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INFLUENCE OF STRATEGIC PLANNING FACTORS ON ORGANIZATIONAL PERFORMANCE OF STATE CORPORATIONS IN MOMBASA COUNTY, KENYA

Charity Muthoni Kaburu[1] & **Dr. Fridah Simba**[2]

[1]Student - Jomo Kenyatta University of Agriculture and Technology
[2]Lecturer - Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

The study set out to examine the influence of strategic planning practices on organizational performance of state corporations in Mombasa County in Kenya. Currently the government of Kenya is on cost cutting measures that left it with more finances for development.The aim of these processes has been generally to create a customer-focused approach. Such an approach can obviously be appropriate and effective where the business is confident that what it is doing is right for now and for the future. The general objective of the study is to influence of strategic planning practices on organizational performance of state corporations in Mombasa County in Kenya. The study specific objectives are to examine the leadership style, organizational resources, information systems and organizational culture on organizational performance of state corporations in Mombasa in Kenya. To strengthen the conceptual framework the stud will use theories such as transformational theory of leadership, resource-based view theory, technological diffusion, Schein theory and Goal setting theory of performance to strengthen the conceptual framework. The study targets 219 state corporations' employees who are charged with the responsibility of strategic planning practice who are director generals, chief managers and finance department. The study sample size was141. The research design was cross-sectional. This was done using drop and pick method. On Leadership styles the study Laissez-faire leadership style had a weak and positive relationship with performance. Information Systems have become part of state parastatals operations today. Like many businesses, parastatals rely heavily on IT infrastructure to provide services to citizens.Organizational resources were classified into human resources, financial resources and physical resources. Human resources were found to significantly influence performance while intangible resources and capabilities influence was not statistically significant performance. A good organizational culture will instill brawny employee behavior that is in turn conducive for good policy and strategy implementation.The composite of all resources was established to significantly influence performance. The study findings established that there was a strong positive correlation between three independent variables leadership style, organizational resources and information systems while organizational culture has no relationship. The study results rejected the null hypothesis of three variable leadership style, organizational resources and information systems; however, the study accepted the null hypothesis. The study concluded that leadership style, organizational resources and information systems have a significant effect on organizational performance of state corporations in Kenya. The study concluded that that leadership style should able to inspire the employees to motivate them to implement strategic plans; that state corporations should operate within the set budget and get much output from least input; that state corporations should adopt the use of technology to synchronize its operations and that state corporations should adopt organizational cultures that can reduce wastage of public resources.

Keywords: Leadership Style, Organizational Resources, Information System &Organizational Culture

1.0 BACKGROUND OF THE STUDY

Strategic planning is of the concepts that due to its comprehensiveness, in recent years have received more and more attention in firms and even individual programs. Everyone has an ideal point in his mind about his desired position. Strategic planning tells the individual how the move from the current existing situation to the ideal or desirable point. In fact, strategic planning is a bridge that leads the company from the status quo to the desired state (Mahdi & Shahran, 2019). Existence of structure is one of the main features of every company, based on different activities; there is separation and coordination between tasks. In addition, with the existence of structure, authority, responsibility, control of regulations and standards between activities and their enforcers are determined (Ansari & Aghazadeh, 2019).

In an organization, strategy can be applied at the following three levels; corporate level which looks at the general direction of the whole organization, business level which looks at how the organization or its strategic business units (SBU) tackle particular markets and functional level which looks at specific strategies for different departments of the business (Schwenk& Shrader, 2018). Strategic planning's roots are in the arena of large-scale military operations and it can be defined as the fit between an organization and its environment. It is a top-down approach concerned with the long-term mission and objectives of an organisation, the resources used in achieving those objectives, and the policies and guidelines that govern the acquisition, use, and disposition of those resources. It must also consider the opportunities available to the organisation, and an assessment of its ability to exploit those opportunities with a view to gaining a distinct competitive advantage (Henry, 2018).

Strategic planning practices involve formulation of vision and mission statement, performance of situation analysis and finally strategy formulation and choice (Pearce & Robbinson, 2018). Strategic decision determines the organizational relations to its external environment, encompass the entire organization, depends on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization (Shirley, 2018) A strategic plan is usually set by the top management echelon and has a time horizon consistent with the scanning abilities of the organization and set at the risk level that planners feel is appropriate for their organizations. The specifics of the plan should address questions of scope, resource requirements, competitive advantage, quality expectations, social responsibility issues, and synergy (Henry, 2018). Henry (2018) explains that no amount of elaboration will ever enable a formal process to take the place of managers who are fully engaged in their operations, or for that matter replace the critical and creative thinking that is necessary to create novel and innovative strategies.

In Australia strategic planning process in public organisations is not a simple process; it requires consideration of the characteristics of public sector organisations, their external environments, as well as the constitutional limitations of public organisation mandates (Bryson, 2018). The following difficulties were noted in the public sector that affect the planning process: constraints in decision-making due to political, financial and legal factors (Foster, 2018); goal conflict and ambiguity, different stakeholders having different goals and interests resulting in conflicting and ambiguous goals (Banfield, 2017); organizational culture, where the bureaucratic character of public organisations developing a culture that minimizes risk and inhibits change (Lorvich, 2017); and the difficulty in measuring results in the public sector since diverse stakeholder expectations are often unclear (Backoff and Nutt, 2017).

In Brazil flexibility in the strategic planning practices has been considered as a primary component of strategic flexibility as well as a valuable strategic tool for companies faced complex and uncertain markets (Barringer and Bluedorn, 2018). Furthermore, strategic planning practices is considered as a logical and continuous process involving a number of sequential steps for the purpose of forming the strategy of the firm such as: the definition of the mission and long-term objectives, analysis of the environment, generating and evaluating alternative strategies, the implementation and finally monitoring performance (Ansoff, 2015; Crittenden and Crittenden, 2018). The notion of planning flexibility was first suggested by Kukalis (2017) to investigate how environmental and firm characteristics affect the design of strategic planning systems. Strategic flexibility is defined as the extent to which new alternative decisions are generated and considered in the strategic planning process, allowing for positive organizational change and adaptation to environmental turbulence (Evans, 2016; Grewal and Tansuhaj, 2017). Thus, Barringer and Bluedorn (2018) suggested that the concept of flexibility in planning means the ability to adjust strategic plans to rapidly changing in environment.

In a South African study carried out by Sandada, Pooe and Dhurup (2019), eight strategic planning aspects that were identified included sources of information, environmental scanning, business mission and vision, employee participation, time horizon of strategic planning, formality of strategic planning, strategy implementation incentives, and evaluation, and control. The review of the available literature has shown that strategic planning is a unifying theme that gives coherence and direction to the actions and decisions of an organization as it guides managerial decisions toward superior performance.

2.0 STATEMENT OF THE PROBLEM

Strategic planning practices is a formal process designed to helps state corporations identify and maintain an optimal alignment with the most important elements, the environment within which the organization resides. An organization practicing strategic planning involves, defining the organizational vision and mission, environmental scanning, setting of objectives, generating strategic options, evaluating and deciding on the strategic methods to monitor progress. For organization to achieve its desired goals and maximize profits it needs to follow the step of corporate strategic planning.

Performance is ensured and a clear vision is set that avoids confusion between activities of the business. The Strategic planning practices allow improvement of firm performance which establishes constraints and guidelines in the form of vision and mission statements, corporate initiatives, and performance expectations. An important concept of strategic planning practices is an understanding that in order for an organization to flourish, everyone needs to work to ensure the team's goals are met (Johnson and Scholes, 2017). However, poor strategic planning processes in state corporations does not guarantee great corporate execution.

There are numerous research studies done in Kenya in the state corporate sector but focused different aspects other than strategic planning practices and performance; Abuya (2017) studied strategic risk management practices among state corporations in Kenya; Wambui (2016) factors driving strategic planning by the corporate sector; Churqo (2018) have done studies on the perceived link between strategic planning and performance contracting in Kenya state corporations and Ajwag (2018) studied the relationship between corporate culture and organizational performance, a survey of Kenyan state corporations. However, these studies have not examined the influence of strategic planning practices on organizational performance of state corporations in Kenya.

3.0 OBJECTIVES OF THE STUDY

1. To determine the effect of leadership style on organizational performance of state corporations in Mombasa County in Kenya.
2. To examine the effect of organizational resources on organizational performance of state corporations in Mombasa County in Kenya.
3. To evaluate the effect of information system on organizational performance of state corporations in Mombasa County in Kenya.
4. To determine the effect of organizational culture on organizational performance of state corporations in Mombasa County in Kenya.

4.0 RESEARCH HYPOTHESES

This study was guided by null hypothesis as follows:

$H_0$1: Leadership style has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.

$H_0$2: Organizational resources has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.

$H_0$3: Information system has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.

$H_0$4: Organizational culture has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.

5.0 LITERATURE REVIEW

5.1 Theoretical Framework

This study was be anchored on the following theories: Transformational theory of leadership, resource-based view theory, Schein theory of organizational culture, technology diffusion theory and contingency theory.

5.1.1 Transformational Theory of Leadership

Transformational leadership is simply "leading by inspiring" more is accomplished by the followers through the concentration on the follower's values and helping the follower make realignment with these values as well as those values of the organization. The theory was developed in the late 20th century. According to Datche, Gachunga and Mukulu, (2015), transformational leadership occurred when one or more persons engaged with one another such that the leaders and the followers raised each other's levels of motivation and morality. Later, the theory was enhanced by Bass (2015) who argued that transformational leaders motivated their followers beyond expectations. This motivation is achieved by creating awareness about importance of good outcomes for an organization and the measures and steps which could be taken to achieve such outcomes.

Transformational leaders impact satisfaction on the followers and their commitment towards the organization. A study by Yu, Leithwood and Jantzi (2012) concluded that transformational leaders impacted on the followers towards change in the organization and conditions in the organization. This leadership approach is thus superior and necessary for all organizations which plan to make progressive change (Tucker & Russell, 2014). This theory was adopted by the study to guide and direct how powerful the type of leadership can be through the actions of the leader in determining aspects of the organization such as setting the strategic direction, managing resources and culture.

5.1.2 Resource Based View Theory

The Resource Based View theory proposes that competitive advantage of the firm lies in the application of the resources available at the firm's disposal (Pearce & Robinson, 2011). The resource-based view is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills and intangibles as an organization (Pearce & Robinson, 2011). Firms differ fundamentally in terms of resources and organizational capabilities to employ them during strategic planning to gain competitive advantage.

Strategic planning begins with the analysis and identification of a firm's unique resources and capabilities. Matching key resources of the organization with strategy is key to strategic planning (Thompson, Strickland & Gamble, 2007). Identification of key organization's resources is a powerful tool around which to build competitive advantage and craft successful strategies (Pearce & Robinson, 2011). They further argue that the key value of a firm's resources is that they become the bases for managers to use in formulation of strategies and linking them to sustainable competitive advantage. Core competencies should be identified and employed to craft strategies that add value to the stakeholders.

5.1.3Technology Diffusion Theory

Technology diffusion theory is the common lens through which theorists study the adoption and development of new ideas. Diffusion is defined basically as the process by which an innovation is adopted and gains acceptance by individuals or members of a community. The Diffusion theory represents a complex number of sub-theories that collectively study the processes of adoption. The most famous account of diffusion research by Rogers (2005) where the definition of diffusion comprises of four elements which are defined as;

Innovation: an idea, practices or object perceived as new by individuals or group of adopters. Communication channels: means by innovation moves from one individual to the next or group to group. Time: the non-spatial interval through which Diffusion event takes place. The events include innovation diffusion process, relative span of time for the individual or group to adopt the innovation and social system: a set of interrelated units that are engaged in joint problem-solving activities to accomplish the goals.

5.1.4 Schein's Theory of Organizational Culture

The theory consists of three domains: basic underlying assumptions, espoused values, and artefacts. Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies (James & Jones, 2005). Espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

According to James and Jones (2005) basic underlying assumptions are the base level of organizational culture, and are the deeply embedded, unconscious, taken for granted assumptions that are shared with others Any challenge of these assumptions will result in anxiety and defensiveness. This theory has been chosen to guide this study because it postulates that the basic underlying assumptions, espoused values and artefacts should be reflected in an organizational culture so as to promote organizational performance.

5.1.5 Goal Setting Theory of Performance

Goal setting refers to goals being set up for the future for subsequent performances of an individual or organization. The pioneer of goal setting theory is Edwin Locke. The theory was developed in late 70s inductively after studying the psychology of organizations and industries over the years. Goals refer to future valued outcomes. The setting of goals is first and foremost a discretionary creating process (Lock & Latham, 2019). Goal setting theory encompasses all aspects of building organizations with efficiency (Koppes, 2019).

According to Lock, there are five basic principles that allow goal setting to perform better. These include clarity- clear and measurable goals that can be achieved within specific timelines; Challenge- goals being able to achieve decent level of difficulty motivating the individual and organization to strive for positive goal achievement; Commitment-makes individuals and organizations put on deliberate efforts in meeting goals; Feedback-provides information on the progress towards achieving goals; Task complexity-makes the achieving of goals easier by laying down processes and steps. Goal setting is often used by individuals for their personal goals and in groups at workplaces and social gatherings.

6.0 Conceptual Framework

Bryman and Bell, (2018) defines conceptual framework as a diagrammatical, graphical or visual depiction of a relationship between the independent variables and the dependent variableas shown in Figure 1.

Independent Variables **Dependent Variable**

Figure 1 Conceptual Framework

6.1 LITERATURE ON VARIABLES

6.1.1 Leadership Style

There is no universal definition of leadership because it is complex and studied in different ways that could require different definitions (Lussier & Achua, 2011). Leadership is the influencing process of leaders and followers to achieve organizational objectives through change (Lussier & Achua, 2015). Leadership is the process of inspiring individuals to give their best to achieve a desired result. According to Barna (2015), leadership is about getting people to move in the right direction, gaining commitment and motivating them to achieve their goals. It has been widely been accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler & House, 2018). It is somewhat a difficult task to handle people who are physically, psychologically, culturally and ethnically different from each other. Management of employees is largely dependent on the quality of leadership organizations have (Albion & Gagliardi, 2017). Integrative leadership style encompasses transformational, transactional and laissez-faire leadership.

Transformational leadership, an approach of enhanced interpersonal relationship between supervisor and subordinate, is a way to create higher level of job satisfaction and organizational commitment of employees. Transformational leaders help employees to become more creative, innovative and bring such new ideas which allow the organization to grow competitively and adapt itself to the changing external environment (Bushra et al., 2011). Transformational leadership style focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail & Yusuf, 2018).

Transformational leaders influence followers‟ organizational commitment by encouraging followers to think critically by using novel approaches, involving followers in decision-making processes, inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop his or her personal potential. Therefore, it is important that the employees themselves feel as if they belong to the organization, which in turn, produces more organizational commitment (Avolio, Zhu, Koh & Bhatia, 2014). Transformational leadership style makes employees more confident and creative. The use of creativity and innovation helps achieve organizational goals (Locke & Latham, 2014). Both transformational leadership style and employee engagement practices develop sense of ownership in employees. They feel responsible for their actions; develop confidence in their abilities, sense of self-identity and sense of belongingness to their work and organization.

Laissez-faire leadership is a passive kind of leadership style. It is a hands-off approach to leadership (Northouse, 2004). The laissez-faire leader is one who believes in freedom of choice for the employees, leaving them alone so they can do as they want. There is no relationship exchange between the leader and the followers. It represents a non-transactional kind of leadership style in which necessary decisions are not made, actions are delayed, leadership responsibilities ignored and authority unused. Laissez-faire leaders are leaders who avoid accepting responsibility, are absent when needed, fail to follow up requests for assistance and resist expressing views on important issues (Bass & Avolio, 2015). Laissez-faire leadership is characterized by leaders who avoid decision-making, the provision of rewards and the provision of positive or negative feedback to their subordinates, with the leader clearly abdicating responsibility to others (Bass & Avolio, 2017).

6.1.2 Organizational Resources

Grant and Jordan (2012) defined resource as an asset or input for production that an organization owns, controls or has access to on semi-permanent basis. Resources have been linked to organizational performance. Helfat and Peteraf (2013) argued that for resources to have an impact, the organisation needs to control them so as to improve efficiency and effectiveness within the firm.

Resources are broadly categorized into tangible, intangible, human resource and organizational capabilities. Tangible resources are mainly identifiable and valued and can be assigned some monetary value. They include assets such as specialized equipment, geographical location, capital machines, land and buildings among others (Talaja, 2012). Intangible resources are more often valuable than tangibles although they are not visible (Grant & Jordan, 2012). They are mostly used to improve value creating strategies in organizations and include skills, knowledge, technology, intellectual property, among others (Barney, 2015).

Strategic leaders exploit and maintain core competencies. Core competencies are resources and capabilities that are used by firms so that they can have a competitive edge over their rivals. Strategic leaders need to clearly understand which combinations of resources and capabilities are most valuable, very rare, very costly to imitate, and very difficult to substitute for, as these will allow the firm to gain a competitive advantage (Ireland & Hitt, 2017; Rowe, 2014).

David (2007), reports that all organizations have at least four types of resources that have to be used to achieve the organization’s objectives; financial, human, physical and technological resources. A number of factors that commonly prohibit effective resource allocation, include an over protection of resources, organisation politics, target strategy that is vague, reluctance in taking risks, and lack of information that is sufficient. According to Brarney and Hesterly (2016) an organizations internal resources can be classified into four broad categories: Human Resources, physical resources, financial resources and organisation resources. Financial Resources-These are financial capital that are used by the organizations to formulate and implement strategies, which include cash from entrepreneurs, equity holders, bond holder and financial institutions as well as retained earnings. Pearce and Robinson (2009) argue that the resilience and capacity for investment is determined by the firm’s borrowing capacity and its generation of funds internally. The key indicators of financial resources are the debt equity ratio, operating cash flow, credit rating, market values of fixed assets, scale of plants, flexibility of fixed assets and vintage of capital equipment.

Physical resourcesincludes physical technology that is used in an organisation, such as the plant and equipment, location and access to raw materials that an organisation requires to operate fully. Pearce and Robinson (2015) state that the physical resources constraint that is set by the firm regarding production possibilities and it impact on cost position. Key characteristics include: The size, location, technical sophistication, and flexibility of plant and equipment, Location and alternative uses of land and buildings, reserves of raw materials. The key indicators of physical resources are market value of fixed assets, vintage of capital equipment, scale of plants and flexibility of fixed assets.

6.1.3 Information System

Enterprise resource planning (ERP) integrates internal and external management information across an entire organization, embracing finance/accounting, manufacturing, sales and service and CRM. ERP systems automate this activity with an integrated software application. Its purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders (Telgen, Zomer, & de Boer, 2017). Enterprise resource planning (ERP) as an extension of material requirements planning (MRP), later accounting resource planning and computer-integrated accounting. Without supplanting these terms, ERP came to represent a larger whole, reflecting the evolution of application integration beyond accounting (Raymond, 2015).

ERP is a business management system made up from a collection of applications or modules that integrates company functions such as marketing, finance, manufacturing and logistics

(Helo and Szekely, 2015). ERP uses database technology to control and integrate information related to a company's business including data related to customers, suppliers, employees and finance. All business transactions, such as inventory management, production planning and distribution are entered, recorded, processed, monitored and reported (Helo*et al.*, 2018).

An information technology (IT) specification is a description of a technology product or service a customer seeks to procure and is also a description of what a supplier must be prepared to offer to be considered for an award. International studies reveal that in spite of a growing proportion of purchased services, the management of these costs and processes is not yet very advanced compared with cost management of direct and indirect goods (Caldwell, *et. al*., 2015).

6.1.4 Organizational Culture

Sudarsanam (2010) defined organizational culture as the embodiment that comprises of collective systems, beliefs, norms, ideologies, myths and rituals. The character of an organisation is sometimes known as organisation culture because it symbolizes the founder's vision for the company. The ethical standards within a corporation are influenced by values of a corporate culture and also managerial behaviour.

Organisation culture is broad and covers a wide range of activities and process in an organization. It entails symbols, norms, rituals, ceremonies, rules, stories persons and organizational myths (Tureac, 2010). More specifically, organisation culture portrays the values, business principles and ethical standards that management aims to preach and practice. Different scholars have expressed organizational culture differently. According to Kotter and Heskett (2015) culture denotes values shared by people in a group and persists overtime even when the group membership changes. Schein (2014) defined culture as artefacts and creations, values that drive behaviour and lastly assumptions which evolve with time as solutions to problems. Hofstede, Neuijen, Ohayv and Sanders (2017) described culture as symbols, heroes, rituals and values in organizations.

Organisation culture has a significant positive effect on the long-term performance of an organization (Kotter & Heskett, 1992). Barney (2012) argued that organizational culture defines relationships among employees, customers, suppliers, competitors and how to interact with such key actors. The task of the strategic leadership is mainly to shape the culture of the organization. Strategic leaders are quick to learn on how to shape the values shared by the organisation in a way that makes the firm to be more competitive (Slawinski, 2011). Culture is mostly overlooked as attention is directed at activities or processes that may have little or no significant effect on performance (Davidson, 2017). Pearce and Robinson (2014) state that a leader is deemed as the standard bearer in an organisation, the personification, the embodiment of culture that is on-going and the anticipation of what it should become. As such, there are several aspects on what a leader should or should not do and this has an influence on organisation culture, this can either be to reinforce it or to exemplify the standards and nature of what it is aimed to be. The organisation sees how the leader behaves and emphasizes leadership aspects, and this is deemed as an important thing to do and value.

6.1.5 Organizational Performance

Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals (Guralnik and David, 2014). Most MSEs, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group (e.g. the poor). At the same time, a majority of organizations also see their performance in terms of their "efficiency" in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both “financially viable” and "relevant" to its stakeholders and their changing needs.

The overall performance of the organization may be sub-optimized (Missroon, 2018). Only a performance management system engenders strategic evolution and ensures goal congruence. As the balanced scorecard provides a comprehensive, top-down view of organizational performance with a strong focus on vision and strategy, performance management can be greatly facilitated through its use (Missroon, 2018).

Strategic plan consists of plan processes that are undertaken in firms to develop strategies that might contribute to performance (Starkey, 2004). Key aspects of strategic plan are a long-time horizon, formality, the use of plan instruments, and frequent control of plans. Strategic plan can contribute to performance by generating relevant information, by creating a better understanding of the important environment, and by reducing uncertainty (Schwenk& Shrader, 2016). While the analysis of the performance impact of strategic plan is largely confirmed in the context of larger firms (Bracker*et al*., 2018; Lyles *et al*., 2017; Schwenk and Shrader, 2015), its relationship in the context of smaller enterprises has not been given much attention in existing research. While there is some evidence in support of a positive relationship between strategic plan and performance in smaller enterprises, other studies find no relationship or even a negative relationship.

Strategic planning practices enable organization to perceive issues related to its performance in a competitive advantage dimension. Porter (2014) explains that the business environment is complex, dynamic and competitive. To establish your business within an industry to a performing level the organization need to strategize and use strategic planning practices as keys aspect toward establishing or positioning themselves strategically in the market. Porter (2014) states that organization performance is determined by its ability to find a unique position, strategic planning practices is the tool for enabling an organization to establish a unique position to acquire a unique competitive advantage.

7.0 RESEARCH METHODOLOGY

7.1 Research Design

This study adopted a cross-sectional survey research design aimed at collecting large number of qualitative and quantitative data at a point in time so as to establish organizational performance of state corporations in Kenya. A cross-sectional survey research design enables collection of data about a given phenomenon within a limited time horizon which can help describe incidences of events or provide an explanation of factors related to an organization (Saunders, Lewis, and Thornhill, 2009).

7.2 Target Population

Population refers to the entire group of people or things of interest that the researcher wishes to investigate, Sekaran (2013). A particular population has some characteristics that differentiate it from other populations. A target population on the other hand is that population to which the researcher wants to generalize the results of the study. This study involved 73state corporations in all sectors in Mombasa County in Kenya. The study targetedstate corporations'heads, management committee members, and finance and accounts personnel to form Units of analysis totaling to 219.According to Kombo and Tromp (2010), an effective sample should possess diversity, representativeness, reliability and accessibility.

Table 1 Target Population

Group	Target Population
Director Generals	73
Chief Managers	73
Finance	73
TOTAL	**219**

7.3 Sample Size

The sample size for this study was141.

$n = N / 1 + N (\alpha)^2$

Where: n= the sample size,

N= the sample frame (population)

α= the margin of error (0.05%).

$n = 219 / 1+ 219(0.05)^2 =141$

Table 2 Sample Size

Group	Target Population
Director Generals	47
Chief Managers	47
Finance	47
TOTAL	**141**

7.4 Data Analysis and Presentation

Qualitative as well as quantitative methods of data analysis was used to analyze the research variables. A Likert scale was adopted to provide a measure for qualitative data. The scale helped to minimize the subjectivity and make it possible to use quantitative analysis. The numbers in the scale was ordered such that they indicated the presence or absence of the characteristic to be measured Kothari and Gang, (2018). This mix of tools is necessary because whereas some aspects of the study was qualitative others were of quantitative nature.

8.0 Data Analysis Results
8.1 Descriptive Analysis
8.1.1 Leadership Style
Table 3 Leadership Style

Descriptive Statistics

	N	Mean	Std. Deviation
Leadership is transformational	115	3.59	1.146
Leadership is transactional	115	3.75	1.521
Leadership is laissez faire	115	3.64	1.546
Leadership Affects strategic planning Practices	115	3.17	1.376
Top management is strongly involved in the strategic planning process	115	3.68	1.460
Top management team allocates adequate funding for strategic planning activities	115	3.69	1.547
Valid N (listwise)	115		

The first goal of the study was to examine the effect of leadership style on organizational performance of state corporations in Mombasa County, Kenya. Respondent were allowed to respond to the questionnaire and records as follows: that the statement that leadership is transformational had a mean score of 3.59 and a standard deviation of 1.146. The statement that leadership in state corporation is transactional had a mean score of 3.75 and a standard deviation of 1.521. The statement that leadership in state corporations in Mombasa County is laissez faire had a mean score of 3.64 and standard deviation of 1.546. The statement that top management is strongly involved in the strategic planning process had a mean score of 3.68 and a standard deviation of 1.460. The statement that top management team allocates adequate funding for strategic planning activities had a mean score of 3.69 and a standard deviation of 1.547.These resultsagree with Chege and Gakobu (2019)results showed that transformational and transactional leadership both have positive relationship with the organizational performance. However laissez-faire leadership style had a weak and positive relationship with performance. Further the study results agrees with Koech and Namusonge (2019) Correlations between the transformational-leadership factors and organizational performance ratings were high (0.518 to 0.696, $P < .05$), whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375, $P < .05$). As expected, laissez-faire leadership style is not significantly correlated to organizational performance. Based on the findings, the following recommendations are given: managers should discard laissez-faire leadership style by becoming more involved in guiding their subordinates; public managers should formulate and implement effective reward & recognition systems.

8.1.2 Organizational Resources

Table 4 Organizational Resources
Descriptive Statistics

	N	Mean	Std. Deviation
Financial resources available influences strategic planning practices	115	4.32	.978
Human resources available influences strategic planning practices	115	3.97	.529
Physical Resources available influences strategic planning practices	115	3.56	1.299
Organisation has adequate equipment and structures in good condition to meet its mandate	115	4.27	.940
Organisation has adequate number and mix of human resources to serve its need	115	3.56	1.634
Valid N (listwise)	115		

The second goal of the study was to examine the effect of organizational resources on organizational performance of state corporations in Mombasa County, Kenya. Respondent were allowed to respond to the questionnaire and records as follows: The statement that financial resources available influence strategic planning practices had a mean score of 4.32 and a standard deviation of 0.978. The statement that human resources available influences strategic planning practices had a mean score of 3.97 and a standard deviation of 0.529. The statement that physical resources available influences strategic planning practices had a mean score of 3.56 and a standard deviation of 1.299. The statement that organization has adequate equipment and structure in good condition to meet its mandate had a mean score of 4.27 and a standard deviation of 0.940. The statement that organization has adequate number and mix of human resources to serve its need had a mean score of 3.56 and a standard deviation of 1.634. These results agree with Ongeti and Machuki (2018) findings report a statistically significant relationship between aggregated organizational resources and performance. However, organizational resources could only explain 8.3 percent of performance of Kenyan state corporations. Results of the independent effect of disaggregated organizational resources indicated statistically significant effect of tangible, human and intangible resources on performance. Statistically not significant results were reported for the effect of organizational capabilities on performance. The findings provide partial empirical support for the Resource Based Theory by supporting the postulations that resources possessed by an organization influence performance by establishing the independent contributions of each resource to performance.

8.1.3 Information Systems

Table 5 Information Systems
Descriptive Statistics

	N	Mean	Std. Deviation
Internal system helps strategic planning practices	115	4.30	1.192
External system helps strategic planning practices	115	3.27	1.500
State Corporation embrace enterprise resource planning to help strategic planning practices	115	3.77	1.370
Information sharing has enabled my organization improve order fulfillment rate.	115	4.34	1.297
Use of ERP has increased performance in my organization	115	3.70	1.076
ERP system has helped my organization to integrate all its business to enhance efficiency	115	3.29	1.049
Valid N (listwise)	115		

The third goal of the study was to examine the effect of information systems on organizational performance of state corporations in Mombasa County, Kenya. Respondent were allowed to respond to the questionnaire and records as follows: The statement in agreement that internal system helps strategic planning practices had a mean score of 4.30 and a standard deviation of 1.192. The statement that external system helps strategic planning practices had a mean score of 3.27 and a standard deviation of 1.5. The statement that state corporation embrace enterprise resource planning to help in strategic planning had a mean score of 3.77 and a standard deviation of 1.370. The statement that information sharing has enabled my organization improve order fulfillment rate had a mean score of 4.34 and a standard deviation of 1.297The statement that use of ERP has increased performance in my organization had a mean score of 3.70 and a standard deviation of 1.076. The statement that ERP systems has helped m organization to integrate all its business to enhance efficiency. Goga and Wario (2018) concurs with these results that the study established that enterprise resource planning system implementation has a positive influence on organizational performance and recommends that recommends that State corporations and organizations at large should be on the forefront in implementing and embracing technological advancements such as Enterprise resource planning system implementation as the technological advancements are essential to supporting organizational efficiency.

8.1.4 Organizational Culture

Table 6 Organizational Culture
Descriptive Statistics

	N	Mean	Std. Deviation
Employee’s culture affects strategic planning practices	115	3.58	.917
Customer’s culture affects strategic planning practices	115	4.19	1.395
State corporations have varied organizational cultures	115	3.41	1.161
Organization culture has promoted the level of customer satisfaction in the state corporations over the last three Years	115	3.51	1.372
The state corporations ensure clear instructions are availed to staff concerning their tasks and Duties	115	3.57	.965
There is high importance placed on state corporations’ rules, values, obligations and regulations	115	3.08	1.396
Valid N (listwise)	115		

The fourth goal of the study was to examine the effect of organizational culture on organizational performance of state corporations in Mombasa County, Kenya. Respondent were allowed to respond to the questionnaire and records as follows: The statement that employee’s culture affects strategic planning practices had a mean score of 3.58 and a standard deviation of 0.917. The statement that customer’s culture affects strategic planning practices had a mean score of 4.19 and a standard deviation of 1.395. The statement that state corporations have varied organizational cultures had a mean score of 3.41 and a standard deviation of 1.161. The statement that organization culture has promoted the level of customer satisfaction in the state corporations over the last three years had a mean score of 3.51 and a standard deviation of 1.372. The statement that the state corporations ensures clear instructions are availed to staff concerning their tasks and duties had a mean score of 3.57 and a standard deviation of 0.965. The statement that there is high importance placed on state corporations’ rules, values, obligations and regulations had a mean score of 3.08 and a standard deviation of 1.396.Mwashingandi and Kising'u (2017) the study concluded that for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees. The study also concluded that the banks implement market culture by putting more emphasis on order, rational production, and goal accomplishment in combination with external interactions with suppliers, customers, subcontractors and competitor.

8.1.5 Organizational Performance

Table 7 Organizational Performance
Descriptive Statistics

	N	Mean	Std. Deviation
There is increased efficiency	115	3.82	.601
There is profitability in terms of cheques paid to the Central Government	115	3.88	1.660
Customer satisfaction is increased	115	4.45	1.118
Increased turnaround time	115	3.94	1.535
The state corporation promotes strong use of technology to integrate key functions	115	3.57	1.924
Pre-planning activities to aid the strategic planning process are strongly emphasized	115	4.35	1.101
Departmental functional plans are aligned to the organizations overall Strategic Plan.	115	3.83	1.540
Valid N (listwise)	115		

The statement in agreement was that there is increased efficiency had a mean score of 3.82 and a standard deviation of 0.601. The statement that there is profitability in terms of cheques paid as dividends to the central government had a mean score of 3.88 and a standard deviation of 1.660. The statement that there was customer satisfaction is increased had a mean score of 4.45 and a standard deviation of 1.118. The statement that there is increased turnaround time had a mean score of 3.94 and a standard deviation of 1.535. The statement that the state corporation promotes strong use of technology to integrate key functions had a mean score of 3.97 and a standard deviation of 1.924. The statement that pre-planning activities to aid the strategic planning process are strongly emphasized had a mean score of 4.35 and a standard deviation of 1.101. The statement that departmental functional plans are aligned to the organizations overall Strategic Plan had a mean score of 3.83 and a standard deviation of 1.540.These resultsare in agreement with Ongeti and Machuki (2018) Results of the independent effect of disaggregated organizational resources indicated statistically significant effect of tangible, human and intangible resources on performance. Statistically not significant results were reported for the effect of organizational capabilities on performance. The findings provide partial empirical support for the Resource Based Theory by supporting the postulations that resources possessed by an organization influence performance by establishing the independent contributions of each resource to performance. It has offered direction for day to-day managerial practice as well as policy direction at both organizational and government levels.

8.2 Inferential Statistics

8.2.1 Coefficient of Correlation

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Organizational Performance) and the independent variables (Leadership Style, Organizational Resources, Information Systems and Organizational Culture). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari & Gang, 2014).

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation. This is as shown in Table 8 below. According to the findings, it was clear that there was a positive correlation between the independent variables, leadership style, organizational resources, information systems and organizational culture and the dependent variable organizational performance. The analysis indicates the coefficient of correlation, r equal to 0.146, 0.126, 0.457 and -0.081 for leadership style, organizational resources, information system and organizational culture respectively. This indicates positive relationship between the independent variable namelyleadership style, organizational resources and information systemand the dependent variable organizational performance whereas organizational culture showed that there was no relationship.

Table 8 Pearson Correlation

Correlations

	Organizational Performance	**LS**	**OR**	**IS**	**OC**
Organizational Performance	1				
	115				
Leadership Style	.146	1			
	.010				
	115	115			
Organizational Resources	.126	.242**	1		
	.000	.009			
	115	115	115		
Information System	.457**	-.480**	-.248**	1	
	.000	.000	.008		
	115	115	115	115	
Organizational Culture	-.081	-.583**	-.124	.174	1
	.391	.000	.186	.064	
	115	115	115	115	115

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

8.2.2 Coefficient of Determination (R^2)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (Leadership Style, Organizational Resources, Information Systems and Organizational Culture), and the dependent variable (Organizational Performance).

Table 9 Coefficient of Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630[a]	.397	.375	2.89448

a. Predictors: (Constant), Organizational Culture, Organizational Resources, Information System, Leadership Style

The model explains 39.7% of the variance (R Square = 0.397) on Organizational Performance. Clearly, there are factors other than the four proposed in this model which can be used to predict organizational performance sustainability. However, this is still a good model as Bryman and Bell, (2018)pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research. This means that 39.7% of the relationship is explained by the identified four factors namely leadership style, organizational resources, information systems and organizational culture. The rest 60.3% is explained by other factors in the organizational performance in Mombasa County, Kenya not studied in this research. In summary the four factors studied namely, leadership style, organizational resources, information systems and organizational performanceor determines 39.7% of the relationship while the rest 60.3% is explained or determined by other factors.

8.3 Regression Results

8.3.1 Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model was as per Table 10 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting factors of financial performance. Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at F = 18.091, p = 0.000

Table 10 ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	606.280	4	151.570	18.091	.000[b]
	Residual	921.581	110	8.378		
	Total	1527.861	114			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Organizational Culture, Organizational Resources, Information System, Leadership Style

8.3.2 Coefficients

The researcher conducted a multiple regression analysis as shown in Table 11 to determine the relationship between organizational performance in Mombasa County state corporations in Kenya and the four variables investigated in this study.

Table 11 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.644	5.373		.864	.389
	Leadership Style	.518	.096	.565	5.422	.000
	Organizational Resources	.334	.135	.077	2.474	.000
	Information System	.506	.064	.688	7.963	.000
	Organizational Culture	.150	.115	.120	1.300	.196

a. Dependent Variable: Organizational Performance

The regression equation was:

$Y = 4.644 + 0.518 X_1 + 0.334 X_2 + 0.506X_3 + 0.150X_4$

Where;

Y = the dependent variable (Organizational Performance)

X_1 = Leadership Styles

X_2 = Organizational Resources

X_3 = Information System

X_4 = Organizational Culture

The regression equation below established that taking all factors into account (Organizational Performance of State Corporations in Mombasa County, Kenya) constant at zero organizational performance of state corporations in Mombasa County, Kenya will be 4.644. The findings presented also showed that taking all other independent variables at zero, a unit increase in leadership styles would lead to a 0.518 increase in the scores of organizational performance of state corporations in Mombasa County, Kenya; a unit increase in organizational resources would lead to a 0.334 increase inorganizational performance of state corporations in Mombasa County, Kenya; a unit increase in information systemswould lead to a 0.506 increase the scores oforganizational performance of state corporations in Mombasa Count, Kenya and a unit increase in organizational culture would lead to 0.150 increase the scores of organizational performance of state corporations in Mombasa County, Kenya(Ongeti & Machuki, 2018).

Table 12 Test of Hypotheses

Hypothesis Statement	Regression Results	Decision
$H_0$1:Leadership style has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.	t = 5.422 P = 0.000	Reject $H_0$1 null hypothesis leadership style has a significant effect on organizational performance of state corporations in Mombasa County in Kenya.

$H_0$2: Organizational Resources has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.	t = 2.474 P = 0.000	Reject $H_0$2 null hypothesis organizational resources has a significant effect on organizational performance of state corporations in Mombasa County in Kenya.
$H_0$3: Information system has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.	t = 7.963 P = 0.000	Reject H_{03} the null hypothesis Information systems has a significant effect on organizational performance of state corporations in Mombasa County in Kenya.
$H_0$4: Organizational culture has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.	t = 1.300 P = 0.196	Accept H_{04} null hypothesis organizational culture has no significant effect on organizational performance of state corporations in Mombasa County in Kenya.

8.4 DISCUSSION OF THE FINDINGS

The study was on influence of strategic planning practices on organizational performance of state corporations in Mombasa County, Kenya.

On Leadership styles the study Laissez-faire leadership style had a weak and positive relationship with performance. The study concludes that laissez-faire leadership style kills the morale and motivation of the employees hence deteriorating job satisfaction which leads to poor organizational performance. It was found that transactional leadership style had a positive relationship with organization performance. It can therefore be concluded that transactional leadership style was statistically significant in explaining organization performance of state corporation's leadership. The study findings also led to the conclusion that state corporations had employed both transformational and transactional leaderships styles since both are linked to exceptional performance due to their employee involvement in decision making and embracing teamwork. As expected, relational analysis proved that all transformational leadership styles have a strong positive correlation with organizational performance. It can therefore be concluded that transformational leaders encourage subordinates to put in additional effort Transformational leaders realize the greatest performance from subordinates since they are able to inspire their subordinates to raise their capabilities for success and develop subordinates' innovative problem-solving skills.

Organizational resources were classified into human resources, financial resources and physical resources. Human resources were found to significantly influence performance while intangible resources and capabilities influence was not statistically significant performance. The composite of all resources was established to significantly influence performance. The tests further revealed positive correlation of all resources with performance. The influence of current assets was positive and significant on performance. These results are consistent with other some theoretical and empirical studies while inconsistent with others. The results are in congruence with Ismail *et al*., (2018) who argued that financial resources such as cash in hand, bank deposits, and financial stocks were a firm's source of competitive advantage and superior performance. They differ to some extent with Talaja (2018) who established that both physical and financial resources were important to organizational success. Grant and Jordan (2018) posit that physical resources add value to an organization's financial health; however, they are not as important as intangible assets. The negative effects of fixed assets could likely be occasioned by slack resources manifested to a less extent.

Information Systems have become part of state parastatals operations today. Like many businesses, parastatals rely heavily on IT infrastructure to provide services to citizens. Parastatals are part of public sector organizations established and controlled by the government. Today information systems are found in all sections of the public sectors and in all countries. Many parastatals have developed ISs to monitor and control the services they provide. Parastatals like Kenya Revenue Authority, Kenya Ports Authority and Kenya Pipeline just to mention a few are using ISs to provide online services to the public. However, many authors report a relative delay in the application of ISs in other parastatals in Kenya. The delay has partially been attributed to ISs implementation challenges. Magutu and Lelei (2019)observed that technical issues like slow response time, financial measures, and system quality and user satisfaction play significant role in the successful implementation of ISs in parastatals.

Organizational culture is a powerful force that works to clarify important matters and also to coordinate employee efforts thus lowering costs and eliminating inefficiencies due to close and immediate supervision. A good organizational culture will instill brawny employee behavior that is in turn conducive for good policy and strategy implementation.

9.0 CONCLUSION AND RECOMMENDATIONS

9.1 Conclusions

From the study findings, the following conclusions were made:

9.1.1 Leadership Style

That there was a positive correlation between the independent variable leadership style and the dependent variable organizational performance of state corporations in Mombasa County, Kenya. Further the study showed that t values was 5.422 which is above the 2.0 minimum threshold and therefore concludes that leadership style has a significant effect on organizational performance of state corporations in Mombasa County, Kenya.

9.1.2 Organizational Resources

That there was a positive correlation between the independent variable organizational resources and the dependent variable organizational performance of state corporations in Mombasa County, Kenya. Further the study showed that t values was 2.474 which is above the 2.0 minimum threshold and therefore concludes that organizational resources has a significant effect on organizational performance of state corporations in Mombasa County, Kenya.

9.1.3 Information Systems
That there was a positive correlation between the independent variable information systems and the dependent variable organizational performance of state corporations in Mombasa County, Kenya. Further the study showed that t values was 7.963 which is above the 2.0 minimum threshold and therefore concludes that information systems has a significant effect on organizational performance of state corporations in Mombasa County, Kenya.

9.1.4 Organizational Culture
That there was no correlation between the independent variable organizational culture and the dependent variable organizational performance of state corporations in Mombasa County, Kenya. Further the study showed that t values was 1.300 which is below the 2.0 minimum threshold and therefore concludes that organizational culture has no significant effect on organizational performance of state corporations in Mombasa County, Kenya.

9.2 Recommendations
The following recommendations are drawn from the study results as follows:

9.2.1 Policy Recommendations
That state corporations in Mombasa, Kenya continually make strategic plans every time the previous strategic plans have been implemented fully to reduce resources wastages and time spent in developing strategic plans.

9.2.2 Managerial Recommendation
1. That leadership style should able to inspire the employees to motivate them to implement strategic plans.
2. That state corporations should operate within the set budget and get much output from least input.
3. That state corporations should adopt the use of technology to synchronize its operations.
4. That state corporations should adopt organizational cultures that can reduce wastage of public resources.

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