

The Role Of Strategy Formulation On Service Delivery: A Perspective Of Turkana County In Kenya

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Abstract: *There has been a couple of complains regarding the quality of service delivered in Turkana County government. Therefore this study sought to investigate the effect of strategic management practices on service delivery in Turkana County, Kenya. Specifically, the study sought to investigate the effect of strategic leadership, strategy formulation, strategy implementation and strategy evaluation and control. The study was anchored on systems theory; resources based theory and the contingency theory. Descriptive survey design was employed. The targeted population was 1007 employees of the county government of Turkana. The sample size that was used was 108 employees. This study will be helpful to Turkana County; it will be in a position to review its preposition so as to make crucial decisions that in the end will bring forth development. This study found out there exist a positive relationship between strategic management practices and service delivery in Turkana County. It was established that Turkana County does practice delegation. The study also revealed that employees are engaged in strategy formulation process by management of Turkana County. Public participation is effective since public are actively engaged by the county of Turkana. Findings from the study show that there exists effective communication during the strategy formulation processes. This study recommends training opportunities to be availed to employees of Turkana for them to handle their task diligently and more effectively. A strong internal control system was also recommended. This will aid in achieving the county's strategies. Turkana County should also consider having partnership with other stakeholders. This may aid the county in achieving its goals and objectives.*

Keywords: *Strategy Fomulation, Strategic Management and Service Delivery*

I. INTRODUCTION

Effective service delivery is very important when it comes to development and growth of a country. According to Kalava (2016) an organization is deemed successful in its ability to provide efficient services to its customer's needs; in relation to price, quality and quantity. Mediocre leadership is one of the factors that lead to poor or ineffective service delivery in Kenya (Wesaya, 2017). Leadership has an influence in service delivery. It usually determines the culture of a firm; which is an element in effective service delivery. Leadership should aim in developing a good culture for the organization but not force it to its employees. Good leadership ensures that plans and goals of an organization are communicated effectively and

on a timely manner. Employees should know their roles and responsibilities for them to execute their duties effectively. Employees should be committed in achieving goals of a firm. A firm should support and motivate its employees; this can be done through reward and recognition of excellent work done by employees (Akinyi, 2015)

According to Manyuru (2005) availability of resources is also a very important aspect in service delivery. A firm should allocate sufficient resources for efficient service delivery to be achieved (Jerono, 2016). A firm should also invest in its human resources; this can be done through training and development of employees. Training of employees impacts them with new skills and also gives them exposure.

Strategic management may be viewed as a collection of decisions and actions that results in the formulation and implementation of plans designed to achieve the objectives of a firm (Pearce & Robinson, 2002; Coultler, 2005; Gabow & Kinyua, 2018). In essence, strategy formulation is considered as an important aspect in service delivery. It usually involves coming up with plans, objectives, values, goals for the organization to achieve. Otieno (2013) revealed that employees are more likely to implement effectively and efficiently when they are engaged by management in strategy formulation process. Engaging employees in setting goals and strategy will make them have a sense of belonging and also they will feel significant. Employees are the implementers of strategy that an organization formulates. Having them participate will be helpful for the organization.

Strategy formulation is the development of long range plans for the effective management of environmental opportunities and threats in light of the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines Wheelen and Hunger (2008). It forms the basic foundation on the strategic management process. According to Mitzberg and James (1991) strategy formulation includes defining the corporate vision, mission, specifying achievable objectives developing strategies and setting policy guidelines.

A. SERVICE DELIVERY

The service delivery concept has been defined in many different ways. Bass (2007) referred to it as a bundle of customers or the things that offered or enhanced value or utility to such a customer. This study argues that 'service delivery' as a quality service delivery, increased compliance, improved accountability and achieving revenue targets already set or to be achieved. Service delivery in public entities is defined by political promises and commitments by the government agencies and other political players whose credibility is largely shaky (Keefer, 2004). It is therefore necessary to assess service delivery of county governments in Kenya on the perspective of performance measures which are deemed to have direct effect on the operation and efficiency to the citizens who receive the services.

Service delivery is a special function with respect to government institutions and citizens. Good quality and affordable service delivery create a positive insight of people towards government. Customers of an organization should be satisfied with the services they get. An organization should strive to attain customer satisfaction. According to Kalava (2016) success of an organization is determined by how effective and efficient services are offered. Poor services offered by an organization means that there will be dissatisfaction among its customers. An organization should ensure that the services they offer are of quality. Customers are likely to be loyal if they are satisfied with services an organization provides. Retention of customers can be achieved with delivery of quality service. An organization is able to retain such customers and also improve on its performance (Njagi & Kombo, 2014)

Since the inception of Kenya's 2010 constitution, many counties in Kenya have realized that citizens are actually

customers and this has ignited positive perceptions of these governments towards their citizens. Counties should not offer services, but they should ensure that the services offered are of quality, some of the services Kenyan counties offers are: Health services, construction of roads, water and sanitation among many others. Offering quality services to residents of a particular area guarantees improved standards of living. Counties should put in place measures so that they can ensure their goals and plans are achieved. Public participation in counties ensures that counties carry out activities in line with their budgets. The counties should input public views and opinions (Kasera, 2017)

B. COUNTY GOVERNMENT OF TURKANA

Turkana is one of the 47 county governments in Kenya and one of the largest counties. Most of the residents are pastoralists; initially counties were established to involve people in governance through public participation and to allow better implementation of policies at grass level. Devolution was meant to bring power to the people. These counties have their own policies, values, mission and vision county government Act (2012).

Turkana County is faced with famine, poor health care, high poverty levels, and high illiteracy levels. The county is one of the poorest counties in Kenya. Discovery of oil in Turkana came to pass. This brought hope to the residents in terms of job creation, economic growth, improved standards of living and better health care among other things. The county government executive is comprised of 10 ministries. These ministries work together to ensure effective service delivery by the county despite the challenges faced (BBC News, 2012).

C. STATEMENT OF THE PROBLEM

The public sector in Kenya is continuously under pressure to improve service delivery. UNDP (2007) found out that implementation of public governance has proved to be Ta challenge due to resistance in change management and poor strategic implementation. Turkana is the poorest county among the 47 counties in Kenya. KNBS (2013) says 88% of the people in Turkana live below the poverty level compared to 45% nationally. Illiteracy in Turkana County is high only half of the school age children are enrolled in primary school. Food security is a problem in Turkana County; most of the fresh farm produce is trucked in from Kitale.

A number of studies on strategic management practices in numerous organizations have been carried out in the past. On the international front Kandie (2010) who studied on influence of strategic management practices in governments in Europe using a correlational research design observed that change is required when environmental situations change. In Africa Rwandese Association of Local Government Authorities (RALGA) in 2010, stated on the issues affecting service delivery in local governments. However, it did not empirically examine the strategies that can be adopted to improve service delivery in local authorities.

Mutunga (2017) carried out a study on the strategic management practices adoption and service delivery by the

health department of Nairobi County. The study however did not review the issue of participation of local community in county issues Jerono (2016) did a study on the effect of strategic change management practices on service delivery at the ministry of foreign affairs of Kenya. Locally a study by Njau (2001) on challenges of strategy implementation concluded that whereas some firms realized the need to change their strategy due to change in the competitive environment, they lacked finances and managerial empowerment to do so.

The study analysed how employee's participation, stakeholder's involvement and allocation of sufficient resources have an impact on affairs of that particular ministry. This study was unable to discuss the issue of leadership in organization performance. Leadership in an organization is a factor to its success. It ensures an organization is in line with its plans and target performance. Leadership also motivates staffs who in the end undertake their duties and roles diligently. This study focused on the aspect of good leadership in Turkana County government. Few studies have looked at how strategic management practices influences service delivery in Kenyan counties. There is need to conduct this study to enlighten stakeholders on effective management practices and also on service delivery in counties. It's evident that there is no study undertaken on strategic management practices and service delivery of Turkana County. Turkana residents have been experiencing challenges like severe drought, poor sanitation, and high school dropout rate among others. This study sought to establish some of the strategic management practices adopted by this county and their impact on the service delivery.

II. LITERATURE REVIEW

A. THEORETICAL REVIEW

a. RESOURCE BASED VIEW THEORY

This theory was formulated by (Penrose, 1959). According to his argument, the key contribution of the resource-based model to the organization has been to achieve competitive advantage. Penrose (1959) stated that an organization's competitive advantage lies mainly in the application of tangible as well as intangible assets of a firm. These definitions point towards the importance of resources to the firm's performance. According to the resource-based theory in the field of strategic management, the factors that allow firms to outperform its competitors are to do with the firm's capabilities and resources that are hard to imitate and those that bring value to the firm (Rau, 2014).

One of the assumptions of this theory is that resources can be imitated by a potential competitor. This can cause a firm to lose its competitive advantage. Resource based theory has become an influential theory in strategic management. According to this theory, resources are what the organization requires to produce products. The capabilities and inputs can generally be categorized into three classes that is: organizational capital, physical capital and human capital (Becker, 1964). Implementation of a strategy is not possible

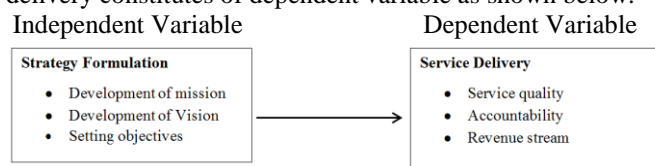
without resources. Ample resources in an organization will enhance effectiveness of operations and also productivity of employees.

b. CONTINGENCY THEORY

This theory was propounded by Fred Edward Fiedler in, 1964. This theory argues that the environment provides possible resolution to mishaps that may occur. A problem can have different solutions with changing environment. The environment plays a big role in formulation of policies of an organization. An organization should manage environmental changes effectively and efficiently. Another notion of this theory is that a firm should orient its resources to its external environment. Resources play a very big part in an organization success. An organization should allocate sufficient resources for effective implementation of a plan. Allocation of sufficient resources by an organization is paramount since it saves the organization time and money. This will depend on the external environment. Environmental changes should be managed in a timely manner. This theory also brings up the concept of competitive advantage (Musau, 2017). An organization should always strive to have a competitive edge over other firms in the industry. Resources are important elements in achieving competitive advantage.

B. CONCEPTUAL FRAMEWORK

A conceptual framework is a model of presentation where researchers represent the relationship between variables in a study and show the relationship graphically or in a diagram (Wernerfelt, 1984). The variables captured in this conceptual framework as shown in figure 1 are independent and dependent variables. In the study the independent variable consist of strategy formulation, on the other hand service delivery constitutes of dependent variable as shown below.



Source: Researcher (2020)

Figure 1: Conceptual Framework

III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

The study employed a descriptive survey design a widely used research design for similar studies (Kiprotich, Kahuthia & Kinyua, 2019; Gatuyu & Kinyua, 2020; Abdullahi & Kinyua, 2018; Kobia & Kinyua, 2018; Mirugi & Kinyua, 2018). Descriptive research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes and values (Mugenda & Mugenda, 2013). Large amount of data can be collected using descriptive research design hence it aids in decision making. Descriptive research method provides both qualitative and

quantitative data. The method is also not expensive and is quick to conduct

B. TARGET POPULATION

Population is a collection of persons, objects, or items of interest (Black, 2012), while Saunders and Lewis define population as the complete set of cases or group members (Saunders, Lewis, & Thornhill, 2012). The definition of the word population according to Cooper and Schindler is the total collection of elements about which one wish to make inferences (Cooper & Schindler, 2001).

Description	Population
Ministry of Water service, Environment and Mineral resources T	69
Ministry of Finance T	108
Ministry of Health T	245
Ministry of Lands, Energy, Housing and Urban Area Management	97
Ministry of Public service and Disaster Management	66
Ministry of Infrastructure, Transport and Public Works	86
Ministry of Trade, Gender and Youth Affairs	74
Ministry of Tourism, Culture and Natural Resources	69
Ministry of Education, Sport and Social Protection	95
Ministry of Agriculture, Pastoral Economy and Fisheries T	98
TOTAL	1007

Source: Turkana County Government (2018)

Table 1: Target Population

The population of interest in this research was the employees of Turkana County government. The target population of this specific study was 1007 employees in County head offices at Lodwar town. The unit analysis was the 10 County ministries of Turkana. The research unit of observation was the top, middle and lower level management in Turkana County. The research needed data was collected for duration of 5 years that is from 2014 to 2017. Devolution came about in 2014. This study targeted employees inherited from county council of Turkana and also county employees employed in 2014 and thereafter.

C. SAMPLE SIZE AND SAMPLING DESIGN

According to Mugenda and Mugenda (2003), a sample is a smaller group obtained from the accessible population. As defined by Mugenda and Mugenda (1999), for any meaningful study, 10-50% of the sample size is adequate. It is a reliable representation of the entire population. Kothari (2004) explains that sampling is the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. The study used stratified random sampling procedure and simple random sampling to select a sample that represents the entire population. T

D. DATA COLLECTION INSTRUMENT

Primary and secondary data was adopted. Data was collected via self-administered questionnaires. Employment of questionnaires was constructive since the respondents are able to overcome any fear and sensitivity that may be associated with sharing of information. The researcher chose to use questionnaires since they are cost effective and saves time. According to Jerono (2016) close ended questionnaires aid researcher analyze collected data with ease. The questionnaires were closed and open ended or semi structured. The open-ended questions gave responses that are well structured that were easier to analyze and to draw conclusion from

E. VALIDITY OF THE RESEARCH INSTRUMENTS

According to Orodho (2008), validity is the degree to which results obtained from data analysis actually represents the phenomena under investigation; validity can be obtained when there is no Terror. Further according to Borg and Gall (2006) validity can be enhanced through expert judgment. In this study the researcher ensured validity by developing the research instruments under close guidance of the supervisor, and through piloting the instruments

F. RELIABILITY OF THE RESEARCH INSTRUMENT

According to (Kothari, 2004), reliability is whereby stable results are produced after a research is carried out and that those results must be inherently repeatable. Tests were performed and the results were grounded on the Cronbach's alpha coefficient for items found to be greater than 0.70 which represented a reasonably high internal uniformity. The study used the Cronbach's Alpha of 0.70 as has been used in other empirical studies (Kitur & Kinyua, 2020; King'oo, Kimencu & Kinyua, 2020; Kisilu & Kinyua, 2020; Muthoni & Kinyua, 2020; Ong'esa & Kinyua, 2020; Abdi & Kinyua, 2018). Reliability test resulting from the SPSS Software. (Gliem & Gliem 2003) to confirm the dependability coefficient of equal to or superior than 0.70 which was considered as satisfactory like in most social science study conditions; this is a scale that was utilized to clarify the consistency of the study instrument

Variable	Cronbach's Alpha	No. of items	Comments
Strategy Formulation	0.751	6	Reliable
Service Delivery	0.818	6	Reliable
Aggregate Score	0.785	12	

Source: Pilot Data (2020)

Table 2: Reliability Results

From table the findings indicate that service delivery ($\alpha=0.818$), Strategy Formulation ($\alpha=0.751$), the aggregate score of Cronach's Alpha allied with 12 items correlated to two variables is ($\alpha=0.785$). Based on the observations, the study noted that the coefficients for all the constructs were greater than 0.7 and concluded that the questionnaire was reliable. In addition, the study found that the overall reliability coefficient was 0.785 which implied that in totality the questionnaire was reliable in measuring the study variables.

G. DATA COLLECTION PROCEDURE

Permission to collect data from Turkana county offices was sought prior to the study. The researcher sought an introduction letter from the university. In addition, a research permit was obtained from the National Commission for Science, Technology and Innovation (NACOSTI).

H. DATA ANALYSIS AND PRESENTATION

The data collected was analyzed using descriptive statistics. After data collection, the questionnaires were edited for accuracy, consistency and completeness. The data was analyzed according to the study objective. It was analyzed using SPSS. Quantitative data was analyzed with the help of descriptive statistics methods including mean, frequencies and standard deviation. Tables were used to present the results.

The use of descriptive statistics is preferred as these methods allow for the meaningful description of the results by use of minimal indices (Kinyua, 2015; Marshall & Rossman, 2014). The study used simple linear regression models to anchor the relationship between service delivery and strategic management practices adopted by Turkana County. Simple linear regressions were preferred because it is the only known method that can use two or more independent variables to predict the existing independent variable. The study had four independent variables and one dependent variable. The model is illustrated below.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where;

Y = Service Delivery

X₁ = Strategy Formulation

β₀ = Constant

ε = Error Term

β₁ = Beta coefficients

IV. ANALYSIS AND DISCUSSION OF FINDINGS

The study targeted a sample size of 108 respondents from a total population of 1007 employees of Turkana County. Out of targeted sample size, 102 respondents completely filled questionnaires for analysis, this translated to response rate of 94.44%. Figure T4.1 below shows the rate of response as presented in percentages.

Item	Frequency	Percentage
Returned Questionnaires	102	94.44
Unreturned Questionnaires	6	5.56
Total	108	100

Source: Survey Data (2020)

Table 3: Response Rate

The response rate was appropriate for study to continue and give result which could be generalized for the purpose of decision making. Mugenda and Mugenda (2003) noted that 50% response rate is adequate, 60% is good and above 70% is excellent, hence this response rate was considered excellent and adequate for the analysis to give reliable information. This implies that the result of this study can be

generalized to reflect the view the people of Turkana County who are the main stakeholders in the growth and development of the county.

A. DESCRIPTIVE STATISTICS

This section gives details of descriptive statistics on the two study variables namely strategy formulation and, service delivery.

Statement T	Sd	D	U	A	Sa	Mean	Std
Would you say that the Turkana County reviews Tits' mission and vision statements often?	5	12	19	44	27	4.25	0.999
Does the vision statement reflect the activities of Turkana County?	6	20	22	51	11	3.84	0.952
In your opinion, does Turkana County engage staff in formulation of strategies?	9	9	15	45	24	3.65	1.191
Is the public engaged in the formulation of strategies in Turkana County?	8	24	20	28	22	3.31	1.266
Would you say that formulation of strategies in Turkana is done effectively and in a timely manner?	4	22	12	48	16	3.49	1.115
Aggregate score						3.71	1.10

Source: Survey Data (2020)

Table 4: Descriptive Statistics for Strategy Formulation,

This study noted that County government of Turkana reviews its mission and vision more frequently as 44 respondents agreed and 27 respondents strongly agreed to the question that sort to find out whether this government often reviews its vision and mission translating to a mean of 4.25 and standard deviation of 0.999. The research also confirmed that the mission statement being reviewed reflect the activities carried out in the County, this was noted by a large number of respondents agreed to the question compared to those who disagreed as shown table 4.4 above.

The findings of this study show that staffs are engaged in strategy formulation as 45/102 employees that the County engage staffs in formulation of policy, 24/102 strongly agreed with this query while 18 cumulative respondent disagreed and strongly disagreed with this inquiry giving a mean of 3.65 and standard deviation of 1.191.

The study also noted that the public is not frequently engaged in formulation of policy as 24 employees disagreed with the question that sort to establish whether public is engaged in formulation of the policy, 8 respondent strongly

disagreed, 28 agreed, 22 strongly agreed while the remaining 20 respondents were undecided on this question. A large number of respondents also confirmed that strategic formulation of Turkana is done effectively and in a timely manner as shown in the table above.

This study collates with literature review by Aosa (2006) did a study on aspects of formulation and implementation of strategic plans in Kenya. He surveyed over 50 large private manufacturing firms in Kenya where he used questionnaires as a method of data collection he found that management was the key factors that influenced strategic plans formulation and implementation. This study therefore agrees with above findings which supports strategy formulation affects delivery of service.

Statement T	Sa	A	U	D	Sd	Mean	Std
Would you say that technology affects service delivery in Turkana?	3	12	15	28	44	3.96	1.151
In your opinion would you say service delivery in Turkana is effective?	2	13	9	54	24	3.48	0.982
Does public participation have an impact on service delivery in Turkana?	4	9	16	49	24	3.78	1.030
Does politics affect service delivery in Turkana County?	4	7	6	41	44	4.12	1.056
Aggregate score						3.84	1.055

Source: Survey Data, (2020)

Table 5: Descriptive statistics for Service Delivery

It was apparent from the study that the County of Turkana has adopted technology in its service delivery as majority of the respondents strongly agreed that technology had affected service delivery in the county. Out of 102 employees interviewed, 44 employees strongly agreed, 28 employees agreed, 12 employees disagreed, and 3 employees strongly disagreed while the remaining 12 employees were neutral on this question.

The study also revealed that service delivery in Turkana County is very effective as a total of 72/102 employees agreed and strongly agreed that service delivery in this county was effective. The study revealed that service delivery had strongly been affected by politics as various leaders tend to direct resources towards the political supporters. A total of 85 respondents agreed and strongly agreed that politics had affected service delivery as illustrated in table 4.7 below. Majority of the respondents also agreed that public participation had an effect on service delivery in the county. This agrees with literature review by Bass (2007). This study argues that 'service delivery' as a Quality service delivery, increased Compliance, improved accountability and achieving revenue targets already set or to be achieved.

B. INFERENCE ANALYSIS

Simple regression analysis was conducted involving the independent and dependent variables. The results obtained from this regression are presented in tables 6.

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	Beta	Std. Error	Beta	
(Constant)	1.447	.233		1.464 .000
1 Strategy Formulation	.078	.112	.361	.381 .001

Independent Variable: Strategy Formulation
Dependent Variable: Service Delivery

Source: Survey Data, (2020)

Table 6: Regression Coefficients

The result of regression analysis was used to generate the estimate the empirical model presented below.

$$\text{Service Delivery} = 1.447 + 0.078 \text{ Strategy Formulation}$$

Table above shows that the impact of strategy formulation on service delivery was significant ($t = 1.464$; $p < 0.05$). Strategy formulation in this study improved service delivery. Besides, it was perceived that a unit increase in service delivery would entail 1.464 increases in strategy formulation. Lastly, government policy, economic conditions and organizational culture were found to have an intervening influence on the relationship between strategy formulation and service delivery in the county government of Turkana.

From the regression equation derived above, the Service delivery will be at 1.447 assuming all the factors under study are held constant at zero. The Standardized Beta Coefficients indicate a measure of the input of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable – a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

The purpose of the objective was to establish whether strategy formulation affects delivery of service in Turkana County. From regression analysis results in table 4.11 it confirms that strategy formulation is significant at $\beta = 0.078$; $t = 0.381$; $p = 0.001$. This means that at 95% confidence level, strategy formulation affects service delivery in an affirmative way. The results expresses that a unit increases in strategy formulation lead to 0.078 rise in service delivery. Hence it can be concluded that strategy formulation in Turkana County is affected by service delivery.

The findings supports Grant (1991) proposed a resource-based approach to strategy formulation which involves firm's identifying and understanding their internal resources, capabilities, strengths and weaknesses relative to that of their competitors. Thus, strategies are formulated to achieve and sustain competitive advantage.

V. CONCLUSION AND POLICY RECOMMENDATIONS

This study concludes that strategy formulation influences service delivery in Turkana County. Engaging employees and public in the matters of county government is very important,

employees will perform better and the public shall be satisfied and shall approve of them. Based on the findings, the study recommends county government of Turkana to avail more training opportunities to its employees this training will help employees to gain more knowledge and thus perform their tasks better.

Also the findings shows a significance relationship between service delivery and public participation, Turkana county government should avail necessary information to the public in a timely manner so that the public to be in a position to access information with ease. This will help Turkana county government to carry out public participation in an effective and efficient manner. In respect to the study findings, the study concluded that Turkana County can have partnership with other stakeholders. This will aid the county have more resources to implement their strategies. This will in the end improve service delivery in the county.

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