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STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF MANDERA COUNTY GOVERNMENT, KENYA

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A hand in a blue suit jacket points towards the word 'Strategy' which is displayed on a glowing, circular interface. The background features abstract blue and white curved lines and a glowing effect around the text.

Strategy

STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF MANDERA COUNTY GOVERNMENT, KENYA

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Abstract

Purpose: The purpose of this study was to determine the effect of Strategic Management practices on Performance of Mandera County Government, Kenya

Methodology: This study adopted a descriptive survey design. The target population was 70 employees of Mandera County Government comprising of top, middle and lower level county management staff i.e. It consisted of 14 Top level Management (County Executive Committee members and Chief Officers) 21 Middle Level Management (Directors) & 35 Lower Level Management (Assistant Directors and supervisors) who deal directly with the day-to-day operations. Data was collected using close ended questioners and analyzed & summarized using SPSS. Data analysis included both descriptive and inferential analysis where by descriptive statistics compared variables numerically and make interpretation easier, results were presented in graphs and tables and inferential analysis employed both correlation and regression analysis.

Findings: Adoption of technology has led to the development of new services, functions & formation of new alliances with other Organization, Various departments coordinate and share information with each other and their coordination affected performance also Mandera County Government acquires knowledge from external sources for developing new ideas, knowledge is shared across units and successfully integrates existing knowledge with new information and knowledge acquired In addition Management have the ability to coordinate, expertise to design jobs to suit staff capabilities and interest, attract and retain creative employees, allocate resources, forecast and plan to achieve results however the county was not able to use technology efficiently to provide more service to its citizens and was not able to lead and maintain technological change in the county.

Unique contribution to Theory, Practice and Policy: it was recommends that monitoring and adapting to technological changes should be given higher priority and promoting technological innovations among the county employees in order to gain competitive advantage and superior organizational performance, Managers should give employees job descriptions with clear performance indicators and delegate adequate authority also County Mandera Government should implement the knowledge sharing practices to facilitate identification and management of relevant knowledge for smooth operation of the institution

Keywords: *Strategic Management Practices, Mandera County Government, Technological Practice, Coordination Practices, Managerial Practices*

1.0. INTRODUCTION

Kreikebaum (2013) defines strategy as a long-term approach to reach corporate goals successfully. Strategy is further defined as an action plan that states how an organization's way of achieving its objective (long-term) (Burnes, 2004). Strategic management is a long-term direction, specific set organizational objectives determining the culture, mission, and vision of an organization (Pillania, 2008). On the other hand, strategic management is a set of processes employed in ensuring implementation of significant changes in a controlled, systematic and orderly way in effecting changes of an organization (Diefenbach, 2006).

As recommended by Kvint (2009), strategic management practices are key for any organization in determining its progress and how it will get there. The model in the county government strategic management practices is similar to that of Wheelen and Hunger (2008) which includes environmental scanning, strategic formulation, strategy implementation and finally evaluation and control. Each of these steps is very significant if strategic management is to achieve its ultimate goal of helping the organization to improve its performance because strategy formulation; implementation and evaluation needs to be done on a continuous basis. Thompson and Strickland (2003) who cites that strategy formulation and implementation is an ongoing process, never ending, integrated process requiring continuous reassessment and reformation support this.

Armstrong and Taylor (2014) further broke down the strategic management practices into the following three main stages: Stage 1 is on the conceptual framework, which represents the context upon which the plan is framed, defines the mandate and functions of the organization, rationale of the strategic plan and methodology used in developing the plan. Stage 2, provides the situational and environmental issues both internal and external that influence the activities of the organization and describing the aspiring vision, mission, core values and principles, the strengths, weakness, opportunities and challenges. Stage 3, provides the strategic analysis and action programs to be implemented during the plan period. These include the strategic approaches, goals, objectives, performance outcomes to be achieved during the ten-year period.

Organizational Performance

Organizational performance can be used in reference current happenings, completed, tasks preparing for new needs. Organizational performance can also refer to the extent the expectations are met by an individual based on how he ought to behave or function in a certain situation, circumstance, job or context (Machida, 2013). According to Richard et al (2009) organizational performance forms a key criteria upon which evaluation of an organization is done in terms of the organization's environment and actions. Components of organizational performance include its market share, financial output, and general returns to the shareholders.

Local government use economic, financial and budgetary information to obtain performance measurement. Carmeli&Tishler (2004) derived local government bodies' financial health indicators. The scholars preferred a traditional approach based on budgetary process indicators and how they were used in making decisions, with the opinion it provided a global viewpoint on whether an institution is managing its resources well or not Groves *et al.* (2003) was of the idea that, a local authority's financial condition can be determined by measuring budgetary solvency, cash solvency, service-level solvency and long-run solvency. The four solvency concepts embrace the financial factor termed by the above authors. However, for correct evaluation of these, Groves

et al. (2003) insist that the environmental factor must be put into consideration since it is the principal external constraint which affects financial performance.

1.2 Statement of the problem

Intensive research effort has been focusing on Organizational performance in the recent times. How well an institution achieves its strategic intention in terms of its vision and mission by implementing its programs and policies is a paramount concern. Additionally, County Governments are becoming increasingly aware that organizational performance is anchored on the best state-of-art technology, public relations strategy and with an appropriate system of managing and attracting human resources of the organization.

The very well-known challenge for public organizations (bodies) in Kenya in the past and currently is successful formulation and implementation of strategies and strategic plans (MTP, 2013). Few of the many Institutions implement the innovative strategies generated in a successful manner, actually some scholars have noted that 70% of the strategic initiatives fail to be implemented (Miller, 2002). Some of the reasons why County Governments fail to implement their strategic plans include failure to understand the reason for the plan- unable to predict reactions from the environment, failure in coordination, resource competence overestimation, time requirement underestimation, lack of employee commitment, not following the plan and failure to obtain senior management commitment. The current dispensation based on the Kenyan constitution (2010) led to total overhaul of the old systems and procedures for service delivery and the formation of forty-seven Counties. Various county governments are therefore required to come up with County Integrated Development Plans, which encompass strategic plans that aim at giving individual counties sustainable competitive positions in service delivery. This cannot be attained if the devolved units do not facilitate proper formulation and implementation of the strategies

The county government of Mandera, like any other public office, is required to operate under the results based management system of which performance contracts are a major component the county is under pressure to improve service delivery through adoption of modern strategic management practices. However, despite the development in technology, most objectives of Mandera County Governments have remained unmet due to lack of a proper project portfolio management practice. Regardless of the commitment and engagement, it is evident that the County Governments is inefficient and ineffective based on competency of its employee (GOK, 2013).

Past studies have been conducted on strategic management and Organizational performance but the researcher found no study that has focused on effect of organizational strategic management practices on performance of Mandera County Government. Manguru (2011) conducted a study on influence of strategic management Practices on performance of Naivas limited and concluded that strategic planning did play in success of Naivas and customers were satisfied with Naivas limited The study focused on Retail industry i.e. Naivas Limited thus presenting a scope gap. Kurgat (2015) conducted a study on strategic management practices and challenges at Nandi County government, The study focused on strategic management practices and challenges at Nandi County thus presenting a scope gap,. Gitau (2016) conducted a study on adoption of strategic management practices at Kenyatta University. The study was conducted in Kenyatta University

thus presenting a scope gap. The current study will seek to answer the question what are the effects of Strategic management practices on performance of Mandera County Government.

Research Objectives

- i. To examine the influence of technological practices on performance of Mandera County Government
- ii. To determine how coordination practices within Mandera County Government influence its performance.
- iii. To establish how knowledge management practices within Mandera County Government influence its performance
- iv. To determine how managerial practices within Mandera County Government influence its performance

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Resource Based View of the Firm Theory

Resource Based View regards the firm as a bundle of resources and capabilities that are distributed heterogeneously across firms persisting over time (Ambrosine& Bowman, 2009). Academicians suggest that when a firm has resources that rare, non-substitutable valuable, and inimitable, value creation strategies can be implemented using these to provide a competitive advantage that is suitable (Peteraf& Barney, 2003). RBV originates in the strategy literature (Wernerfelt, 1984) provides a useful framework for examining the development of management. Rugman and Verbeke (2002) observed that such kind of a competitive advantage can be achieved when a firm is made up of hard to imitate, very valuable, non –substitutable and unique resources.

Resource based view theory was employed with a major focus on how firm's resources and knowledge development affects performance (Kanyabi& Devi, 2012). It assumes that an organization should properly develop its resources before it can be able to realize the needed competitive advantage. Wernerfelt (1984) developed the theory and was expanded by Helfat and Martin (2015). RBV emphasized competitive advantage originated from capabilities and resources. Eisenhardt and Martin (2000) looked at maximizing long run profits through exploiting and developing firm resources. It characterizes unique, scarce, non-substitutable, valuable, and inimitable resources. Firms generate rents through differences in information, luck and capabilities. The RBV lays emphasis on the rents according to the limited and unique resources which are specific to the firm owners instead of the market positioning economic profits. The approach sees firms with superior structures and system being profitable because they have markedly lower cost to offer. It puts diversification and vertical integration into a new strategic light (Ambrosine& Bowman, 2009).

However, RBV has not been able to explain the development and duplication of resources and failure to consider the impact of dynamic market environments (Priem& Butler, 2001). Some researchers have criticized RBV for its static nature with very limited development, especially in light of current volatile and competitive environment dictated by rapidly changing technology (Priem& Butler, 2011) and in response to concerns; the capability, competencies and dynamic

capability approach were developed. According to Teece (2007), it is clear that it may be beneficial possessing rare, non-substitutable, inimitable and valuable resources but still firms require additional capabilities in order to deploy the resources in marching conditions of the market in driving firm performance. This theory was deemed relevant to this study since it informed the dependent variable, which is performance. The theory sought to explain organizational performance from effective employment of resources.

2.1.2 Agency Theory

It has its roots in economic theory having been developed further by Jensen and Meckling in 1976 after it was expounded by Alchian and Demsetz in 1972. Clarke, (2004) defines the theory as the relation between principals, e.g. agents and shareholders, managers and institution executives. According to this theory, shareholders who are company principals or owners, hire agents to carry out tasks. Principals delegate duties to the managers or directors, who are agents of shareholder. Meanwhile, Daily, Dalton and Canella (2003) argue that the theory suggests that the organization's managers or employees can be self-interested and that it is simple and conceptual, the corporation is reduced to two participants (shareholders and managers).

Effective corporate governance now involves a wide number of participants. The principal participants being boards of directors, shareholders and management, other major stakeholders are general community, employees, partners, customers, and suppliers. Hence, corporate governance makes sure the board of directors is answerable to both the non-shareholder and shareholders stakeholders. Some corporate governance researchers further argue that board process is the heart of good corporate governance and not structure (Leblanc & Gillies, 2005). Resulting to the current scholarly discourse about the nature of corporate governance reflecting this body of research

2.2 Empirical Review

Margarida, Maria and Madalena (2016) examined the technological capabilities impact on organizational innovation and how export performance is influenced by organizational innovation. The researcher used data from 471 Portugal based exporting manufacturing firms in testing the relationships between the variables analyzed. These were randomly selected from 3000 manufacturing firms. An online questionnaire, developed from Lime Survey was used in testing the model. From the findings, it is evident that organizational innovation intensity is significantly affected by technological capabilities, which consequently influences export performance positively.

Munyoki (2010) conducted a study on how organizational performance is influenced by technology transfer, he emphasized on the large and medium manufacturing firm in Kenya selected industries. Its results showed that performance of an organization is significantly influenced by technology transfer. The influence is moderated by factors such as practices of an organization e.g. corporate culture and organization's demographic variables, and managerial competencies. The scholar recommends that research should be emphasized by manufacturing firms, particularly to enhance performance, the firms should establish appropriate means of furthering their close collaboration with research institutions.

Mandal and Korasiga (2016) investigated the influence of innovation within supply chain of a firm on organizational performance of the firm from an integrated-empirical logistics point of view. The study hypothesized that the relationship between logistics integration and demand

management interface is moderated positively by superior coordination capability of the firm's top managers. The study got its final sample of respondents from random selection of firms from a contact list that was purchased from an Indian Marketing Research Firm. The findings confirmed the hypothesis the relationship between logistics integration and demand management interface is moderated positively by superior coordination capability of the firm's top managers.

Worku and Helina (2014) conducted a study on strategic coordination of operations by save the children organizations in Kenya. The task forces were employees of the four Save the Children offices in Kenya who in addition to their assignment in their respective organization implement the decisions taken at the directors meeting. The researcher has seen advantages in the coordination of operations in line with effective utilization of resources. The four SC organization share information, update one another on issue to be address formally in monthly meetings or informally since SC Sweden and SC Finland share the same building. SC Canada and SC UK country program office located in a different area share the same floor. The challenges observed by the researcher was the 2012 goal to be one organization seems unclear how each SC organization will be represented and how it is going to be handled how the structure will accommodate each of the employees in it. Since it is under discussion the researcher found out that the representatives are not comfortable to discuss about the steps that are going to be taken.

Huda, Mohammad and Binti (2014) carried out a study on how knowledge management capabilities influenced performance of organization in Private University, Malaysia. The research employed a quantitative research approach with all the students at the postgraduate level as the study population, the non-academic and academic staff of the university. 39 respondents participated in this study. Data was collected using Questionnaires. Regression analysis was used to test the relationship's casual effect. The results confirmed the projected effect of knowledge management capability on performance.

Onyango (2016) sought to find out how Knowledge Management capabilities of international humanitarian organizations influenced their performance in Kenya. The study employed a descriptive survey design. There was no sampling in this study since there are not many international humanitarian organizations in Kenya; therefore, this study adopted a census approach since the population was not large. Primary data was sought from management using a self-administered semi structured questionnaire. The study then concluded that KM capabilities affect the international humanitarian organizations' performance in Kenya.

In their study of organizational performance within hospitality industry in Ireland, Kearney and his colleagues established that small and medium size businesses are likely to gain competitive advantage over their peers if their exploit managerial capabilities within (Kearney et al., 2013). Therefore, a deduction can be made to the effect that recruitment and development of competent managers and decision-makers should be prioritized to enhance organizational performance. Other researchers who established positive relationship between managerial capabilities and organizational performance of Spanish and Italian ceramic tile enterprises further supported this position (Fernandez-Mesa et al., 2013). Their study validated superior management capabilities as effective ingredient in handling managerial issues such as industrial strikes as well as fostering continuous learning within an organization for efficient and effective adaptation to volatile economic environments.

Aduloju (2014) carried out a study on whether Information Technology investments and Information Technology managerial capabilities can account for performance of customer service variations in Nigerian insurance companies. He used a survey research design, data was gathered from 402 managerial level staff from selected Nigerian insurance companies considered among the largest information technology investors and where customer service is perceived as strategically important. Linear regression was used to analyze the responses. It was found out that information technology though not sufficient is a necessary, condition for sustainable competitive customer service advantage. Results showed that performance of customer service variation is significantly explained by information technology investments interaction and path-dependent, tacit and firm-specific information technology managerial capabilities.

2.3. Conceptual framework

Independent Variables

Dependent Variable

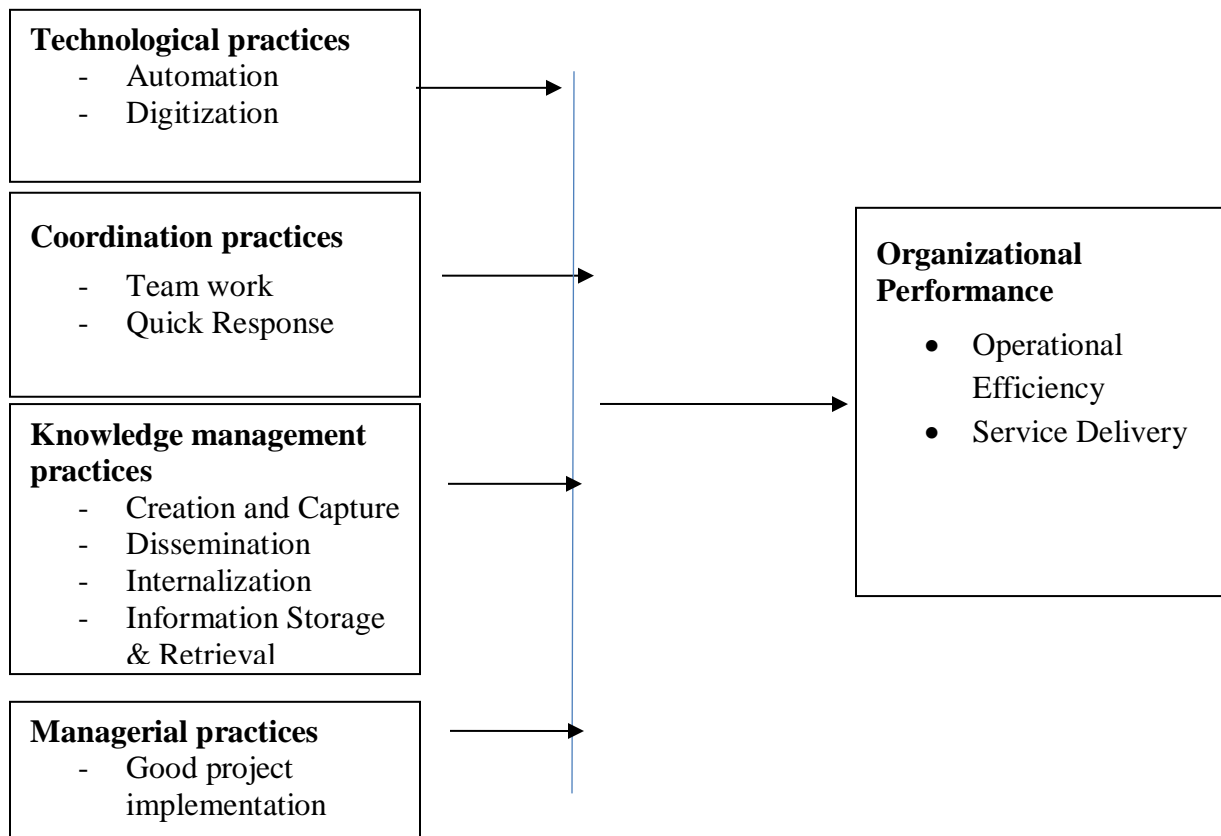


Figure 1: Conceptual Framework

Source: Researcher, (2018)

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive survey design. The target population was 70 employees of Mandera County Government comprising of top, middle and lower level county management staff i.e. it consisted of 14 Top level Management (County Executive Committee members and Chief Officers) 21 Middle Level Management (Directors) & 35 Lower Level Management (Assistant Directors and supervisors) who deal directly with the day-to-day operations. Primary data was collected using close ended questioners and analyzed & summarized using SPSS. Data analysis included both descriptive and inferential analysis where by descriptive statistics compared variables numerically and make interpretation easier, results were presented in graphs and tables and inferential analysis employed regression analysis.

4.0 DATA ANALYSIS AND INTERPRETATION

4.1 Response Rate

Table 1: Response Rate

Targeted Sample Size	Response	Percentage
70	60	85.7

Source: Researcher Data, (2019)

The response rate was deemed sufficient based on at least 50% mark recommended by Mugenda and Mugenda (1999). Mugenda and Mugenda (1999) recommended that that a response of 70% and above would be excellent for a reliable study. However, the authors also pointed out that 50% response rate is adequately acceptable.

4.2 Descriptive Findings and Analysis

4.2.1 Technological Practices and Organizational Performance

The respondents were asked to rate the statements provided on the technological practices and organizational performance.

Table 2: Technological practices and Organizational performance

Statements	Mean	Std. Deviation
Adoption of technology has led to the development of new services, new functions, formation of new alliances in the county government	3.8667	.4190
Employees in our county has high technological skills	3.4167	.32525
Our county is able to lead and maintain technological change in the county	2.2427	.4410
Our organization is able to use technology to efficiently produce more products than its competitors and at the lowest cost	2.4323	.8045
Collaboration technologies enables the organization to outshine other counties	3.0067	.6829

Source: Researcher Data, (2019)

As shown in the table, the highest mean of 3.8667 revealed that adoption of technology has led to the development of new services, new functions, and formation of new alliances in the county government. The respondents moderately agreed that employees in our county has high technological skills as shown with a mean of 3.4167 and their organization is able to use technology to efficiently provide more services than other organization and at the lowest cost was moderately agreed with a mean of 3.4323. The respondent disagreed that the organization is able to use technology to efficiently provide more services than other organization and at the lowest cost as shown with a mean of 2.432. Also there was disagreement that the county is able to lead and maintain technological change in the county as shown with a mean of 2.2427. These findings reveal that technology affect performance. These findings relate to findings by Zawislak et al (2014) who in his study of how technological investments affect economic performance of business firms in Brazil, found that the relationship between firm performance and technological capability investment are significantly and positively related. The study found that that technology is important and it makes things easier. This is in line with Joseph, Julius and Olugbenga (2014) who found that Information and Communication Technology affects the level to which an organization can be flexible. The researchers added that an organization’s application of ICT is likely to improve its performance because of easing product differentiation in the market.

4.2.2 Coordination practices and Organizational performance

The respondents were asked to rate the statements provided on the coordination practices and organizational performance.

Table 3: Coordination practices and Organizational performance

Statement	Mean	Std. Deviation
There is substantial sharing of information among various departments within the county government	4.1167	.7816
My county government prioritizes interdepartmental coordination	4.0142	.4706
There is adequate and frequent sharing of resources among different departments in my county government	4.1102	.5248
Employees collaborate with each other to achieve county government goals.	4.2167	.4246
Inter-departmental co-ordination has enhanced relationship with employees	4.3233	.4860

Source: Researcher Data, (2019)

The respondents agreed on the statements provided on the coordination practices and organizational performance with inter-departmental co-ordination has enhanced relationship with employees rated as the highest with a mean of 4.3233. It was agreed that employees collaborate with each other to achieve county government goals with a mean of 4.2167 and there is substantial sharing of information among various departments within the county government was rated with a mean of 4.1167. The findings revealed that in the county government, various departments frequently share resources as rated with a mean of 4.1102 and the county government prioritizes interdepartmental coordination was agreed on with a rating of 4.0142. The study

findings show that their coordination affect performance of county governments. The study is line with Rico, Hinsz, Davison and Salas (2017) who found that coordination has a positive effect performance of systems. In addition, a study by Worku and Helina (2014) observed that there are advantages in the coordination of operations in line with effective utilization of resources. The organization under study share information, update one another on issue to be addressed formally in monthly meetings or informally.

4.2.3 Knowledge Management Practices and Organizational performance

The respondents were asked to rate the statements provided on the knowledge management practices and organizational performance.

Table 4. Knowledge management practices and Organizational performance

Statement	Mean	Std. Deviation
My county government gives orientation towards the development, transfer and protection of strategic knowledge.	3.4333	.3264
My county government explicitly identifies strategic knowledge as a key element in our planning.	4.1133	.3699
My county government acquires knowledge from external sources for developing new ideas	4.4320	.5126
In my county government knowledge is shared across units	4.2630	.5479
Management encourages high levels of participation in capturing and transferring knowledge.	4.0627	.3325
Management successfully integrates existing knowledge with new information and knowledge acquired	4.1170	.3490
Management clearly supports the role of knowledge in the county government success.	4.0023	.73338
Employees successfully link existing knowledge with new insights	4.0167	.91117

Source: Researcher Data, (2019)

The respondents agreed that the county government acquires knowledge from external sources for developing new ideas with a mean of 4.4320 and the county government knowledge is shared across units was rated with a mean of 4.2630. The management successfully integrates existing knowledge with new information and knowledge acquired ware rated with a mean of 4.1170, and my county government explicitly identifies strategic knowledge as a key element in our planning was agreed with a mean of 4.1133. It was found that employees successfully link existing knowledge with new insights as shown with a mean of 4.0167 and Management clearly supports the role of knowledge in the county government success was rated with a mean of 4.0023. The respondents agreed that Management encourages high levels of participation in capturing and transferring knowledge as shown with a mean of 4.0627. The respondents moderately agreed that my county government gives orientation towards the development, transfer and protection of strategic knowledge as shown with a mean of 3.4333. This study is in alignment with Huda, Mohammad and Binti (2014) who confirmed the projected effect of knowledge management

capability on performance. In addition, Onyango (2016) concluded that KM capabilities affect the performance of international humanitarian organizations in Kenya. According to Chengecha (2016) the knowledge capability that most of the banks in Kenya that are involved in are knowledge and that the technology of the bank enables it to relate better with customers largely.

4.2.4 Managerial practices and organizational performance

The respondents were asked to rate the statements provided on the managerial management practices and organizational performance

Table 5. Managerial Practices and Organizational Performance

Statements	Mean	Std. Deviation
The management is capable of properly allocating financial resources and workforce to realize the county goals	4.1107	.3117
The management are well capable of coordinating various departments of the county government to attain the needed results	4.2165	.3308
The management are adequately capable and skilled to design suitable jobs relevant to abilities and interests of the staff	4.2063	.7680
The management are capable of attracting and retaining creative employees	4.2200	.3767
The management are capable of forecasting and planning for the county government's success	4.0023	.8234
The management are capable of implementing good strategies and policies to attain the required results	4.4007	.5505
The County executive attracts and retains top managers who are competent and well-trained	4.2086	.3233
Top management always attain good control of general county performance	4.001	.3788
The County executive identifies potential threats and opportunities for the county	4.4167	.89237

Source: Researcher Data, (2019)

On managerial practices it was generally observed that the County's top management usually identifies potential threats and new opportunities as shown with a mean of 4.4167 and the management are capable of implementing strategies and good policies to actualize the required results was agreed with a mean of 4.4007. The continued to agree that the management are capable of coordinating various departments within the county to attain good results with a mean of 4.2165 and the management are adequately capable and skilled to design suitable jobs relevant to abilities and interests of the staff was rated with a mean of 4.2063. The management are capable of attracting and retaining creative employees was rated with a mean of 4.2200 and the County executive attracts and retains top managers who are competent and well trained was rated with a mean of 4.2086. it was found that the management is capable of properly allocating financial resources and workforce to realize the county goals as rated with a mean of 4.1107 and

the management are capable of forecasting and planning for the county government’s success was rated with a mean of 4.0023.

The research further agreed that the County’s top management always attain good control of general county performance as rated with a mean of 4.001. The results conforms to a previous study by Kearney et al, (2013) which established a tendency among micro businesses to achieve competitive edge among peers through reliance on superior managerial capabilities. The study advocated for improvement of organizational performance by enhancing decision-makers’ managerial competence. Mesa et al. (2013) also endorsed this point of view, especially in dealing with issues such as industrial action mediations, economic volatility, and improvement of organizational learning.

4.2.5 Organizational Performance

The respondents were asked to rate the statements provided on organizational performance

Table 6. Organizational Performance

Statement	Mean	Std. Deviation
Strategic management practices enhances service delivery of the County	4.1500	0.7351
Strategic management practices improves the operational efficiency of the County	4.0100	.3825

Source: Researcher Data, (2019)

The study found that Strategic management practices enhances service delivery of the County as agreed on with a mean of 4.1500 and strategic management practices improves the operational efficiency of the County as agreed with a mean of 4.0100. This is in line with study done by Hussey (1991) who cited strategy as a key component of strategic management in the light of its ability to foster formulation and implementation of different tasks within an organization to sustain competitiveness even in volatile environment. Organizational strategy provides institutions with unique image, direction, and purpose in terms of the organization’s activities as well as internal and external stakeholders.

4.3 Statistical Analysis

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.822	.791	.36905

a. Predictors: (Constant), Managerial practices, Technological practices, Coordination practices , Knowledge management practices

Source: Researcher Data, (2019)

Table 7 shows that all the independent variables explain 82.2% to the dependent variable and the model is best fitted up to 82.2%. It also shows that 17.8% are the other variables that did not explain this model.

Table 8: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.286	4	2.321	2.472	.001 ^b
	Residual	51.648	55	.939		
	Total	60.933	59			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Managerial practices, Technological practices, Coordination practices, Knowledge management practices

Source: Researcher Data, (2019)

The significance level must be less than .05, and it shows how much the independent variables explain the effect of the dependent variable. F=2.472 and P=0.001 which mean that the model is statistically significant.

Table 9: Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.626	1.141		1.425 .001
	Technological practices	.106	.117	.119	.907 .001
	Coordination practices	.385	.185	.270	2.083 .002
	Knowledge management practices	.202	.115	.240	1.751 .002
	Managerial practices	.187	.124	.215	1.503 .000

a. Dependent Variable: Organizational Performance

Source: Researcher Data, (2019)

Based on these, the regression model;

$$Y = 1.626 + .106X_1 + .385X_2 + .202X_3 + .187X_4$$

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The findings show that adoption of technology has led to the development of new services, new functions, and formation of new alliances with other county government. The study found that if the county employees have moderate technological skills their organization is able to use technology to efficiently provide more services to its citizen. The study found that the organization is not able to use technology efficiently to provide more service than its competitors are and at the lowest cost. In addition, the county is not able to lead and maintain technological change in the county. The reason could be due to poor infrastructure in the county and therefore adoption of technology in the county has been low.

The findings revealed that in the county government, different departments frequently share resources and the county government strategy emphasizes coordination of the various departments. There seems to be direct relationship between organizational performance and the level of interdepartmental coordination exhibited within an organization. The study found that the county government acquires knowledge from external sources for developing new ideas and the county government knowledge is shared across units. The management successfully integrates existing knowledge with new information and knowledge acquired. It was found that employees successfully link existing knowledge with new insights and management clearly supports the role of knowledge in the county government success. The study found that management encourages high levels of participation in capturing and transferring knowledge. The study found that the county government moderately gives orientation towards the development, transfer and protection of strategic knowledge

The management have the ability to attract and retain creative employees and Top management team attracts and retains well-trained and competent top managers. It was found that the management have the ability to allocate resources (e.g. financial, employees) to achieve the county goals and the management have the ability to forecast and plan for the success of the county government. Lastly, it was found that top management achieves better overall control of general county performance.

Conclusion

The study concludes that technology, management coordination, knowledge transfers and managerial practises have an effect on organisational performance. Technology advancement could lead to development in new services, new functions, and formation of new alliances in the county government. An organization having employees skilled in technology is an advantage and this would affect the performance. Coordination effect the way an organization operates in turn increasing performance. Departments can work together and share information. Inter-departmental co-ordination enhances relationship with employees, which is an advantage to the organization since teamwork enables organizations to achieve higher results. Knowledge practices affects an organization significantly since an organization is able to developing new ideas and be creative in coming up with great products and improved service delivery thus attracting more business, which in turn affects performance positively. Management practices are very important as top management can perceive new opportunities and potential threats and act quickly on the

information. Management should be capable of implementing good strategies and policies aimed at achieving the required results.

Recommendations

The study recommends that monitoring and adapting to technological changes should be given higher priority by Mandera County Government. Emphasis should also be laid promoting technological innovations among the county residents in order to gain competitive advantage and superior organizational performance. The study recommends that managers should give employees job descriptions with clear performance indicators. Proper functioning of employees requires delegation of adequate authority to handle every task in a clear and well-communicated manner. Every employee of an institution should be conversant with the institution's regulations as well as his or her job description. The study recommends that County governments should implement the knowledge sharing practices to facilitate identification and management of relevant knowledge for smooth operation of the institution.

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