

Analysis of Influence of Strategic Planning Practices on Organization Performance: A Case of Baringo County Government, Kenya

Valerie Kemboi^{1*}, Sedina Misango²

¹P.O. Box 25666, 00100, Nairobi, Kenya

²South Eastern Kenya University, P.O Box 170, 90200, Kitui, Kenya

*Corresponding Author

Abstract: Ever since the advent of globalization, the interest in strategic management studies has attracted the attention of academic scholars as well as business practitioners. Organizations have continued to realize the vital role played by strategic planning towards the realization of its goals and objectives. This study set out to answer the question: what is the effect of strategic planning practices on organization performance in Kenya. Data was analyzed and presented using methods of dispersion statistics such as means, frequencies, percentages and standard deviations and regression analysis was also used to determine the relationship of the variables. The findings of the study revealed that fundraising was the main form of resource mobilization in Baringo County Government and further that financial resources were the highly allocated resources and that there was a significant positive relationship between resource mobilization strategies, resource allocation strategies and organization performance at the county government. Leadership strategies on organization performance were applied using a policy formulation. Risk management on organization performance; used risk control strategy in the County Government of Baringo. The study, therefore, concluded that resource mobilization on organization performance through fundraising is an important way of resource mobilization. Further, that resource allocation on organization performance through financial resources is important and as well as resource allocation through policy formulations. This study recommends that Baringo County Government should continue to practice and strengthen strategic planning practices for enhanced effectiveness as well as improved organizational performance and the practices would be adopted in all other counties of Kenya where they are not practiced.

Key Words: Resource Mobilization, Resource Allocation, Leadership Strategies, Risk Management.

I. INTRODUCTION AND BACKGROUND OF THE STUDY

Strategic planning has different uses which vary from definition of purpose, objectives and, goals to very wide ones which include those that deal with the means for achieving given objectives. From the organization's business perspective, strategic planning comprises of the main programs used by the organization to fulfill its mission, objectives and goals. Strategic planning is considered a well-organized process that influences the

selection of goals that define each firm's corporate strategy (Nimfa & Buruche, 2014).

Globally, strategic planning plays a very substantial role in organization differentiation as explained by Sharabati and Fuqaha (2013) in a study whose focus was on the influence of strategic management on the performance of pharmaceutical manufacturing companies in Jordan. Strategic management plays a very significant part in the achievement of organization objectives, vision and strategy.

In Africa, a study carried out by Monday, Akinola, Ologbenla & Aladeraji (2015) with the focus on strategic planning and firms' performance in Nigeria revealed that strategic planning meaningfully affects profitability as well as operating performance of certain designated manufacturing firms'; such that the level of competition of firms is positively impacted through planned management. The conclusion from the examination was that practicing strategic planning is a prerequisite in enhancing the performance of Nigerian manufacturing industries. A study carried out in Somalia on the relationship that is there between performance and strategic management by Mohamud (2015) found out that organizations ought to adopt good strategic management practices that improve workers' performance, combined with performance appraisal on employees to encourage better job satisfaction.

In Kenya, Kasera (2017) carried a study on strategic management and organization performance among health care institutions which revealed that of the health institutions surveyed, 23 (96%) carried out strategic thinking while 7 (29%) agreed that strategic thinking improves organization performance. Taking everything into account, several research studies have looked into the connection between strategic planning practices and performance have concurred that organizations that have a formal strategic planning process are better off in performance in comparison to those which don't use them and therefore from these studies, organizational performance was positively correlated to strategic thinking. Besides, firms that have adopted key proactive strategies

have been discovered to enjoy more preferable performance than the one which has been using a receptive approach strategy. This proof exhibits the handiness of strategic planning practices in organizations and consequently shapes the premise of this investigation which concentrated on the influence of strategic planning practices on organization performance in Kenya Baringo County Government.

II. PROFILE OF BARINGO COUNTY GOVERNMENT

Baringo County is one of the devolved government units in Kenya. The County sits in the expansive former Rift Valley province a distance of approximately 270 km from the capital city Nairobi to the northwest. The administrative and governance structure of the County is composed of the Governor's Office that includes the Deputy Governor, Secretary to the County, County Public Service Board, and Administration of Sub Counties. Generally, the mandate of various departments within the County is to provide leadership in the County's governance and development. The presence of a sound and robust workforce coupled with the availability of resources and a good strategic plan is a recipe for success. The County has an Annual Development Plan (ADP) every financial year. For example, the ADP 2019/2020 contains the strategic priority development policies, programs, and projects that were implemented during the financial year 2019/2020. The budget-making process in the Medium Term used an approach that is based on programs, whereby various groups working in different sectors within the County came up with their sectors budget proposals, guidelines in form of policies and programs with very clear outcomes as well as performance indicators which are associated with the attainment of program objectives (ADP, 2019). It is anticipated that ADP provided a mechanism through which important communication is needed for carrying out checking and valuation of projects and programs so that decision-making organs of the County and at a national government level are informed.

III. STATEMENT PROBLEM

Baringo County is characterized by few challenges even though it has Annual Development Plans in place. The Baringo County Budget Review and Outlook Paper (2015) states that the County is faced with several challenges including a high and unsustainable wage bill, low revenue collection, revenue performance and cattle rustling. The county faces policy challenges marked by moderate growth in overall development expenditure and the need to maintain financial discipline in all departments. The resources available are not well utilized due to several factors such as scarcity and lack of proper policy guidelines concerning recipients, among others. Mobilization of resources is done through donor funding, cost-sharing, fundraising, and others but this is not sustainable. Leadership strategies used by different leaders vary

(Baringo County Budget Review and Outlook Paper, 2017). The County experiences risks that have been known in the public domain to be there for a long time for instance cattle rustling, drought, and starvation. Various researchers have conducted investigations on strategic management and performance in other sectors but not on Baringo County Government. Therefore, the findings could not be applied to Baringo County Government. For instance, Aiyabei (2020), explored the effects of strategic management practices and performance of hotels in Baringo County, the study did not cover county government of Baringo itself. The current study therefore focused on bridging this gap by investigating the influence of strategic management practices and organization performance at in Baringo County Government.

IV. RESEARCH QUESTIONS

The research was led through the subsequent exploration inquiries;

- i. Does resource mobilization affect organization performance in Baringo County Government?
- ii. Does resource allocation affect organization performance in Baringo County Government?
- iii. What is the role of leadership strategies on organization performance in Baringo County Government?
- iv. What is the effect of risk management on organization performance in Baringo County Government?

V. NULL HYPOTHESIS

H_{01} there is no statistically significant influence of strategic planning practices on organization performance

VI. THEORETICAL REVIEW

6.1 Strategic Management Theory

Strategic Management theory is said to be an arrangement of thoughts expected to clarify the beginning, advancement, standards, and utilization of key administration (Omalaja & Eruola 2011). This theory gives the basis of the strategic management theories highlighted further in this study. This theory touches and explains more on the use of resources, profit maximization as well as the survival of the organization in the marketplace and hence was beneficial in this study which is researching on how leadership strategies influence the organization presentation.

6.2 Resource-Based Theory (RBT)

RBT concept was initially put forward through Barney (2011), which explains the importance of being in control of strategic resources in an organization. Omalaja and Eruola (2011) in their examination of the Resource-based Philosophy clarified that the asset-based view hypothesis is commonly mentioned as an urgent work in its development

in the year 1991. This hypothesis holds that a firm stands apart from the rest because of its one-of-a-kind resource characteristic. The presence of resources unique to an organization that cannot be imitated by competitors gives an organization a competitive benefit over the competition and go a long way in maintaining the survival of the organization.

This theory is important as it helps citizens focus on the resources available in Baringo County for purposes of County development. The County boasts of farming activities, Tourism- flamingoes in Lake Bogoria, waterfalls, cliffs, valleys, hill/escarpments, gorges, and wildlife, several hotels and conference facilities, mining of diatomite among other resources. The theory is pertinent to this study subsequently it helps focus on resources in the County that are unique so it that can be used for competitive advantage and finally propel the County towards better organization productivity.

6.3 Contingency Theory

The contingency theory was introduced by Martin Evans in 1970. This theory holds that there should be a ‘fit’ between the organization and the environment both internal and exterior and its subsystems. This theory serves the purpose in this study in that taking into consideration that every County is different in its strategic plan and goals. It is important to consider that steps are undertaken just as unique resources are unique too. Also, knowing that devolution came into effect in 2013, currently, all the successful running of these organizations are in theory but practically the County heads are still finding out the correct ways of running the counties successfully.

6.4 Theoretical Framework

The resource-based, strategic management and contingency theories provide a connection with the organization performance of Baringo County Government as illustrated in

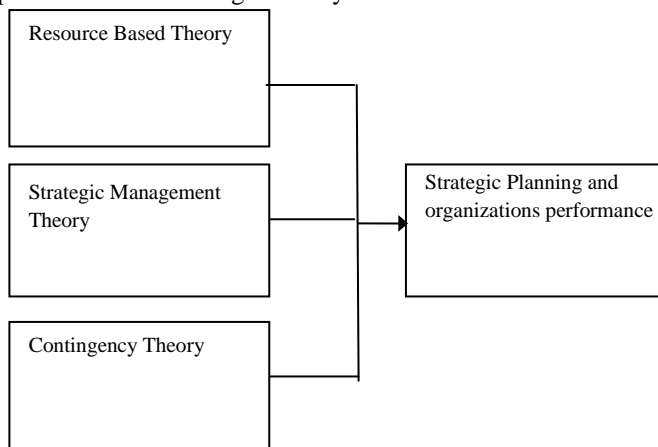


figure 1;

Figure 1: Theoretical Framework

Source: Researcher (2021)

VII. EMPIRICAL REVIEW

7.1 Strategic Planning and Organization Performance

Ridwan and Marti (2012) in their study carried out in Indonesia involving Regional Government Owned Bank’s Strategic Planning and Organization Performance found out that setting up of organization aims followed by the definition of strategies as well as policies that were followed to achieve set goals requires coming up with elaborate plans that guaranteed approaches are executed to achieve the ends being sought after. A Jordanian study was done on strategic planning and organization effectiveness in Hotels carried out by Aldehayyat, Khattab and Anchor (2011) concluded that a positive association between strategic planning and organization effectiveness existed.

7.2 Resource Mobilization on Organization Performance

The description of resource mobilization within the context of this study is a practice that an organization acquires and uses to manage the financial, logistical, and human resources it requires for the accomplishment of its mission. Resource mobilization has also been described as a management process that involves the identification of the right people who have shared values with the organization and taking the appropriate management steps to manage this relationship (International Development Research Centre, 2010). Murithi (2009) writes in his study that implementation of strategic plans and strategies would only be successful when sufficient and necessary resources are available. This was about his study on challenges in the Public sector that affect the Implementation of Business Strategies.

7.3 Resource Allocation on Organization Performance

Resource mobilization is important but equally or even more is resource allocation. As always resources are never enough but can only be divided on merit of urgency and priority a decision done by the management. Green, Ali, Naem and Ross (2011) in their study on the allocation of resources to the health systems that have been decentralized in Pakistan concludes that allocation of resources and in particular financial is considered as an inclusive financial resource allocation to the management of decentralized areas of government. Resource allocation and its effects on strategic planning at Kenya Police service is a study that was conducted by Lemarleni, Ochieng, Gaboko and Mwaura (2017). The outcomes of the study showed that resource allocations can be a tough task but the acquisition of necessary facilities like technology, human resources, and finance can make it better for an organization to do well while carrying out resource allocation.

7.4 Leadership Strategies on Organization Performance

According to Nthini (2013), strategic leadership is the main driving force that drives a firm’s competitiveness and profitability. She goes on to say that organizations that have well-elaborated strategic leadership often find it easier to attain greater organization performance as well as

enhancement business operations and organization success. It examines what happens today as it focuses on the future of the business together with the attributes of the organization as a whole, its advancement, its growth, and preservation of needed possessions to permit it to position itself strategically for competition in the industry or market.

7.5 Risk Management on Organization Performance

According to Mutuku (2016), risk management influences organization management structures. It is best described as means through which organizations tackle the threats that affect the business advantageously as business endeavors to accomplish its target and goals. Shafiq and Nasr (2010) explain that risk is part of the organization environment. Risk is being uncertain and as such leaves an organization in a state of the unknown and is left speculating. Yang', Ishtiaq and Anwar (2018) conducted research that indicated that the performance of SMEs is meaningfully prejudiced by enterprise risk management practices. In light of the above study findings, organizations must use formal risk management techniques for innovativeness in achieving better performance and improvement competitive benefit.

VIII. RESEARCH METHODOLOGY

A descriptive research design was adopted for this study. The study was done in Kabarnet and Eldama Ravine towns of Baringo County Government. The populace of this study was the employees of Baringo County Government whose number is 4178. The study targeted management level staff of the County Government who were 92 in number. The sample size for the respondents was the whole target population of 92 through which a census technique was adopted. A well-structured questionnaire was the main research instrument that was used by the researcher to get a uniform response from the research participants.

A well-structured questionnaire was the main research instrument that was used by the researcher to get a uniform response from the research participants. Data analysis was conducted where by the questionnaires were examined using SPSS Version 22. The study made use of arithmetical frequencies and percentages for data examination to show percentages of reactions. For Likert queries, the researcher employed means and standard deviation in measuring power and amount in response difference. The researcher employed regression analysis to test existing associations amongst research variables.

IX. DATA ANALYSIS AND PRESENTATION

9.1 Demographic information

Out of the desired management staff 92 from the Government of the Baringo County departments chosen according to their knowledge of the policies and expertise, only 70 questionnaires were returned fully completed. This then gave a return response of rate from 76%.

Concerning the respondents' gender, the findings were that 58 (83%) were men and only 12 (17%) of them were women.

This indicated that most managerial employees in the Baringo County Government were men. Based on the findings, gender plays a fundamental role in the disclosure of differences, which leads to the kind of strategic planning practices observed.

On level of education, those who had a college level of education were 20 (29%), those with degrees from the university were 38 (54%) and 12 (17%) had post-graduate qualifications. The highest percentage was undergraduate at 38 (54%) followed closely by diploma 20 (29%). This shows that the respondents were knowledgeable, academically qualified and were deemed reasonably suited to provide needed information to make this study a success.

Concerning years worked for Baringo County Government in Baringo County, 16 (23%) worked for less than 1 year, 43 (61%) worked for between 2-5 years, 11 (16%) worked between 6-10 years. In this regard the respondents were found to have the necessary experience and to provide the information needed to make the research successful.

The respondents were asked to indicate their management level and the following responses were received; for top-level managers were shown by 6 (9%), middle-level managers were 8 (11%), low-level managers was shown by 9 (13%), superintendents had 15 (21%), with the majority being administrators with 32 (46%). The majority of these staff possessed a combination of relevant experience, understanding and were best suited to understand and discuss issues pertaining strategic planning and its effects on the performance of the county Government.

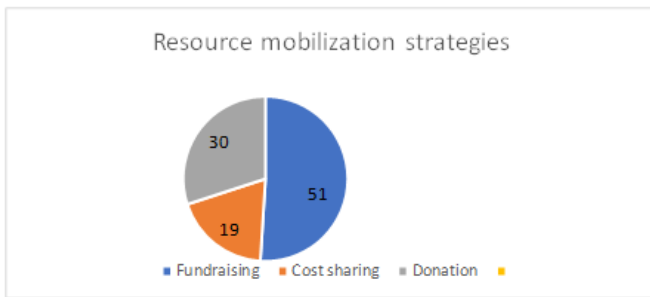
The respondents were asked to indicate their work stations/departments and the responses were as follows; those working under the office of the governor was shown by 3 (4%), those working under agriculture, livestock, and fisheries were shown by 5 (7%), for those working under environment, natural resources were shown by 7 (10%), those working under tourism was shown by 4 (6%), those working under transport, infrastructure and public works were represented by 7 (10%), those working under finance and economic planning were shown by 10 (14%), those working under water and irrigation was shown by 7 (10%), those working under security was shown by 8(11%), those working under lands housing and urban development was shown by 6(9%), health services was presented by 4(6%) and finally those who work under devolution, public service management, and administration, ICT and E-government was presented by 9(13%). This implied that the majority of the respondents were staff from finance and economic planning hence familiar with strategic management implementation processes.

9.2 Descriptive statistics

9.2.1 Resource Mobilization Strategy on Organization Performance

From the data collected the findings revealed that the activities that were carried out in resource mobilization was

led by fundraising as was shown by 36 (51%), cost-sharing at 13 (19%) and finally donation was shown by 21 (30%).



Source: Research Data (2021)

Respondents stated that fundraising efforts were practically recognized in all groups throughout the region. These efforts were held locally and nationally. Fundraising often benefits charitable, non-profit, religious, or non-government organizations, although other activities benefit from companies for profit and individuals.

The respondents were asked to indicate the extent to which resource mobilization had influenced the performance of Baringo County Government; using a five-point Likert scale with an agreement or disagreement with each statement. Based on the findings, the respondents strongly agreed that the County government did fundraising as a resource mobilization practice with a mean score of 4.997 and a standard deviation of 1.785. Consequently, on the same scale, the respondents strongly agreed that there was a proposed development on grants and donations by the County government with a mean score of 4.524 and a mean score of 1.852.

Table 2: Resource Mobilization on Organization Performance

Statements	N	Mean	S.D
The County government does fundraising as a resource mobilization practice	70	4.997	1.785
The County government practice cost-sharing in different departments	70	4.117	1.954
There is proposal development on grants and donations by the County government	70	4.524	1.852

Source: Research Data (2021)

Finally, the respondents agreed that the County government practiced cost-sharing in different departments as was shown by a mean score of 4.117 and a standard deviation of 1.954. This implied that the County government did fundraising as a resource mobilization practice and there was proposal development on grants and donations by the County government.

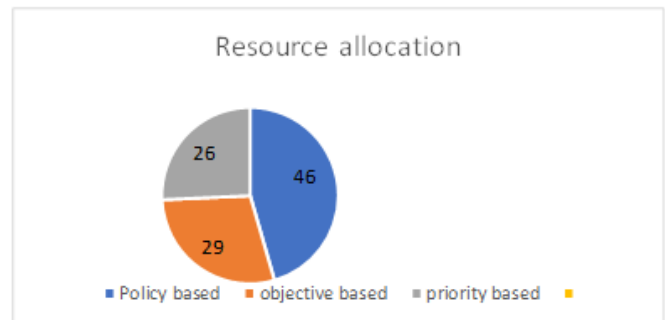
The respondents were also asked about other resource mobilization practices that influence organization performance and they reported that individual donors, planned giving and crowdfunding were other practices of resource mobilization. Results are in line with Mathore (2016) who stated that activities that involve mobilizing resources need to

be supported by appropriate financial management and accounting systems as well as database management.

9.2.2 Resource Allocation on Organization Performance

The respondents were asked to indicate the types of resources that were allocated in the County. Based on the findings, a majority of the respondents stated that the types of resource allocated were; financial as was shown by 56 (80%), followed by human resource allocation as was shown by 5 (7%), and other assets were rated at 9 (13%). This implied that the County government mostly allocated financial resources that aided in the running of the County’s development.

The respondents were asked to state how the resources are allocated in the County. The findings as showed by respondents stated that resources were allocated based on the policy as was shown by 32 (46%). The respondents also stated that resources are allocated based on the objectives as was shown by 20 (29%) and finally resources were allocated based on priorities with 18 (26%). This implied that the County allocated resources largely based on policy guidelines.



Source: Research Data (2021)

Respondents strongly agreed that it was important to provide sufficient financial resource benefits for the implementation of the County Government’s strategic plan; This was demonstrated by the average of 4.968 with a standard deviation of 1.389. The conclusions implied that the County government provided an allocation of human resources funds, which was strongly agreed upon with an average of 4.761 with a standard deviation of 1.009 and the use of assets in the county government was strongly agreed upon as indicated by an average score of 4.572 with a standard deviation of 1.572.

Table 3: Resource Allocation on Organization Performance

Statement	N	Mean	S.D
There are sufficient financial resource allocations for strategic plan implementation in the County Government.	70	4.968	1.389
The County Government gives human resource funds allocation.	70	4.761	1.009
There is asset utilization in the County Government.	70	4.572	1.572

Source: Research Data (2021)

The respondents stated availability of other resource allocation practices in their County. They thought that the resources from the national government should be utilized by looking at allocations based on the proximate measure of poverty rates, costs of delivering services (land area, size of the population) and finally on fiscal responsibility.

9.2.3 Leadership Strategies on Organization Performance

A majority of the respondents stated that the County applied policy formulation as was shown by 29 (41%), followed by leadership styles with 18 (26%) and finally goal setting with 23 (33%). This meant that the leadership strategies used mostly in the County government were based on policy formulation. The respondents were asked how leadership strategies selected above influenced organization performance. They stated that policy formulation helped in running their day-to-day activities.



Source: Research Data (2021)

Respondents strongly agreed that an effective organizational culture through policy formulation was emphasized demonstrated by an mean of 4.861 with a standard deviation of 1.771 meaning that the County Government recognized the core values and ideologies that govern how business is conducted. The respondents agreed strongly that leadership styles contributed to the organization effectiveness as shown by a mean of 4.863 and a standard deviation of 1.551 Further, the respondents responded that all actions at the County government were governed by setting goals as shown by a mean of 4.679 and a standard deviation of 1.612.

Table 4: Risk Management Strategies Influence Organization Performance

Category	Frequency	Percentage
Creating awareness of the potential risks in the County	35	50
Developing procedures on how to combat risks in the County	9	13
Developing a timeline within which risks can be controlled	26	37
Total	70	100

Source: Research Data (2021)

9.2.4 Risk Management on Organization Performance

The respondents indicated the risk management strategies used in the County. From the data collected: Majority of the respondents agreed that risk management and risk control

strategy is used in their County as was shown by 28 (40%), other respondents reported that prioritizing strategies is used in their County as was shown by 14 (20%). This implied that risk management and risk control strategies were the commonly used risk management strategies in Baringo County Government.



Source: Research Data (2021)

The respondents stated how risk management strategies influenced organization performance in Baringo County Government. Based on the findings, the respondents reported that creating awareness of the potential risks in the County was shown by 35 (50%). Creating a way of procedure development was shown by 9 (13%) while developing a timeline within which risks can be controlled as shown by 26 (37%). This implied that creating awareness of the potential risks in the County to its dwellers' impacts performance.

The respondents indicated the extent to which risk management strategies affected organization performance in Baringo County Government; using a five-point Likert scale with agreement or disagreement with each statement. Based on the findings the respondents strongly agreed that the County Government had outlined risk management objectives with a mean score of 4.627 and a standard deviation of 1.705.

Consequently, on the same scale, the respondents strongly agreed that the County Government had a department tasked with identifying, monitoring, and mitigating various risks with a mean score of 4.824 and a mean score of 1.857. Finally, the respondents strongly agreed that the County Government had defined risk assessment objectives as it was shown by a mean score of 4.717 and a standard deviation of 1.553.

Table 5: Risk Management Strategies on Organization Performance

Statements	N	Mean	S.D
The County Government has outlined risk management objectives	70	4.627	1.705
The County Government has defined risk assessment objectives	70	4.717	1.553
The County Government has a department tasked with identifying, monitoring and mitigating various risks	70	4.824	1.857

Source: Research Data (2021)

This implied that the respondents agreed that the County government had outlined risk management objectives; had risk assessment objectives; and finally had a department

tasked with identifying, monitoring, and mitigating various risks.

The respondents rated the County’s performance. Based on the findings; A majority of the respondents stated that the County had timely revenue collections as it was shown by 29 (41%), the respondents also stated that there was a satisfaction of customers as was shown by 27 (39%) and finally completion of projects was the lowest-rated with 14 (20%).

The respondents stated how government policies influenced organization performance and they responded that the Government played an important role in the protection of the local economy and promoted organization performance. Organization policy and regulation were basic instruments for the County government to intervene and influence organization evolution.

9.3 Inferential Analysis

The inferential analysis is a study technique used to determine the relationship between the research variables. In this case,

this study used correlation analysis and regression models to establish relationships between the investigation variables

9.3.1 Correlation Analysis

The outcomes demonstrated that there was a positive and a critical relationship between resource mobilization strategies and organization performance (r=0.566, Sig =0.000) hence the null hypothesis(H₀₁) is rejected. The outcomes likewise demonstrated that there was a positive and a significant relationship between resource allocation strategies and organization performance (r=0.535, Sig =0.000). There was a positive relationship between leadership strategies and organization performance (r=0.471, Sig=0.001), Further, the outcomes demonstrated that there was a positive and a significant relationship between risk management strategies and organization performance (r=0.473, Sig =0.000).

Table 6: Correlation Analysis

		Organization Performance	Resource Mobilization Strategies	Resource Allocation Strategies	Leadership Strategies	Risk Management Strategies
Organization Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	70				
Resource Mobilization Strategies	Pearson Correlation	.566**	1			
	Sig. (2-tailed)	0.000				
	N	70	70			
Resource Allocation Strategies	Pearson Correlation	.535**	.548**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	70	70	70		
Leadership Strategies	Pearson Correlation	.471**	.615**	.510**	1	
	Sig. (2-tailed)	0.001	0.000	0.000		
	N	70	70	70	70	
Risk Management Strategies	Pearson Correlation	.473**	.459**	.612**	.411**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	70	70	70	70	70

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2021)

9.3.2 Regression Analysis

Multiple regression analysis was carried out at a 95% confidence level and a significance level of 5%. Initially, this study strived to establish variations in the dependent variable described by independent variables studied through the use of

several determination coefficients (R²). This finding is tabulated below;

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874	.763	.755	.97669
a. Predictors: (Constant), Resource Mobilization, Resource Allocation, Leadership Strategies, Risk Management				

Source: Research Data (2021)

The model had an average adjusted determination coefficient (R^2) of 0.763 which is greater than 0 implied that 76.3% of the variation in organization performance was explained by the independent variables. This echoes the suggestion by Haitham (2018) that the amount of variation explained by the regression model should be more than the variation explained by the average. Thus, R^2 should be greater than zero.

9.3.3 Analysis of Variance

Table 8: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.044	2	2.011	6.234	.009
Residual	3.226	67	.323		
Total	11.270	69			
a. Dependent Variable: Performance					

Source: Research Data (2021)

From the ANOVA table, the regression model predicted the relationship between the organization performance and independent variables (Resource Mobilization, Resource Allocation, Leadership Strategies, Risk Management) was significant as the probability-value obtained was 0.009 which was less than $\alpha=0.05$, the significance level while the value of F statistic was 6.234, therefore suggesting that all independent variables jointly explained the organization performance. Therefore the null hypothesis (H_{01}) is rejected.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.728	2.129		2.690	.000
	Resource Mobilization	.311	.064	.212	4.859	.004
	Resource Allocation	.317	.074	.035	4.284	.009
	Leadership Strategies	.623	.106	1.811	5.855	.000
	Risk Management	.421	.084	.532	4.543	.000
a. Dependent Variable: Performance						

Source: Research Data (2021)

From the regression model obtained above, holding all other constant factors, organization performance would be 5.728 units. A modification of the resource mobilization unit

holding the other constant factors would lead to a modification of the organization performance by 0.311 units; a modification of the resource distribution unit containing the other constant factors would change the organization performance by 0.317 units. An implementation of the Leadership Strategies unit holding the other constant factors would change the performance of the organization by 0.623 units. A review and implementation of the risk management unit holding the other constant factors would change the organization performance by 0.421 units. Based on the criteria stipulated for import tests, the study discovered that at 5% of the mean, all variables were important because their corresponding probability values were lower than the mean level ($\alpha = 0.05$).

X. CONCLUSIONS AND RECCOMENDATIONS

10.1 Conclusions

The study, concluded that resource mobilization through fundraising was an important aspect of organization performance. The study also concluded that resource mobilization practices influenced organization performance hence the implementation of strategic plans and strategies would only be successful when sufficient and necessary resources are available.

Resource allocation on organization performance through financial resources was important and also resources allocation through policy formulation was important as well. The respondents strongly agreed that there were sufficient financial resource allocations for strategic plan implementation in the County Government. The study also concluded that resource allocation positively influenced organization performance.

Leadership strategies on organization performance through policy formulation can be implemented. Consequently, organization culture through policy formulation can be emphasized (core values and ideologies that govern how business is conducted). The study also concluded that leadership strategies positively influence organization performance.

Risk management on organization performance through risk control strategy can be used in the County. The study also concluded that Counties require an efficient and effective risk management strategy. Risk is part of the organization environment. Risk is being uncertain and as such, leaves an organization in a state of the unknown and is left speculating. The study also concluded that risk management positively influenced organization performance.

10.2 Recommendations

There is need for the County Government to have clearly outlined vision objectives and policies which prioritize and strengthen mobilizing resources policies and guidelines. The organizations' structure needs to be tailored towards resource mobilization strategies. This would go a long way to create

awareness and understanding of its mandate through engagement and partnership of the County Government leadership and other partners.

The county should also allocate resources based on the policies laid down. Further, this study recommends that appropriate allocation of the necessary resources such as technology, human resources, and finance can make it better for an organization to do well while carrying out resource allocation. The study recommends that there is need for County Government to address the root causes of ineffectiveness of its resource's allocation practices.

Consequently, the study further recommends that effective organization culture through policy formulation should be emphasized (core values and ideologies that govern how business is conducted). Effective asset administration guarantees that benefits are expanded as costs are checked and the most excellent is derived from the accessible assets. An organization that's able to balance between its key controls and money related controls is able to realize benefits. This can only be achieved if the County Government adopted better strategic leadership which transforms the organization together with its operations which can be optimized to achieve growth over a long period. Organizations with well defined goals, purpose and vision are able to center their operations on target and in fact be able to translate the same into progressed incomes and benefits.

The County Government should have an effective department tasked with identifying, monitoring, and mitigating various risks. For far too long some risks have been reoccurring for instance, floods, cattle rustling, hunger and drought.

This study noted that it is not enough to just identify risks but come up with long lasting risk mitigations and solutions to this effect. continually assess risk management practices to ensure that they are still viable in a changing business environment. In order to achieve this, there is need to adjust their risk management policies to adopt risk management models such as enterprise risk management so as to institutionalize the risk management process and integrate it into their organization's daily life.

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