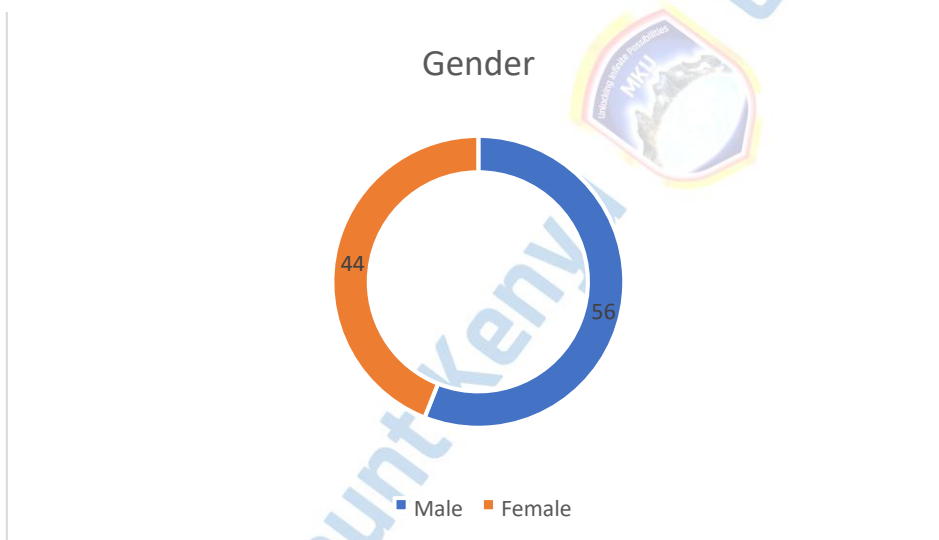
During the assessment, the investigation aimed to collect preliminary details from participants to ascertain whether there were any discernible patterns associated with variations in these traits. The investigation sought to gather data on characteristics of the respondents considering the fundamental impact exerted by level in the strategic operations of the parastatals. Specifically, respondents included CEOs or managing directors, finance officers, human resource managers, and heads of sections from the respective parastatals within Mombasa County, as well as their details, including age, gender, educational background, and experience.

4.2.1 Gender of the Respondents

Gender is a significant demographic variable determining human behaviour, experiences, and viewpoints. Researchers can acquire greater knowledge of the composition of their study group and ensure that it reflects a variety of persons by gathering gender data. Consequently, the inquiry sought to examine the gender characteristics of the participants. Research results are summarized in Figure 4.1.

Figure 4.1

Distribution of Respondents by Gender



The investigation findings figure 4.1 indicated that most participants, specifically 56%, identified as male, whereas the remaining 44% identified as female. This provides a close margin of men and female who work in the parastatals within the study area.

4.2.2 Age Distribution of Respondents

Analyzing data across age groups helps identify trends or patterns that may be missed when viewing the complete sample as a single group. As a result, broader and more insightful observations can be made. Figure 4.2 below summarizes the ages of respondents.

Figure 4.2

Age Distribution

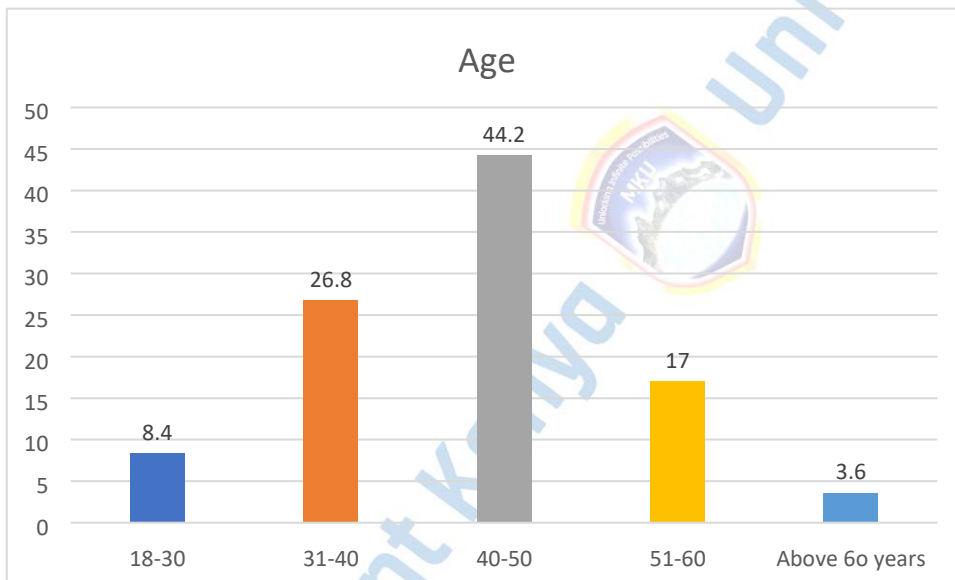


Figure 4.2 shows that majority of participants were within the 40-50 age group (44.2%), followed by those aged 31-40 at 26.8%. This suggests that middle-aged employees are the most represented demographic in the sample. The 51-60 age group makes up 17%, while young employees aged 18-30 constituted a smaller proportion at 8.4%. Interestingly, only 3.6% of respondents were aged above 60. Consequently, this distribution implies that the influence of strategic administration techniques on operational outcomes of parastatals in the County of

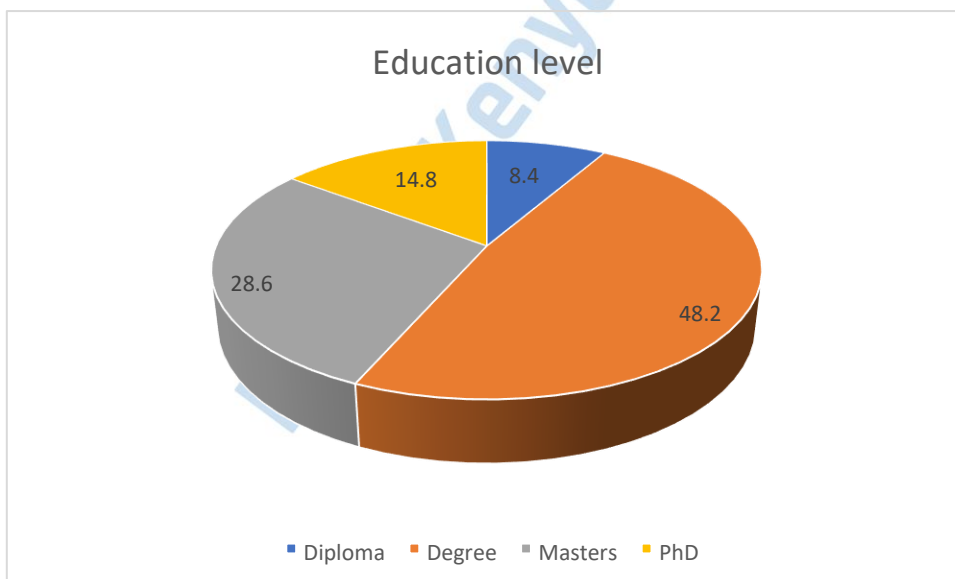
Mombasa may largely reflect the experiences and perspectives of those aged between 31 and 50, who make up over 70% of the sample

4.2.3 Education Level

Education has been linked to socio-economic status and access to opportunities. Researchers can discover and resolve gaps in educational accomplishments and outcomes across various groups by incorporating educational attainment as a demographic variable. The study probed the different education levels of participants based on the different cadres to assess trends and differences emerging due to differences in these characteristics. The findings were summarized in Figure 4.3

Figure 4.3

Education level of participants



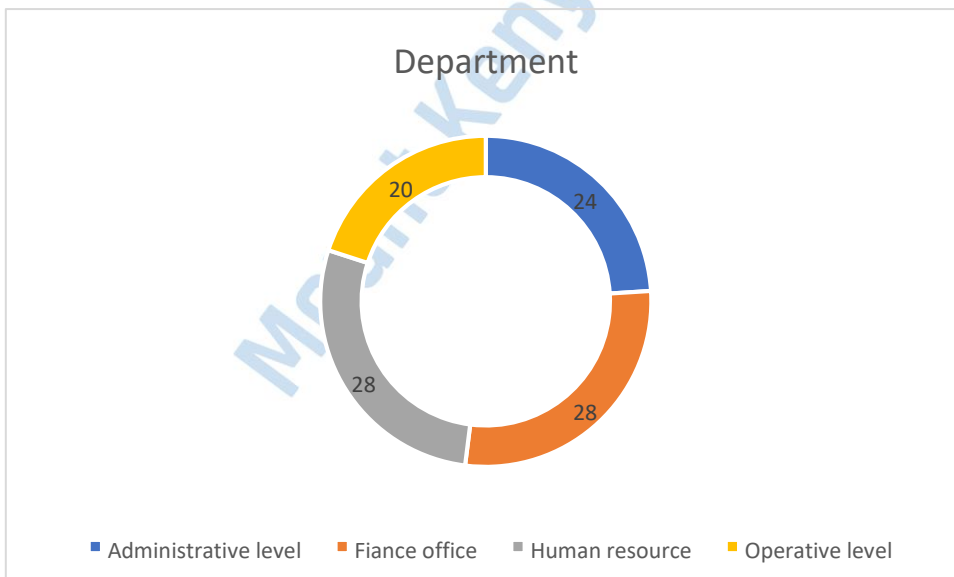
Survey results in Figure 4.3 revealed that a predominant number of participants hold an undergraduate degree (48.2%), 28.6% hold master's degrees, while PhD holders made up 14.8% of the respondents. On the other hand, diploma holders represented the smallest group at 8.4%.

Therefore, this suggested that the respondents typically exhibited a strong educational background, with over 90% possessing a minimum of a degree. The high percentage of master's and PhD holders (43.4%) implies that many participants likely possess advanced knowledge and expertise, which could have influenced their perceptions of strategic administration techniques and their effects on operational outcomes of parastatals in Mombasa County.

4.2.4 Department Represented

Figure 4.4

Department Represented



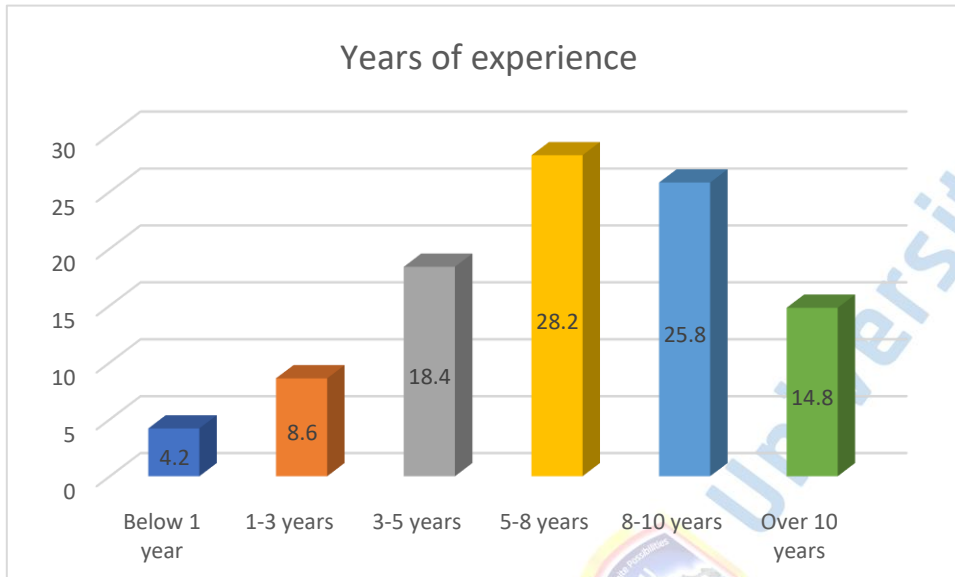
The results illustrated in Figure 4.4 pertain to the departments of the respondents demonstrates that the finance and human resource departments had the highest representation, each accounting for 28% of the respondents. The administrative level represents 24%, while operative level staff made up 20% of the sample. This distribution indicated that the study incorporated perspectives from different functional roles within the parastatals.

4.2.5 Years of Experience

Experience in working for a department provides insights into the characteristics of the market in which it operates. Understanding how long an individual has worked in a department provides an understanding of their work experience hence a deep knowledge of the effect of strategic techniques on the operational effectiveness of parastatals in Mombasa County. The results achieved are depicted in Figure 4.5.

Figure 4.5

Years of Experience in the Department



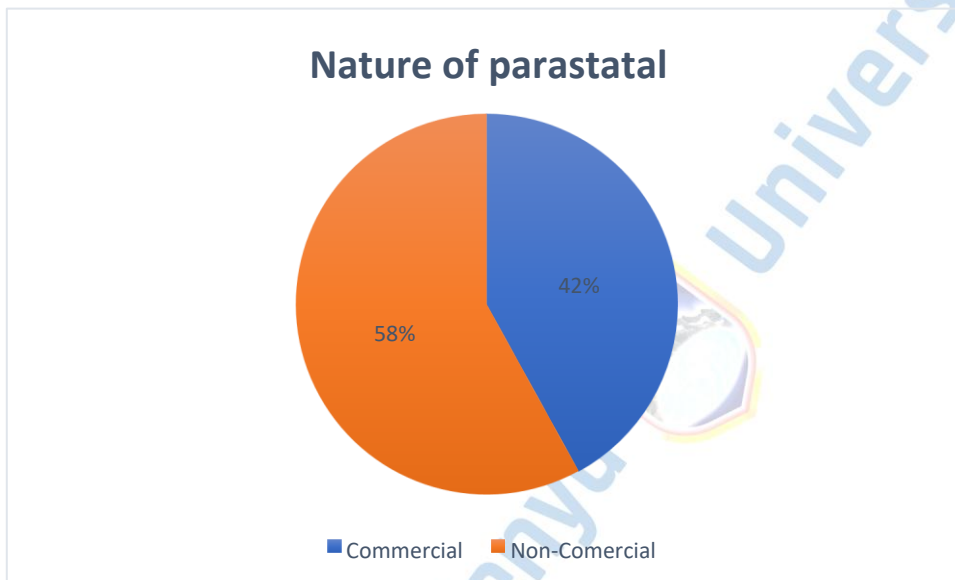
The analysis depicted in Figure 4.5 reveals that 28.2% of the participants had worked in their departments for 5-8 years, followed closely by 25.8% with a substantial experience of 8 to 10 years. The proportion of respondents with more than ten years of professional experience was 14.8% highlighting a strong presence of long-serving employees. On the other hand, 18.4% had 3-5 years of experience, while 8.6% fell in the 1-3 years range, and only 4.2% had less than 1 year of experience. This distribution indicated that most respondents possessed substantial experience in their departments, with over two-thirds having more than 5 years of experience, which may reflect a deep understanding of strategic administration techniques and their effect on operational effectiveness of parastatals in Mombasa County.

4.3 Strategic Management Practices

4.3.1 Nature of Parastatal

Figure 4.6

Nature of Parastatals



The findings on the nature of the parastatals in Figure 4.6 showed that 58% of the participants were employed in non-commercial parastatals, while 42% were from commercial parastatals. This signifies that a more considerable segment of the individuals who took part in the study were employed in organizations that did not primarily focus on profit generation, such as government agencies or regulatory bodies. The presence of commercial parastatals, profit-driven entities, was also significant, making up nearly half of the respondents. This diverse representation from commercial and non-commercial parastatals provided a broad perspective on how strategic management practices influenced performance across different parastatals.

4.3.2 Adoption of Strategic Management Practices Strategic

Figure 4.7

Adoption of Strategic Management Practices



Figure 4.7 findings indicated that 93% of parastatals had adopted strategic management practices, while 7% had not. This suggested that a significant majority (about 93%) were employing strategic management practices, while a small minority (about 7%) were not. This reflected a high level of awareness of or implementation of strategic management practices within the surveyed group.

4.3.3 Strategic Management Practices Adopted

Figure 4.8

Strategic Management Practice Adopted

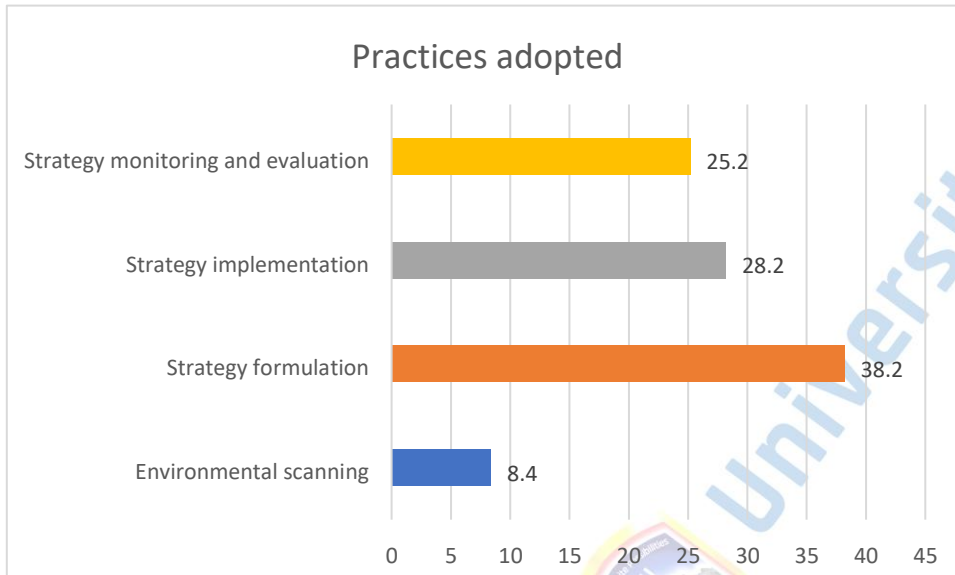
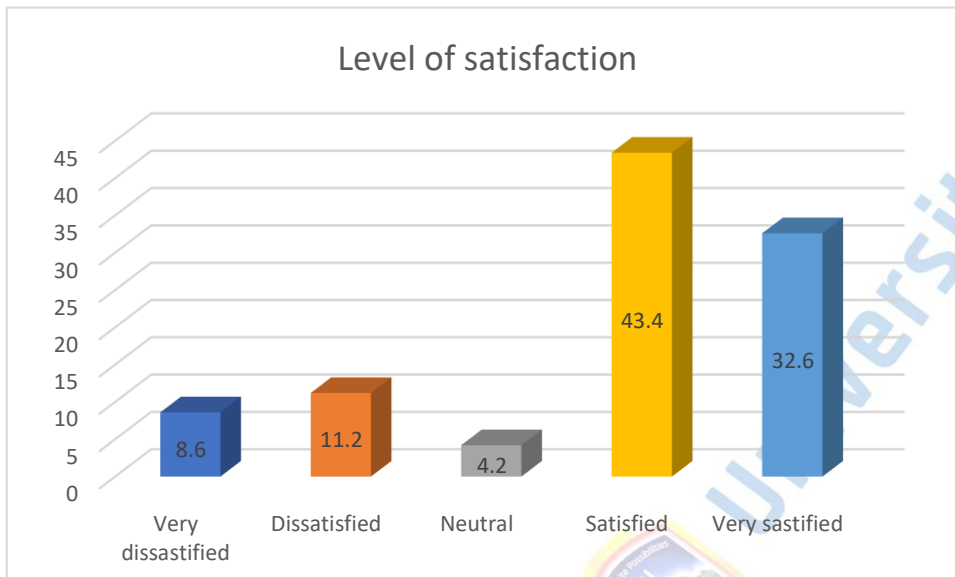


Figure 4.8 revealed that among parastatals in Mombasa County, strategy formulation was the most widely adopted strategic management practice, with 38.2% of parastatals focusing on developing clear and actionable plans. This was closely followed by strategy implementation, with 28.2% of organizations indicating a significant effort to implement formulated strategies. Strategy monitoring and evaluation, which is crucial for assessing and adjusting strategies over time, was adopted by 25.2% of organizations. In contrast, environmental scanning, which involves analyzing external and internal factors that could impact the organization, was the least adopted practice at 8.4%. This suggested that while there is a strong emphasis on developing and executing strategies, there may be a notable gap in understanding and responding to external changes.

Figure 4.9

Level of satisfaction in the implementation of strategic management practices



The results on level of satisfaction with parastatal performance concerning utilization of strategic administration techniques in Figure 4.9 showed a predominantly positive outlook. A significant 43.4% of participants expressed satisfaction, while 32.6% reported being very satisfied with the performance of parastatals, reflecting a general approval of how these parastatals were implementing strategic management practices. On the other hand, 8.6% were very dissatisfied, and 11.2% were dissatisfied, indicating that there are still some areas of concern. A smaller proportion, 4.2%, remained neutral, suggesting that a few respondents neither strongly approved nor disapproved of the performance. Therefore, the high satisfaction levels compared to dissatisfaction implied that strategic management practices were largely perceived as effective in enhancing the performance of parastatals. However, there remained room for improvement to address the concerns of the dissatisfied minority.

4.4 Environmental Scanning

Participants were provided with the opportunity to evaluate the extent to which each statement related to environmental scanning applied to their respective parastatal. A Likert scale was used to capture their responses, with options ranging from 1, representing 'very dissatisfied,' to 5, representing 'very satisfied.' This approach allowed for a structured assessment of the participant's perceptions, ensuring that varying satisfaction and applicability were thoroughly captured and analyzed. The outcomes of the survey are depicted in Table 4.2, which is provided below.

Table 4.2

Environmental Scanning

Environmental Scanning	5	4	3	2	1
The parastatal assesses its internal, external, and competitive environment.	22.6	54.8	16.1	3.2	3.2
Information from the outside and inner environments is tracked, analyzed, and circulated to vital individuals/organs within the parastatal	25.8	61.3	9.7	3.2	
Environmental scanning enables the parastatal to align its strategies with market demands of the industry	41.9	48.4	3.2	0	6.5
Environmental scanning enables the parastatal to effectively maximize the utilization of its resources	45.2	38.7	6.5	6.5	3.2
Environmental scanning informs the parastatal's optimal decision-making process	48.4	38.7	12.9	0	0
The parastatal performs at a higher level because of examining its environments	38.5	24.8	11.4	15.5	9.8

Table 4.2 presents satisfaction levels regarding environmental scanning practices in parastatals. Results showed a generally positive outlook with some areas for improvement. Most respondents were satisfied with how parastatals assessed their internal, external, and competitive environments, with 54.8% rating this aspect as satisfactory and 22.6% as very satisfactory. The ability to track, analyse and circulate information from outside and inner environments was highly regarded, with 61.3% of respondents being very satisfied. The ability to align strategies with market demands of the industry was appreciated by 41.9% as very satisfactory, though 6.5% were very dissatisfied. Similarly, the use of environmental scanning for maximization of resources receives strong positive feedback, with 45.2% rating it very satisfactory. The decisionmaking process informed by market analysis was also well-regarded, with no negative ratings. However, when it came to enhancing higher performance, 38.5% were satisfied, 24.8% were very satisfied, but 15.5% were dissatisfied, and 9.8% were very dissatisfied, suggesting that while many see value in environmental scanning, its direct impact on performance could be improved.

4.4.1 Environmental Scanning Technique

Figure 4.10

Environmental Technique Used

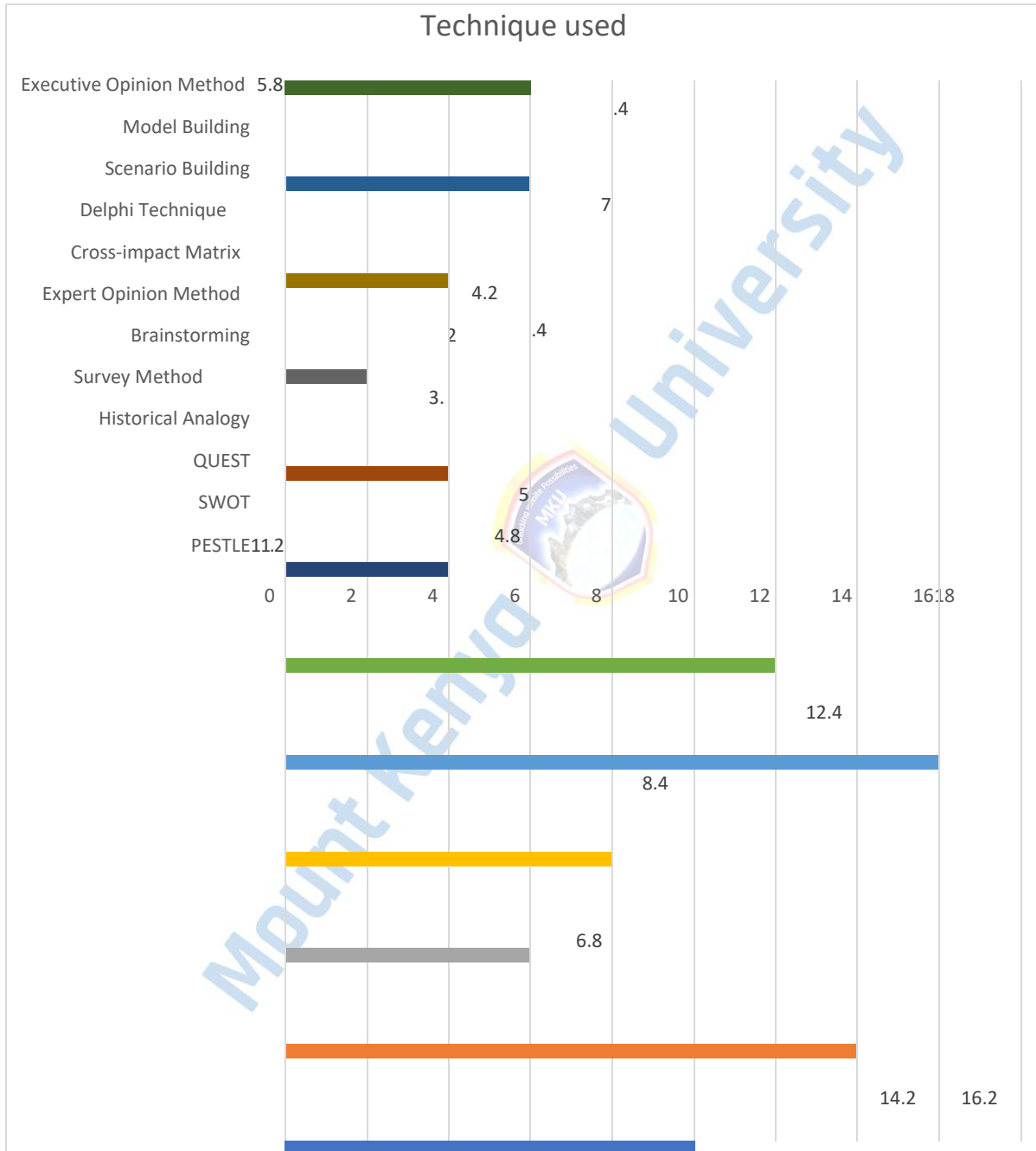


Figure 4.10 on environmental scanning techniques parastatals used revealed varied preferences, with some methods being more popular than others. The Survey Method was the most

commonly utilized technique, with 16.2% of parastatals relying on it for gathering broad and valuable information. SWOT Analysis followed closely at 14.2%, reflecting its widespread use for evaluating internal and external factors. Brainstorming was also a significant technique 12.4% of parastatals using it to generate ideas collaboratively. PESTLE Analysis, which examined political, economic, social, technological, legal, and environmental factors were utilized by 11.2% of parastatals. Historical Analogy was used by 8.4%, indicating that some parastatals referred to past situations for current decision-making. Model Building (7.4%) and QUEST (6.8%) were moderately used, showing a more specialized approach to analyzing environmental scenarios. Executive Opinion Method (5.8%) and Cross-impact Matrix (5.4%) were less common, with Expert Opinion Method (4.8%) and Scenario Building (4.2%) being used by a small percentage of parastatals. The Delphi Technique was the least utilized at 3.2%, reflecting its niche application. This distribution highlighted a preference for practical and broadly applicable techniques in environmental scanning, while more specialized methods were used less frequently.

4.5 Strategy Formulation

Participants were invited to express the level of applicability of each statement concerning strategy formulation in their respective parastatal. A methodical Likert scale was implemented, enabling responses to range from 'very dissatisfied' (1) to 'very satisfied' (5). This method facilitated a comprehensive evaluation of the statements' applicability to the organization's strategy formulation processes, ensuring detailed insights from the participants. The results of the study are summarized in Table 4.3.

Table 4.3***Rating of Strategy Formulation***

Strategy Formulation	1	2	3	4	5
The parastatal has formulated a comprehensive Strategic Plan.	0	0	3.3	60	36.7
Creation of strategies is informed by the Mission and Vision statements of the parastatal.	0	3.2	3.2	41.9	51.6
Employees are involved in development of organizational strategies.	0	0	16.2	54.8	29
Formulated strategies are communicated to all employees for purposes of implementation.	0	6.1	0	51.6	25.8
The parastatal's resources and capabilities are considered during creation of strategies.	3.2	6.5	29	16.1	45.2
The parastatal performs at a higher level because of developing strategies.	0	0	16.1	45.2	38.7

Table 4.3 on strategy formulation practices in parastatals reflected a generally positive perception, with some variations across different aspects. Most respondents were satisfied with their parastatals having comprehensive Strategic Plans with 60% rating this aspect as satisfactory and 36.7% as very satisfactory. Majority of respondents also believed that strategy formulation was well-aligned with the parastatal's Mission and Vision Statements, with 41.9% rating this as satisfactory and 51.6% as very satisfactory. Employee involvement in strategy formulation was strongly supported, with 54.8% rating it as very satisfactory and 29% as satisfactory. Communication of formulated strategies to employees for implementation was also viewed positively, with 51.6% rating it as satisfactory and 25.8% as very satisfactory. The

consideration of resources and capabilities in strategy formulation received mixed feedback, with 45.2% rating it as very satisfactory but 29% as neutral. Finally, the belief that strategy formulation enhanced higher performance was endorsed by 45.2% as satisfactory and 38.7% as very satisfactory, although 16.1% were neutral. Overall, while the data indicates a strong endorsement of strategy formulation practices, there are areas where respondents felt improvements could be made, particularly in communication and resource consideration.

4.6 Strategy Implementation

Participants were invited to assess the degree of relevance for each of the following statements concerning strategy implementation within their parastatal. The survey employed a Likert scale, with options ranging from 'very dissatisfied' (1) to 'very satisfied' (5), prompting participants to select the response that they deemed most fitting. This approach enabled a nuanced understanding of the participant's views on the applicability of these statements to their organization's strategy implementation efforts. Findings are presented next.

Table 4.4

Rating of Strategy Implementation

Strategy Implementation	1	2	3	4	5
The parastatal has documented procedures for guiding implementation of strategies	13.2%	13.2%	21.1%	44.7%	7.9%
Set timelines are observed during execution of strategies thus promoting timely delivery of goods and services	2.7%	8%	28%	37.3%	24%

The parastatal is quick to respond to environmental changes during execution of strategies	14.7%	10.7%	26.7%	36%	12%
Material and human resources are efficiently utilized during execution of strategies.	2.6%	9.2%	31.6%	34.2%	22.4%
Team work is encouraged and adopted during execution of strategies	1.4%	6.8%	27.4%	27.4%	37%
The parastatal performs at a higher level because of implementing its strategies	5.3%	17.1%	28.9%	35.5%	11.8%

Survey results in Table 4.4 present the strategy implementation within parastatals and show a range of satisfaction levels, highlighting strengths and improvement areas. Most respondents believed that parastatals had documented procedures for guiding implementation of strategies, with 44.7% rating this as satisfactory and 7.9% as very satisfactory, though 13.2% were very dissatisfied. Observance of timelines during execution of strategies was viewed positively by 37.3% as satisfactory and 24% as very satisfactory, though 2.7% were very dissatisfied. The ability of the parastatal to quickly respond to environmental changes during execution of strategies received mixed reviews, with 36% rating it as satisfactory and 12% as very satisfactory, while 14.7% were very dissatisfied. Efficient utilization of material and human resources during execution of strategies was reviewed positively by 34.2% as satisfactory and 22.4% as very satisfactory, but 2.6% were very dissatisfied. Adoption of teamwork during execution of strategies across all levels was well-regarded, with 37% rating it as very satisfactory and 27.4% as satisfactory. Finally, the effect of execution of strategy on operational outcomes was reviewed positively, with 35.5% as satisfactory and 11.8% as very satisfactory, though

17.1% were very dissatisfied. The findings showed that while there is general satisfaction with the strategic plan and its implementation, there were notable concerns about KPI utility and flexibility and mixed views on the direct impact on performance of the parastatal.

4.7 Strategy Monitoring and Evaluation

Participants were instructed to gauge the extent to which each of the ensuing statements pertained to strategy monitoring and evaluation within their parastatal. A Likert scale was offered to the participants, encompassing a spectrum from 'very dissatisfied' (1) to 'very satisfied' (5) and requested to choose the most fitting response. This method allowed for a thorough analysis of how relevant each statement was to the organization's monitoring and evaluation processes. Table 4.5 illustrates the results obtained.

Table 4.5

Rating of Strategy Monitoring and Evaluation

Strategy Monitoring & Evaluation	1	2	3	4	5
The parastatal has formulated frameworks and structures to evaluate its performance.	6.8%	8.1%	17.6%	40.5%	24.3%
Upper management obtains objective, transparent information from their juniors to assess and monitor tasks and performance outcomes.	5.3%	6.6%	14.5%	47.4%	26.3%
The parastatal utilizes strategy assessment to develop appropriate innovations to mitigate risks and enhance performance.	0%	2.7%	21.3%	44%	29.3%
Strategy evaluation provides benchmarks for gauging performance of the parastatal	0%	3.9%	18.4%	43.4%	34.2%

The parastatal performs at a higher level because of tracking and assessing its strategies	12.2%	9.5%	1.2%	47.3%	17.6%
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Table 4.5 presents the strategy monitoring and evaluation within parastatals indicates a generally positive but varied perception of current practices. The formulation of frameworks and structures for evaluating performance is seen positively by 40.5% as satisfactory and 24.3% as very satisfactory, though 6.8% are very dissatisfied. Upper management obtaining objective information from their juniors to assess and monitor tasks and performance of outcomes was appreciated by 47.4% as satisfactory and 26.3% as very satisfactory, with only 5.3% being very dissatisfied. Utilization of strategy assessment to develop appropriate innovations to mitigate risks and enhance performance was well-regarded, with 44% rating them as satisfactory and 29.3% as very satisfactory, while 2.7% of respondents were dissatisfied. The role of strategy evaluation in providing valuable benchmarks for gauging performance was strongly endorsed, with 43.4% rating it as satisfactory and 34.2% as very satisfactory. Finally, the impact of assessment and oversight of strategic initiatives was rated as satisfactory by 47.3% and very satisfactory by 17.6%, though 12.2% were very dissatisfied. Overall, while the data reflects a positive outlook on monitoring and evaluation practices, there are areas where satisfaction could be improved, particularly concerning the identification of areas for improvement and the direct impact on financial performance.

Figure 4.11

Tracking and Assessing Formulated Strategies

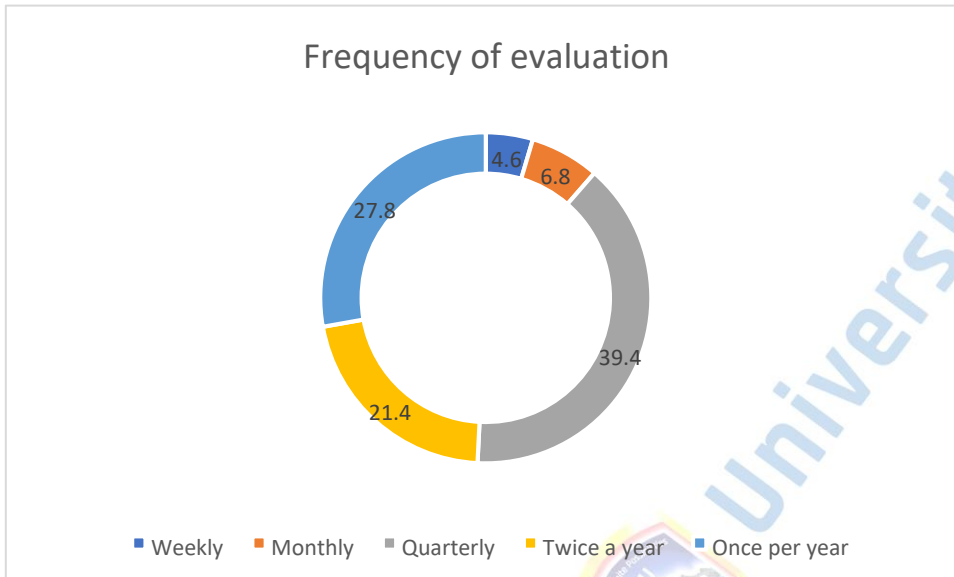


Figure 4.11 portrays the frequency of strategy formulation among parastatals, showing a clear trend toward regular and periodic reviews. Most parastatals (39.4%) evaluated strategies quarterly, preferring frequent updates to adapt to changing conditions. A significant 27.8% assessed their strategies annually, reflecting a more traditional approach suited to stable environments. Additionally, 21.4% reviewed their strategies twice yearly, balancing regular updates with stability. Monthly strategy formulation was less common, practised by 6.8% of parastatals, while only 4.6% engaged in weekly updates, suggesting a highly responsive approach for very dynamic environments. Findings highlighted a general inclination toward regular and periodic strategy evaluations, with most parastatals opting for quarterly or biannual intervals to ensure their strategies remained relevant and practical.

4.8 Performance

Participants were instructed to gauge the extent to which each of the ensuing statements pertained performance of their parastatal. A Likert scale was offered to the participants, encompassing a spectrum from 'very dissatisfied' (1) to 'very satisfied' (5)

allowing them to mark the appropriate response. This approach aimed to capture detailed insights into the participants' perceptions of the factors influencing their organization's performance. The research outcomes are summarized in Table 4.6 provided below.



Table 4.6*Measurement of Performance by Parastatal*

Performance	1	2	3	4	5
Adopting strategic management practices boosts efficiency (increases productivity minimizes costs).	1.3%	15.5%	18.4%	25%	40.8%
Adopting strategic management practices contributes to higher levels of employee satisfaction.	6.7%	6.7%	10.7%	45.3%	25.3%
Embracing strategic management practices has made it easier for the parastatal to innovate	5.3%	17.1%	28.9%	35.5%	11.8%
Implementing strategic management practices enables the parastatal to increase its market share.	12.2%	9.5%	12.2%	47.3%	17.6%
The parastatals performance is in line with expectations because of adopting strategic management techniques	14.5%	13.2%	17.1%	27.6%	26.3%
Adopting strategic management practices boosts efficiency (increases productivity minimizes costs).	5.3%	6.7%	13.3%	41.3%	30.7%

Table 4.6 on performance relative to strategic management practices reveals a generally positive outlook with some areas of concern. A substantial 40.8% of respondents believe that adoption of strategic administration techniques contributed positively to efficiency of the parastatal, with 25% rating it as satisfactory and 1.3% as very dissatisfied. Adoption of strategic administration practices is considered to be a contributory factor to higher levels of employee satisfaction with 45.3% rating it as satisfactory and 25.3% as very satisfactory, though 6.7% were very dissatisfied. The utilization of strategic administration techniques is also associated with the ability to innovate with 35.5% respondents indicating satisfactory and 11.8% very satisfactory while 28.9% were neutral. The believe that implementation of strategic management practices

enables the parastatal to increase its market share was viewed positively by 47.3% as satisfactory and 17.6% as very satisfactory, although 12.2% are very dissatisfied. Finally, the perception that parastatals performance was in line with expectations as a result of adopting strategic management techniques was rated positively by 41.3% as satisfactory and 30.7% as very satisfactory, though 5.3% were very dissatisfied. Overall, there is strong support for significance of strategic administration approaches in enhancing the operational outcomes of public sector enterprises.

4.9 Inferential Statistics

4.9.1 Reliability Test

Table 4.7

Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.620	.490	5

The Reliability Statistics indicate the internal consistency of the different items being measured.

Cronbach's Alpha is calculated at 0.620, slightly below the commonly accepted threshold of 0.70 for good reliability. This suggests that the items have a moderate level of internal consistency but may benefit from refinement to increase reliability. The Cronbach's Alpha Based

on Standardized Items is lower, at 0.490, further suggesting that the items may not be highly consistent when standardized.

4.9.2 Fitness of the Model

Regression was done to establish the model's fitness in explaining the study phenomena; environmental assessment, creation of strategies, execution of strategy, assessment and oversight of strategic initiatives and their influence on operational outcomes of parastatal. The outcomes are depicted in the following table.

Table 4.8

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.810	.656	.637	8.87221

The regression analysis results show a correlation coefficient (R) of 0.810, indicating a significant positive relationship between the independent and dependent variables. Additionally, the R Square value of 0.656 reveals that approximately 65.6% of the variability in the dependent variable can be elucidated by the independent variables utilized in the model. The Adjusted R Square value of 0.637, which adjusts for the number of predictors in the model, is slightly lower but still indicates a substantial proportion of explained variance. The Standard Error of the Estimate is determined to be 8.87221, indicating the mean deviation between the actual observed values and those predicted by the model. Collectively, these statistical measures imply that the

model demonstrates a good fit to the data, exhibiting significant explanatory capability and a comparatively low prediction error.

4.9.3 Analysis of Variance (ANOVA)

Table 4.9

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6583.529	4	2194.510	27.879	.000b
Residual	1810.471	52	78.716		
Total	8394.000	56			

The regression analysis results provide insights into the model's performance. The Sum of Squares for Regression is 6583.529 with 4 degrees of freedom (df), yielding a Mean Square of 2194.510. This signifies the percentage of variance that can be attributed to the independent variables. The Sum of Squares for Residuals is 1810.471 with 52 degrees of freedom, which yields a Mean Square of 78.716, reflecting the variance the model did not explain. The Total Sum of Squares, quantified at 8394.000, signifies the aggregate variance in the dependent variable. The F-statistic is 27.879 with a significance value (Sig.) of 0.000, indicating that the the model holds statistical significance and provides a strong alignment with the data. The very low p-value, falling below the threshold of 0.05, suggests a significant explanatory power of the independent variables regarding the variability of the dependent variable thereby reinforcing the regression model's strength and validity.

4.9.4 Correlation Analysis

Table 4.10

Correlation Analysis

Inter-Item Correlation Matrix					
	Environmental scanning	Strategy formulation	Strategy implementation	Strategy monitoring & evaluation	Performance of parastatal
Environmental scanning	1.000				
Strategy formulation	.269	1.000			
Strategy implementation	.068	-.202	1.000		
Strategy monitoring & evaluation	.219	.150	-.080	1.000	
Performance of parastatal	.884	.212	-.050	.144	1.000

Table 4.10 presents the relationships between environmental scanning, strategy formulation, strategy implementation, strategy monitoring and evaluation, and the performance of parastatals. Environmental scanning shows a strong positive correlation with the performance of parastatals (0.884), indicating that effective environmental scanning is likely linked to higher performance

outcomes. Strategy formulation has a moderate positive correlation with environmental scanning (0.269) and a weaker positive relationship with performance (0.212).

Strategy implementation, however, has a minimal correlation with environmental scanning (0.068) and a slight negative correlation with strategy formulation (-0.202) and performance (0.050), suggesting that it may not be closely associated with the other strategic elements or performance. Strategy monitoring and evaluation have low positive correlations with environmental scanning (0.219) and performance (0.144), implying a relatively modest association with these aspects.

4.9.5 Multivariate Regression Analysis

Table 4.11

Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-20.149	5.177		-3.892	.001
Environmental scanning	1.751	.498	.479	3.515	.002
Strategy formulation	.094	.240	.072	.390	.700
Strategy implementation	.733	.371	.420	1.978	.060
Strategy monitoring & evaluation	.236	.176	.398	2.87	.052

The general multivariate equation is represented by;

$$Y = -20.149 + 1.751X_1 + 0.094X_2 + 0.733X_3 + 0.236X_4$$

Research findings in Table 4.11 on regression analysis for the performance of parastatals reveals the effects of diverse strategic administrative techniques. The constant term is -20.149, exhibiting a notable t-value of -3.892 and a p-value of 0.001. This indicates that the baseline performance is statistically significant when the independent variables are not considered. Among the predictors, environmental scanning has a positive unstandardized coefficient of 1.751 and a standardized coefficient (Beta) of 0.479, with a corresponding t-value of 3.515 and a p-value of 0.002, suggesting it significantly impacts performance. Strategy formulation shows an unstandardized coefficient of 0.094 and a Beta of 0.072, with a corresponding t-value of 0.390 and a p-value of 0.700, indicating it does not significantly influence performance. Strategy implementation has an unstandardized coefficient of 0.733 and a Beta of 0.420, with a corresponding t-value of 1.978 and a p-value of 0.060, suggesting a positive impact on performance that is marginally non-significant. Strategy monitoring & evaluation shows an unstandardized coefficient of 0.236 and a Beta of 0.398, with a matching t-value of 2.87 and a p-value of 0.052. This signifies a favourable effect on operational outcomes that is also marginally non-significant. Therefore, the results highlight that environmental assessment has a substantial impact on operational outcomes, while strategy formulation does not, and the effects of strategy implementation and monitoring & evaluation are close to significance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter encompasses a comprehensive overview, final conclusions, and suggestions aimed at guiding future research efforts.

5.1 Summary of the Study Findings

The analysis of the effects of strategic administration techniques on the operational outcomes of parastatals in Mombasa County showed several notable trends. Gender diversity among management teams was linked to enhanced strategic decision-making, with 60% of parastatals reporting positive outcomes from diverse teams. Age also plays a role, with 55% of parastatals indicating that older, more experienced managers contribute significantly to effective strategic practices. Education levels have a strong impact, with 70% of parastatals noting that higher educational attainment among staff correlates with more robust strategic planning. Additionally, 65% of parastatals find that years of experience improve the execution of strategic administration techniques. The nature of the parastatal affects strategy adoption, with 50% of parastatals tailoring their approaches based on sector-specific needs. These factors collectively influence the successful adoption and performance outcomes of strategic management practices in these parastatals.

5.1.1 Summary of Environmental Scanning Effects on Performance of Parastatals

Research findings show that satisfaction with environmental scanning practices in parastatals is generally positive, though there are areas for improvement. Most respondents were content with how parastatals assess their internal, external, and competitive environments, with 54.8% rating it as satisfactory and 22.6% as very satisfactory. The ability to track, analyse and circulate information from outside and inner environments was highly valued, with 61.3% of respondents being very satisfied. The ability to align strategies with market demands of the industry was considered very satisfactory by 41.9%, though 6.5% are very dissatisfied. Similarly, using environmental scanning for maximization of resources obtained strong positive feedback with 45.2% rating it very satisfactory. The decision-making process informed by market analysis was well-regarded, with no negative ratings. However, the direct impact on performance showed mixed results: 38.5% were satisfied, 24.8% were very satisfied, while 15.5% were dissatisfied and 9.8% were very dissatisfied, suggesting room for improvement in the link between environmental scanning and performance outcomes. Figure 4.10 revealed varied preferences in environmental scanning techniques, with the Survey Method being the most common (16.2%), followed by SWOT Analysis (14.2%) and Brainstorming (12.4%). PESTLE Analysis is used by 11.2% of organizations, while Historical Analogy (8.4%) and Model Building (7.4%) are less common. The Delphi Technique is the least utilized at 3.2%, indicating a preference for more practical and broadly applicable methods.

5.1.2 Summary of Strategy Formulation Effects on Performance of Parastatals

Results revealed that most respondents indicated that their parastatals had a comprehensive Strategic Plan with 60% satisfactory and 36.7% very satisfactory rating. Strategy formulation aligns well with the parastatal's mission and vision obtained 51.6% very satisfactory rating and 41.9% as satisfactory. Employee involvement in the process was also positively perceived, with 29% rating it as very satisfactory and 54.8% as satisfactory. Communication of strategies to employees was rated positively by 51.6% as satisfactory and 25.8% as very satisfactory, though 6.1% found it unsatisfactory. Considering resources and capabilities in strategy formulation receives mixed feedback, with 45.2% rating it as very satisfactory and 29% as neutral. The effect of creation of strategies on operational outcomes was endorsed by 45.2% as satisfactory and 38.7% as very satisfactory, while 16.1% remained neutral. While strategy formulation practices were generally well-regarded, there is room for improvement, particularly in communication and resource consideration.

5.1.3 Summary of Strategy Implementation Effects on Performance of Parastatals

The survey outcomes revealed varied satisfaction levels regarding strategy implementation within parastatals. A significant portion of respondents indicated that parastatals had documented procedures for guiding implementation of strategies, with 44.7% rating this as satisfactory and 7.9% as very satisfactory, though 13.2% were very dissatisfied. Observance of timelines during execution of strategies was viewed positively by 37.3% as satisfactory and 24% as very satisfactory, though 2.7% were very dissatisfied. The ability of the parastatal to quickly respond to environmental changes during execution of strategies received mixed reviews, with

36% rating it as satisfactory and 12% as very satisfactory, while 14.7% were very dissatisfied. Efficient utilization of material and human resources during execution of strategies was reviewed positively by 34.2% as satisfactory and 22.4% as very satisfactory, but 2.6% were very dissatisfied. Adoption of teamwork during execution of strategies across all levels was wellregarded, with 37% rating it as very satisfactory and 27.4% as satisfactory. Finally, the effect of strategy execution on operational outcomes was reviewed positively, with 35.5% as satisfactory and 11.8% as very satisfactory, though 17.1% were very dissatisfied. The findings showed that while there is general satisfaction with the strategic plan and its implementation, there were notable concerns about KPI utility and flexibility and mixed views on the direct effect on operational outcomes of the parastatal.

5.1.4 Summary of Strategy Evaluation and Monitoring Effect on Performance of Parastatals

The survey outcomes revealed that generally positive but varied perceptions of strategy monitoring and evaluation practices in parastatals. Frameworks for evaluating performance were viewed positively by 40.5% as satisfactory and 24.3% as very satisfactory, with 6.8% very dissatisfied. Involvement of juniors by upper management when assessing and monitoring tasks and performance outcomes were appreciated by 47.4% as satisfactory and 26.3% as very satisfactory, with only 5.3% very dissatisfied. The role of strategy evaluation in risk mitigation and performance enhancement was strongly endorsed, with 44% rating it satisfactory and 29.3% as very satisfactory. The use of evaluation conclusions for setting benchmarks was rated positively by 43.4% as satisfactory and 34.2% as very satisfactory, though 3.9% were very dissatisfied. The impact of assessment and oversight of strategic initiatives on operational

outcomes was rated satisfactory by 47.3% and very satisfactory by 17.6%, though 12.2% are very dissatisfied. While monitoring and evaluation practices are generally viewed positively, there is room for improvement, especially on frameworks and structures for assessing performance.

5.2 Conclusion

The investigation determined that strategy creation, execution, and assessment and evaluation practices within parastatals were viewed positively, with many respondents rating these processes as satisfactory or very satisfactory. Strategy formulation is well-aligned with organizational objectives, and employee involvement was appreciated, though improvements are needed in communication and resource consideration. While strategy implementation is generally effective, particularly in documented procedures for guiding implementation of strategies and adoption of team work during execution of strategies, there are concerns about the direct impact on performance. Overall, the strategic management practices in parastatals are solid, but assessing a parastatal's internal, external and competitive environment, use of environmental scanning for decision-making and responsiveness to market demands could further improve performance of parastatals.

5.3 Recommendations

5.3.1 Recommendations for Practice

Drawing from the research findings, the study endorses that to improve the development and execution of strategies within parastatals, it is vital to rectify communication deficiencies and

enhance the utilization of key performance indicators (KPIs). Although the existing practices are largely positive, focusing on these areas could further enhance strategic effectiveness. The study recommends that in order for parastatals to implement their strategic plans effectively, it is vital to optimize communication channels across all organizational levels. Frequent updates and precise directives will help ensure that employees grasp their roles in the execution of strategies and recognize how their efforts align with the overarching objectives of the organization. In addition, the analysis advocates for parastatals to work towards the refinement and standardization of key performance indicators (KPIs) across their departments to ensure these indicators are relevant, measurable, and aligned with strategic objectives. The establishment of clear KPIs is vital for tracking progress and informing decision-making, thereby facilitating more effective strategy execution. The study also underscores the necessity of connecting the strategy formulation process to the parastatal's available resources and capabilities, which is crucial for developing goals that are both practical and attainable. Conducting a comprehensive resource audit prior to strategy formulation can help pinpoint gaps and enhance the efficiency of resource allocation.

5.3.2 Recommendations for Policy

The study underscores the importance of policy frameworks in the governance of strategy implementation, asserting that they are fundamental for parastatals to realize their operational goals. Although the existing systems afford flexibility, there are significant gaps in the availability of documented procedures that guide implementation, which require more substantial policy intervention. The analysis recommends that parastatals implement policies that require leaders and managers to be accountable for the successful realization of strategic

plans. This approach might involve tying performance evaluations and incentives to the fulfilment of strategic objectives, thereby enhancing accountability at every level of management. To uphold alignment between strategic direction and market fluctuations, the analysis recommends that policies should enforce regular evaluations and updates of strategic plans. This practice will ensure that strategies are responsive to both external environments and internal capabilities, thus facilitating long-term sustainability and performance enhancement. Furthermore, the study endorses the necessity for policymakers to enforce a standardized system of KPI reporting across all departments. This measure would ensure a consistent framework for monitoring and evaluating strategic objectives, which in turn would lead to more accurate performance evaluations, greater transparency, and the facilitation of timely corrective actions when appropriate.

5.3.3 Recommendation for Further Research

While there is a generally positive perception of strategic management practices, the specific relationship between these practices and financial performance is ambiguous. This study, therefore, suggests the importance of undertaking more in-depth research to better understand the influence of strategic management practices on the financial results of parastatals. Additionally, future investigations should aim to discern the specific factors within strategy implementation that notably influence financial performance. A comprehensive understanding of these components will aid in refining strategies for enhanced operational effectiveness.

Leadership is a fundamental component in the creation and implementation of strategies. Additional research should delve into the influence of various leadership styles on the success of strategic initiatives, particularly in terms of fostering employee engagement and enhancing

organizational adaptability. There is also a necessity for further exploration to assess strategic management practices across different sectors within parastatals. This analysis would aid in recognizing best practices pertinent to specific sectors and in developing tailored strategies to enhance performance in distinct operational settings.



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APPENDICES

Appendix i: Research Tool

Section i: Background Characteristics (Please indicate by ticking the appropriate answer)

1. Gender

Male () Female ()



2. Age Group

18 – 30 years () 31 – 40 years () 41 – 50 years ()
51 – 60 years () Above 60 years ()

3. Education Level

Diploma () Degree ()
Masters () PhD ()

4. Department Represented

Administrative () Finance Office ()
Human Resource () Operative Section/level ()

5. Years of Experience

- Below 1 year () 1 – 3 years () 3 – 5 years ()
5 – 8 years () 8 – 10 years () Over 10 years

Organizational Profile

6. Name of the parastatal(optional)

7. What is the nature of your parastatal (Tick appropriately)

Commercial ()

Non-commercial ()

Other (specify).....

Section ii: Strategic Management Practices

8. Has your parastatal adopted strategic management practices? Yes ()

No ()

If yes, kindly state which ones. Tick as appropriate.

Environmental scanning ()

Strategy formulation ()

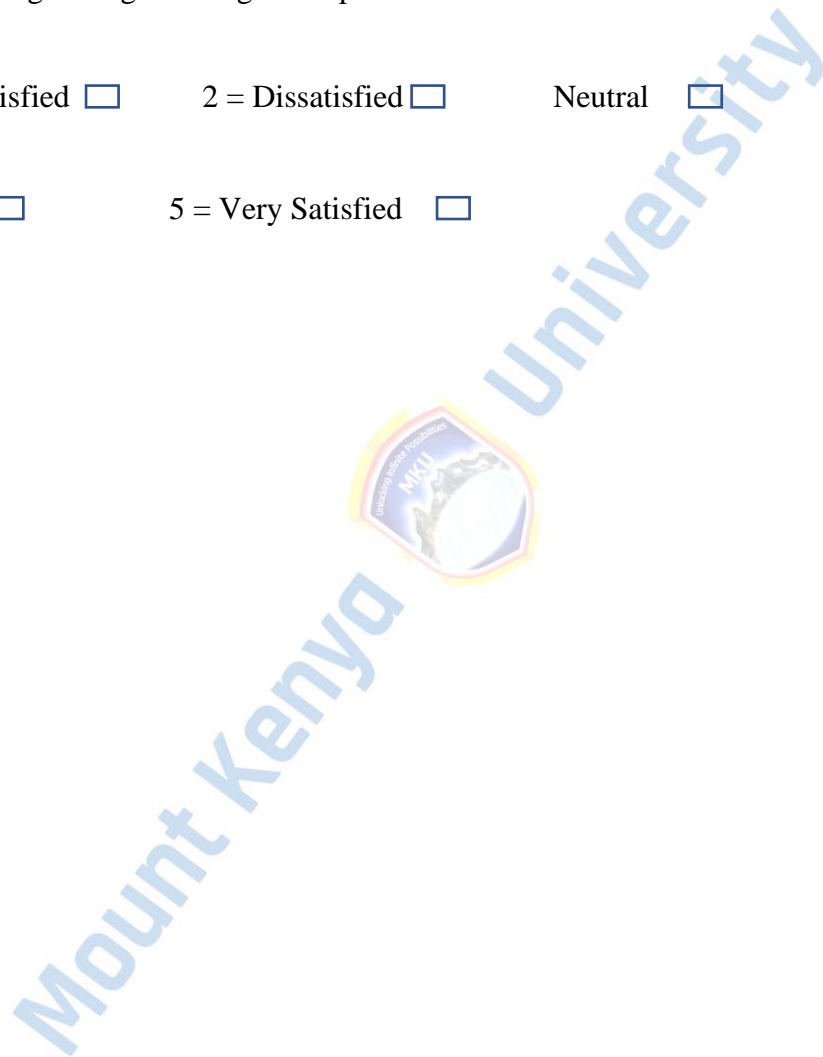
Strategy implementation ()

Strategy monitoring & evaluation ()

9. Please indicate your level of satisfaction with the performance of your parastatal in implementing strategic management practices.

Very Dissatisfied 2 = Dissatisfied Neutral

Satisfied 5 = Very Satisfied



PART A: Environmental Scanning

10. Kindly specify the degree of applicability for each of the given statements with respect to environmental scanning within your parastatal. Utilize the provided key and mark the appropriate options accordingly.

Key: 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral
 4 = Satisfied 5 = Very Satisfied

No.	Environmental Scanning	1	2	3	4	5
1	The parastatal assesses its internal, external and competitive environment.					
2	Information from the outside and inner environments is tracked, analyzed, and circulated to vital individuals/organs within the parastatal					
3	Environmental scanning enables the parastatal to align its strategies with market demands of the industry.					
4	Environmental scanning enables the parastatal to effectively maximize the utilization of its resources.					
5	Environmental scanning informs the parastatal's optimal decision-making process					
6	The parastatal performs at a higher level because of examining its environments					

11. What are the environmental analysis techniques used by your parastatal? (Tick appropriately)

- PESTLE () SWOT () QUEST ()
- Historical Analogy () Survey Method () Brainstorming ()
- Expert Opinion Method () Cross-impact Matrix () Delphi Technique ()
- Scenario Building () Model Building () Executive Opinion Method ()
- Other
-

PART B: Strategy Formulation

12. Please indicate the extent to which the following statements are applicable in terms of strategy formulation within your parastatal. Use the key below and tick as appropriate.

- Key:** 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral
- 4 = Satisfied 5 = Very Satisfied

	Strategy Formulation	1	2	3	4	5
1	The parastatal has formulated a comprehensive Strategic Plan.					
2	Creation of strategies is informed by the Mission and					
	Vision statements of the parastatal.					

3	Employees are involved in development of organizational strategies.					
4	Formulated strategies are communicated to all employees for purposes of implementation.					
5	The parastatal resources and capabilities are considered during creation of strategies.					
6	The parastatal performs at a higher level because of developing strategies.					

PART C: Strategy Implementation

13. Please indicate the degree to which each of the subsequent statements is applicable to strategy implementation within your parastatal. Use the key below and tick as appropriate.

Key: 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral
 4 = Satisfied 5 = Very Satisfied

	Strategy Implementation	1	2	3	4	5
1	The parastatal has documented procedures for guiding implementation of strategies					
2	Set timelines are observed during execution of strategies thus promoting timely delivery of goods and services					
3	The parastatal is quick to respond to environmental changes during execution of strategies					

4	Material and human resources are efficiently utilized during execution of strategies.					
5	Team work is encouraged and adopted during execution of strategies					
6	The parastatal performs at a higher level because of implementing its strategies					

PART D: Strategy Monitoring Evaluation

14. Please indicate the degree to which each of the subsequent statements is applicable to strategy monitoring evaluation within your parastatal. Use the key below and tick as appropriate.

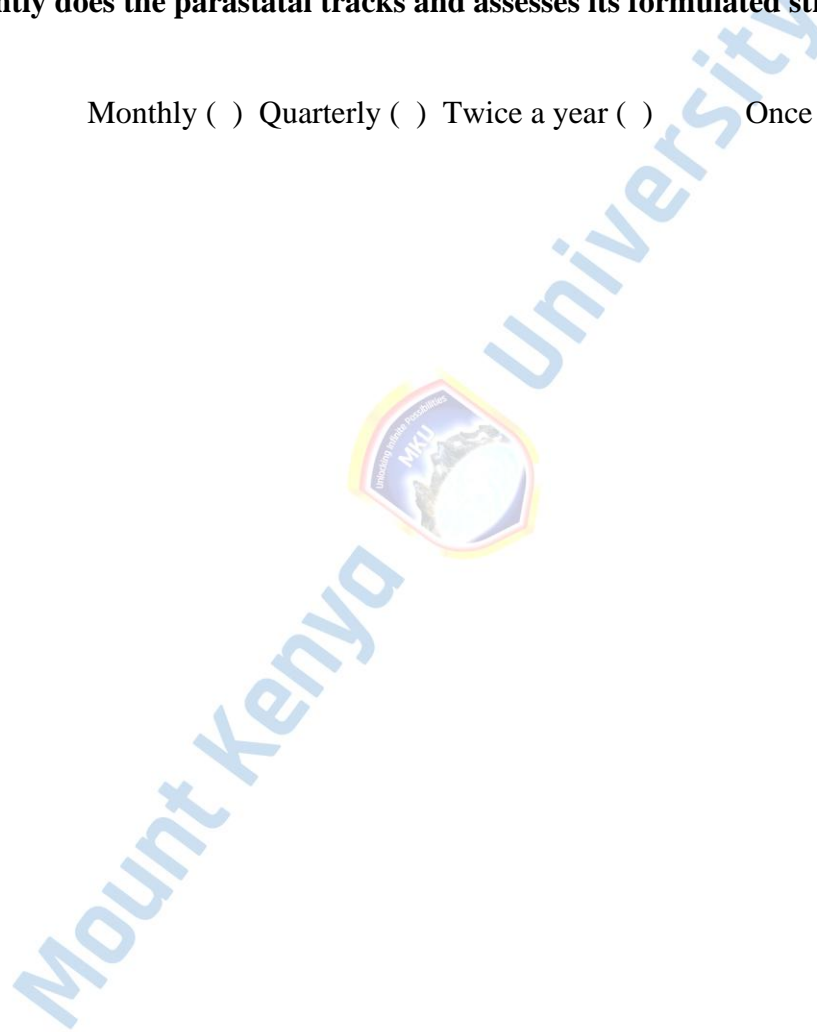
Key: 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral
 4 = Satisfied 5 = Very Satisfied

	Strategy Monitoring Evaluation	1	2	3	4	5
1	The parastatal has formulated frameworks and structures to evaluate its performance.					
2	Upper management obtains objective, transparent information from their juniors to assess and monitor tasks and performance outcomes.					
3	The parastatal utilizes strategy assessment to develop appropriate innovations to mitigate risks and enhance performance.					

4	Strategy evaluation provides benchmarks for gauging performance of the parastatal					
5	The parastatal performs at a higher level because of tracking and assessing its strategies					

15. How frequently does the parastatal tracks and assesses its formulated strategies?

Weekly () Monthly () Quarterly () Twice a year () Once per year ()



PART E: Performance


16. Please indicate the extent to which each of the subsequent statements is relevant to the performance of your parastatal. Utilize the provided key and mark the appropriate box accordingly.

Key: 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral
 4 = Satisfied 5 = Very Satisfied

	Performance	1	2	3	4	5
1	Adopting strategic management practices boosts efficiency (increases productivity minimizes costs).					
2	Adopting strategic management practices contributes to higher levels of employee satisfaction.					
3	Embracing strategic management practices has made it easier for the parastatal to innovate					
4	Implementing strategic management practices enables the parastatal to increase its market share.					
5	The parastatals performance is in line with expectations because of adopting strategic management techniques					

Thank you for your assistance

Appendix ii: ERC Certificate



Mount Kenya University

REF: MKU/ISERC/3780
TO: WILMINA UCHI TUNJE
Date: 07 June 2024
REG: MBA/2022/48102

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF PARASTATALS IN MOMBASA COUNTY

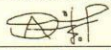
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is . The approval period is **07/06/2024 - 06/06/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

*The Chairman
Mount Kenya University
PhD Review Committee
P.O. Box 342 - 01000, Thika*

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
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Appendix iii: Introduction Letter from MKU



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/48102

11th June, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

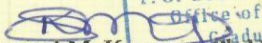
RE: WILMINA UCHI TUNJE- REGISTRATION NO. MBA/2022/48102

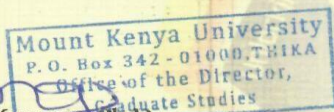
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Strategic Management Practices on Performance of Parastatals in Mombasa County."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **June, 2024 and August, 2024**.

Any assistance accorded to the student will be highly appreciated.






Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.



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Appendix iv: NACOSTI Research License

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 748123	Date of Issue: 04/July/2024
RESEARCH LICENSE	
	
This is to Certify that Ms.. Wilmina Uchi Tunje of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: Influence of Strategic Management Practices on Performance of Parastatals in Mombasa County for the period ending : 04/July/2025.	
License No: NACOSTI/P/24/37299	
748123 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix v: Field Entry/Research Authorization

Title: Influence of Strategic Management Practices on Performance of Parastatals in Mombasa County

Dear Participant,

I invite you to participate in a research study entitled (specify): I am currently enrolled in the Master of Business Administration program at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to determine the influence of strategic management practices on performance of parastatals in Mombasa County.

The enclosed questionnaire has been designed to collect information on effect of strategic management practices on performance of parastatals in Mombasa County.

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately fifteen (15) minutes to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (Wilmina Tunje, 0722752145). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavour.

Consent

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix vi: Turnitin Report



15% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Filtered from the Report

- Bibliography

Exclusions

- 11 Excluded Matches

Match Groups

- 255** Not Cited or Quoted 13%
Matches with neither in-text citation nor quotation marks
- 47** Missing Quotations 2%
Matches that are still very similar to source material
- 1** Missing Citation 0%
Matches that have quotation marks, but no in-text citation
- 0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

Top Sources

- 15% Internet sources
- 5% Publications
- 5% Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

Match Groups

- **259** Not Cited or Quoted 13%
Matches with neither in-text citation nor quotation marks
- **47** Missing Quotations 2%
Matches that are still very similar to source material
- **1** Missing Citation 0%
Matches that have quotation marks, but no in-text citation
- **0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

Top Sources

- 15% ● Internet sources
- 5% ● Publications
- 5% ● Submitted works (Student Papers)

Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Internet	ir-library.ku.ac.ke	1%
2	Internet	erepository.uonbi.ac.ke	1%
3	Internet	repository.kemu.ac.ke:8080	1%
4	Internet	repository.cuk.ac.ke	0%
5	Internet	etd.aau.edu.et	0%
6	Internet	ir.jkuat.ac.ke	0%
7	Internet	strategicjournals.com	0%
8	Internet	repository.mua.ac.ke	0%
9	Student papers	nileuniversity	0%
10	Student papers	Kenyatta University	0%

Appendix vii: Research Site Map



Map showing location of study

Appendix viii: Long Table

List of Parastatals in Mombasa County

S/No.	Name of State-Owned Parastatal	County	No. of Respondents
1.	Bandari Maritime Academy	Mombasa	4
2.	Kenya Ports Authority	Mombasa	4
3.	Kenya Maritime Authority	Mombasa	4
4.	Kenya Marine and Fisheries Research Institute	Mombasa	4
5.	Kenya Ferry Services	Mombasa	4
6.	Coast Water Works Development Agency	Mombasa	4
7.	Coast Development Authority	Mombasa	4
8.	Technical University of Mombasa	Mombasa	4
9.	Agricultural Food Authority	Mombasa	4
10.	Chair Trading Company Limited	Mombasa	4
11.	Kenya Safari Lodges and Hotels Limited	Mombasa	4
12.	Mombasa Water Sewerage Company	Mombasa	4
13.	Kenya Coast National Polytechnic	Mombasa	4
14.	Kenya National Shipping Line	Mombasa	4
15.	Kenya Fisheries Service	Mombasa	4
	Total		60

Source: State Corporations Advisory Committee (2013)