



**EFFECT OF ENVIRONMENTAL SCANNING ON ORGANIZATION PERFORMANCE AMONG COMMERCIAL  
BASED PARASTATALS IN KENYA**

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BASED PARASTATALS IN KENYA**

<sup>1</sup> Nyagaki, B. K., <sup>2</sup> Munga, J., & <sup>3</sup> Nzioki, S.

<sup>1</sup> MBA Candidate, School of Business, Kenya Methodist University [KEMU], Kenya

<sup>2</sup> Lecturer, School of Business, Kenya Methodist University [KEMU], Kenya

<sup>3</sup> Doctor, Lecturer, School of Business, Kenya Methodist University [KEMU], Kenya

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**ABSTRACT**

*This analysis determined the effect of environmental scanning on organizational performance, a case study of commercial based parastatals in Nairobi County, Kenya. This study adopted descriptive research design and targeted 129 employees of commercial based parastatals in Nairobi County, Kenya. The study was carried out through a census; a questionnaire was used in data collection. Quantitative approaches were used for data analysis whereby Statistical Package for Social Sciences (SPSS version 23.0) was used to run descriptive and inferential statistics. The result indicated that collectively environmental scanning has positive influence on organization performance. The study concluded that predictor variable influence organization performance. The findings were expected to be of value to the management and decision makers to form a basis for improving implementation of strategies. The study recommended that during strategy formulation the commercial based parastatals should involve all stakeholders in the industry so as to create sense of ownership. Furthermore, studies can be done to other variables which influence implementation of strategic plans but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.*

**Key Words:** Environmental Scanning, Commercial Parastatals

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## INTRODUCTION

Strategy is an organization's master plan embodying an institution's knowledge on a market's competitive nature, effective reactions as well as the market dynamics (Pearce & Robinson, 2011). Critically, it's a set of programs identified towards resolving an expected development affecting the attainment of the desired results or resolving a problem. Since time, strategic management entails the creation, execution and assessment of resolutions across departments in an institution enabling the attainment of institutional goals. In its entirety, strategic management encompasses the establishment as well as execution of plans.

Environmental conditions in which organizations usually operate are dynamic; hence strategies have to be developed for businesses to gain competitive advantage over their competitors. For this reason, performance is greatly viewed across many institutions universally even for the nonprofit ones. Overtime, scholars and policy makers have made efforts to study reasons on better performance of some institutions compared to others (Ogollah, et al., 2011).

An analysis by Afonina (2015) reviewing the present utilization of strategic management programs as well as approaches aimed at determining the impact of management tools towards companies results across 91 firms in Czech Republic by use of a questionnaire survey; it remains among the few analysis exploring the connection among programs as well as approaches of strategic management and institutional results. Findings revealed that application levels of strategic management programs as well as approaches impact institutional results; therefore the existence of a positive and great connection was identified among the application of strategic management programs and approaches and the institutional results.

The State Corporation Act is an Act of parliament to make provision for the establishment of state corporations and for control and regulation of state corporations. A state corporation has perpetual succession; in its corporate name is capable of suing

and 3 being sued and is capable of holding and alienating movable and immovable property. The Kenya government forms state corporations to meet both commercial and social goals. They exist for various reasons including: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. According to the Guidelines on State Corporations from the Office of the President, to date there are 176 operational State Corporations in Kenya. This study will concentrate on the state corporations which are Commercial based.

According to Wamalwa, (2013), government parastatals were originally created by colonialists so as to offer services not delivered by the privately-owned businesses. Additionally, Wamalwa advances that every parastatals remain to be public institutions and are categorized based on income ability, capacity and the ministry it is reporting to. Further, they are classified depending on if they are in the financial industry, manufacturing industry, regulatory industry, educational sector, service firms (Handbook for Civil Service Staff, 2016).

Employment and development in Kenya contained in session paper No.4 which suggest that creation of parastatals through participation of the government to promote economic activities was done after independence with a principal focus on economic growth. However, the creation of these enterprises has changed. Commercial state co-operations are business that performs entrepreneurial and social activities seamlessly in order to achieve personal monetary gain by investors as well as sustainability.

The State Corporations Act states that the role of a Board within government parastatals is to ensure effective leadership in the running of government proposals. From the statutes, the board of a parastatals is therefore the main driver in the management of the parastatals. Persons appointed to these positions therefore ought to demonstrate competence, show accountability, be skilled with a leadership profile needed to oversee the parastatals. The CEO (chief executive officer) of the

parastatal is the representative of the board of directors to other key players.

Further the statute created an Inspector-General (Corporations) authority specifically to offer advisory services to the national government on matters relating to government proposals; brief the relevant ministry on the running of parastatals; monitor very data and publications concerned with the activities of parastatals and their audits; and supervise physical infrastructures of the parastatals. Together with the AG (Auditor-General) they are responsible for over sighting these state parastatals.

Other department aside from Controller and Auditor-General, is the department of Inspector-General (corporations) responsible for over sighting the state parastatals. the Act further created a State Corporations Advisory Committee (SCAC) responsible for reviewing and conducting investigations into the running of government parastatals (Atieno & Awuor,2009). With clause 27 and 28 offering a platform for restructuring or termination of these parastatals depending on the resolution of the SCAC.

### **Problem Statement**

Arasa and K'Obonyo (2012) explains every strategic management processes such as profiling a company's mission, examining the business setting, determining the companies key plans, decision on policy and creation of execution, assessment mechanisms are positively connected to the institutional results. Satisfactory financial results by an organization remains essential since lack of profits and reduced financial strength puts an organization's commitment to its mission, prolonged objective and its eventual sustainability at risk.

Robertson (2011) identifies the key strategic management barriers to be fears, lack of utilities, reduced global interactions and reduced efficiency among the personnel. Some of the reasons why strategic management may fail to take off also include reduced engagement with key players, failure of briefing key external players, lack of

comprehensive evaluation and timely feedback on the achievement of the strategic plan, insufficient resources for strategic management, and failure to base the employees' salary on contributions to enhancing the strategic plan (Mansor & Tayib, 2012; Lerner, 2015).

Provision of public services in numerous economies has been enabled by parastatals. Parastatals perform varied services that encompass training, maritime, education and research (Presidential Task Force on Parastatal Reforms Report, 2014). Parastatals are required to serve industry needs in betterment of citizen participation and provision of secure employment. However, performance of commercial State Corporation have realized significant failures as well as mixed success (Republic of Kenya, 2013). Irrespective of commercial state socio-economic gains in Kenya State Corporation are characterized by poor provision of services and products as well as inefficiency (Mwangi et al, 2020).

Previous empirical studies show the existence of a major positive connection between organization performance and strategic management practices, however the extent to which organization performance is influenced by strategic management practices remains elusive, hence a matter of debate in empirical studies (Aldehayyat & Twaissi 2011).These challenges have increased the need for empirical information on the missions and objectives of companies which is essential for decision making in addressing issues that are likely to enhance organizational performance. It is against this back drop that this study established the effects of environmental scanning on organization performance among commercial based parastatals in Kenya.

### **Objective of the Study**

The objective of this study was to determine effect of environmental scanning on organization performance among commercial based parastatals in Kenya. The study was guided by the following research hypothesis;

- **H<sub>01</sub>:** There is no significant positive influence between environmental scanning and organization performance.

## LITERATURE REVIEW

### Theoretical Review

#### Resource Based Theory

The theory was a brainchild of by Penrose in 1959. It proposes that resources form an institution's pool of assets, based on the fact that theory covers assets of an institution as well as the competences. According to the principle, institutions possess ownership of resources positioning them well in terms of having a competitive edge; securing good results in an institution. A pool of the utilities enables institutions gain a competitive edge as the competences enable an institution maintain the competitive edge over prolonged periods. Therefore, it is possible to summarize that Strategic Management provides a platform for creating and sustaining a competitive edge that cannot be duplicated or substituted (Saqib & Rashid, 2013).

Organization performance and competitive advantage rely on resources that have been accumulated over time (Barney 1995). Resources that are rare, non-substitutable, valuable and not easily initiated should be built by the organization in order to promote efficiency and effectiveness (Hunt & Morgan, 1995) performance catalysis and related resources should be identified in the organizational programs. RBT suggests that creation of value in an organization is the basis of formation of alliances and policy organization resources together.

This theory is central to this study because the study focus objectives requires adequate allocation of resources in order to be executed, to subsequently enhance organizational performance. According to Hooley et al. (1996) this theory has been adopted in the analysis of strategic management practices. Organizations can therefore gain greater and betterment of organization performance. Improved performance can therefore be measured through customer satisfaction metrics.

The importance of this theory to the present study is that strategy formulation, evaluation, implementation and control requires organizational resource to permit efficient execution. If further helps in measurement of performance metrics in this study that includes profitability, sales growth and number of employees. Organizations that do have adequate dynamic capabilities enjoy competitive advantage.

According to Muger (2012) resource based theory has been continually used to explain the significance of human resources in execution of strategic management practices.

This theory has been relevant in a long period and is one of the leading management theory that explains performance of an organization. The theory advances that internal institutional utility an institution directs possess the ability to be a source prolonged competitive edge in case utilities remain unique, limited cannot be substituted.

This theory explain the strategic management practices that is the independent variable of this study and requires utilization of the available organizational resources organizations having the objective of accumulative of resources that are available to enhance organizations competitive edge. In the present study is therefore crucial to explore the impact of dependency on resource and strategic management practices.

### Empirical Review

#### Environmental Scanning

A review by Babatunde and Adebisi (2012) examining strategic environmental scanning and institutional results within market setting in Nigeria; that was done by use of questionnaires and analysis/interpretation of data employing regression and coefficient of correlation analysis: indicted the existence of a major connection among within an institution productivity is as a result of variation in outside environmental factors, denoting a positive influence in institutional results. Thus, utilization of strategic environmental scanning in assessing outside environmental forces aids in

securing opportunities and eliminating risks, thereby promising better profit margins.

Cancellier et al. (2014) analyzed the connection among institutional strategy and settings of medium firms within Brazil. The research adopted a quantitative approach, complemented by the use of questionnaires. Data analysis was done by correlations and ANOVA. Major findings from the analysis reveal prospector's scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety, scanning of data promises results compared to strategy indicated by strategic behavior typology.

Asser et al. (2018) intended to determine the effect of dynamic environmental scan traditions towards results of business-minded parastatals. A cross section survey research design with the target population comprising of 55 of these parastatals; the final sample consisted of 48 parastatals (selected by stratified random sampling). Participants in the analysis consisted of top leadership, finance Managers and human resource managers and finance managers of every sampled parastatals. Findings from the analysis indicated dynamic environmental scan traditions greatly and significant positively impacted results and as a result parastatals responding to the changing and harsh settings possess a competitive advantage and promise improved results. Pourmohammadi et al. (2020) a mixed method was adopted in this study. Data collection was done using interview guide. The study revealed that strategic analysis is influenced by environmental scanning.

Babatunde and Adebisi (2012) in a study on organizational performance vis-a-vis Strategic Environmental Scanning within a Business Competitive Environment found a proportional relation to environmental scanning. This is an indication that the utilization of strategic environmental scanning in assessing the exterior environmental factors (threats and opportunities) assists in taking advantage of available

opportunities thus avoiding threats hence leading to an organization's profitability.

In Kenya, Ali and Wambua (2019) examined whether performance of Mandera County Government is influenced by strategic management practices. A descriptive survey design was adopted. The target population of the study constituted of 70 employees. Descriptive and inferential statistics was used to establish the association between organization performance and strategic management practices. The study concluded that strategic management practices is influenced by organization performance.

In Palestine, Azahari, et al. (2021) sampled 268 respondents was derived from a population of 881. The study revealed that management crisis is influenced by social relation. However, this study revealed a weak relationship. The recommendation of the study suggested that in the internal and external environment environmental scanning must be conducted permanently to enable development of UNRWA strategic plans.

According to Rajasekar (2014) there is need for organizations to understand their working environment to enable improvement in competitive advantage. The authors suggested that assumptions, theories and traditions models are no longer valid. Central ingredients of knowledge should be based on knowledge based theory of the firm. This is because organization structure varies and no set of assumptions is valid in every situation.

According to a study conducted by Rintari and Moronge, (2014) on whether organization performance is influenced by strategic planning among public institutions in Kenya, a case study of public commission in Kenya. The study established a positive relationship between organizational performance and environmental scanning. The study found that higher growth rates are enhanced by environmental scanning.

Muthaka (2019) analyzed determinants of strategic partnership and performance of TVET, in Nairobi County. A descriptive research design was adopted

in this study. Intervention and descriptive approaches were used to analyze data. Findings revealed that competitive advantage is enhanced by strategic partnerships. Furthermore, customer needs are adequately met through strategic partnerships.

Wanjiku (2016) conducted a study among commercial banks inured to determine whether organization performance is influenced by strategic partnerships. All the 42 banks formed the target population of the study. Questionnaires were used to explain the association between prediction and criteria variables. The study established a positive relationship between organization performance and strategic leadership.

**Organizational Performance**

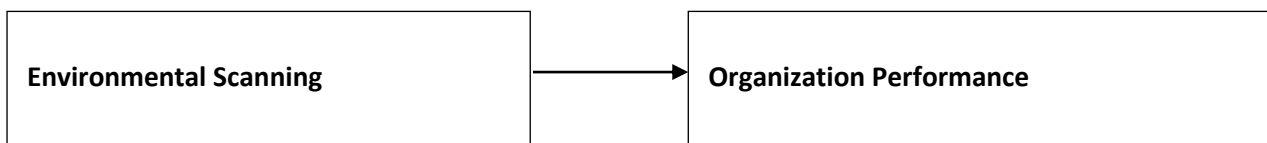
Universally, performance is widely viewed as a manner of meeting a certain commitment and that is further translated in terms of its success. Jenatabadi, (2015) observes organizational performance to be a process an institution attains success in its commitments in relation to the desired goals and set targets. It remains to be a critical component of business strategy. There continues to be a debate on the exact meaning and the dimensionality of it, without regard to its relevance as well as global utilization. Existing publications from earlier reviews reveal the existence of several views pertaining to organizational performance including: profitability,

market growth, product value, client fulfillment, worker fulfillment, environmental objective and social commitment (Santos & Brito, 2009).

Traditions within organizational performance entail examining the performance of a firm by comparing the desired results versus the real results. Dessler (2012) outlines performance as a set of tasks, functional productivity and efficiency, their indication and the resultant results achieved. Individual institutions craft suitable models for indicating performance, creating a platform for assessing present as well as earlier results in relation to the desired ones. The methodologies with respect to indicating performance align with the manner the institution functions together with the key goals being desired (Akinyi, 2012). The area of focus in performance measurement, however, varies by organization and time.

Institutions indicate performance applying various approaches like the approach Kaplan and Norton (1993) indicates institutional results in monetary and nonmonetary dimensions. The monetary component includes; profitability, returns on investment and sales growth: while the non-monetary component includes; client indications, internal business perspective and growth indicators. A common prevailing role of investment and strategic management principle and analysis remains to be the enhancement of institutional results.

**Conceptual Framework**



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Source: Author (2021)**

**METHODOLOGY**

The study adopted descriptive research design. There were a total number of 33 commercial based

state parastatals in Kenya. Respondents for the study were selected from the following three management positions namely; CEO’s, Human

resource and Finance managers from each of the respective commercial based state parastatals. In this study purposive sampling was used.

The sample size was determined based on the following Yamane's formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where by:

*N* is the population size, *n* is the sample size, and *e* is the level of precision.

At 95% confidence level at *p* = 0.05 and *N* = 129.

Sample size *n* = 129/ 1+ 129 (0.05) <sup>2</sup>

Sample size *n* = 97.

The research instruments used for data collection was questionnaires. Pre-testing of the data collection instruments was performed in order to ascertain both data reliability and validity. The data analysis was done by the help of SPSS version 23

(Statistical Package for Social Scientist). Data was analysed descriptively and presented applying frequency tables.

## RESULTS AND ANALYSIS

### Descriptive Analysis

Focus here will be a presentation of descriptive analysis determinations with regard to the independent (environmental scanning, strategy development, strategy adoption, strategy assessment) and the dependent variables (Organizational results).

### Organization Performance

Participants were required to state their affirmation levels based on the question with regards to organizational performance. Deductions are detailed below in table 1.

**Table 1: Descriptive Statistics for Organization Performance**

	N	Mean	Std. Deviation
The number of employees has increased over the last five years	82	4.51	.84
Our organization has experienced an increase in number of branches over the last 5 years	82	4.31	.75
Our organization has experienced increased annual running expenditure over the last five years	82	4.44	.80
Over the last five years your organization has been able to achieve its goals in relation to organizational performance	82	4.59	.64
Our organization has improved over the last 5 years	82	4.56	.66
Valid N (list wise)	82		

**Source: Research Data (2021)**

Findings from table 1 indicate that the significant group that had the highest mean of 4.59 and a SD of 0.64 affirmed that in our organization has experienced increased annual running expenditure over the last five years. Second in line was those affirming that over the last five years your organization has been able to achieve its goals in relation to organizational performance a mean of (4.59) and a SD of (0.64). Furthermore respondents that the number of employees has increased over the last five years with a mean of (4.51) and a standard deviation of (0.84). Our organization has

experienced an increase in number of branches over the last 5 years at a mean of (4.31) and a standard deviation of (0.75), and our organization has improved in the past five 5 years mean (4.56) and a SD of (0.66).

### Influence of Environmental Scanning on Organization Performance

Participants were required to state their affirmation levels based on the question with regards to the impact of environmental scanning on organization performance. Findings are detailed in table 2 below.



**Table 2: Influence of Environmental Scanning on Organization Performance**

	N	Mean	Std. Dev.
Dynamic environment affects commercial based parastatal performance	82	4.54	.83
Hostile environment affects commercial based state parastatal performance	82	4.29	1.08
Competitive intensity affects commercial based state parastatal performance	82	4.68	.46
The commercial based state parastatals takes into consideration dynamic environment	82	4.58	.94
The commercial based state parastatal takes into consideration of heterogeneity	82	3.13	1.08
In the dynamic environment prices of products and changes in taxes	82	3.09	1.32

**Source: Research Data (2021)**

Environmental scanning continues to be recognized as a feature impacting organizational performance in the commercial parastatals. The analysis intended to prove this position. Deductions from the table 2 below indicate the a significant group shows that the majority who scorscoring the highest mean score of (4.68) and a SD of (0.46) affirmed that competitive intensity affects commercial based state parastatal performance. This was closely followed by the commercial based state parastatals takes into consideration dynamic environment with a mean of (4.58) and a SD of (0.94). additionally, resopndents affirmed that dynamic environment affects commercial based parastatal performance with a mean score of (4.54) and a standard deviation of (0.83), and Hostile environment affects commercial based state parastatal performance at a mean score of (4.29) and a SD of (0.08).

The deductions concur with Cancellier, et al. (2014) analysis reveal prospectors take into account scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety, scanning of data promises results compared to strategy indicated by strategic behavior typology. Asser et al. (2018) findings indicated dynamic environmental scan traditions greatly and significant positively impacted results and as a result parastatals responding to the changing and harsh settings possess a competitive advantage and promise improved results.

A review by Babatunde and Adebisi (2012) examining strategic environmental scanning and institutional results within a competitive market setting in Nigeria; that was done by use of questionnaires and analysis/interpretation of data employing regression and coefficient of correlation analysis within an institution productivity is as a result of variation in outside environmental factors, denoting a positive influence in institutional results. Thus, utilization of strategic environmental scanning in assessing outside environmental forces aids in securing opportunities and eliminating risks, thereby promising better profit margins.

Cancellier et al. (2014) analyzed the connection among institutional strategy and settings of medium firms within Brazil and further intended to examine the link between the scanning of environmental information, strategic behavior and results. The research adopted a quantitative approach, complemented by the use of questionnaires. Major findings from the analysis reveal that prospectors take into account scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety, scanning of data promises results compared to strategy indicated by strategic behavior typology.

Asser et al. (2018) intended to determine the effect of dynamic environmental scan traditions towards results of business-minded parastatals in Kenya. It applied a comprising of 55 of these parastatals; the

final sample consisted of 48 parastatals (selected by stratified random sampling). Participants in the analysis consisted of top leadership. Findings from the analysis indicated dynamic environmental scan traditions greatly and significant positively impacted results and as a result parastatals responding to the changing and harsh settings possess a competitive advantage and promise improved results.

Pourmohammadi et al. (2020) conducted comprehensive, strategic analysis and environmental scanning in Iranian public hospitals. A mixed method was adopted in this study. Data collection was done using interview guide. The study revealed that strategic analysis is influenced by environmental scanning.

Babatunde and Adebisi (2012) in a study on organizational performance vis-a-vis Strategic Environmental Scanning within a Business Competitive Environment found a proportional relation environmental scanning. The study also established that the exterior environmental forces. This is an indication that the utilization of strategic environmental scanning in assessing the exterior environmental factors (threats and opportunities) assists in taking advantage of available opportunities thus avoiding threats hence leading to an organization's profitability.

## **CONCLUSION AND RECOMMENDATIONS**

With the first intention of the review being to establish the impact of environmental scanning towards organizational results within profitmaking parastatals in Nairobi County, Kenya; focus was on the critical contribution of processes seeking to develop the working platform and blueprint of an institution. Findings from the analysis of descriptive statistics affirmed that entirely the processes that indicated strategic purpose were greatly viewed to be critical and thus embraced across profit making parastatals in Nairobi County, Kenya. Additionally, from analysis of the collected, it was deduced that strategic purpose positively affected the results of these profit making parastatals in Nairobi County, Kenya.

Asser et al. (2018) intended to determine the effect of dynamic environmental scan traditions towards results of business-minded parastatals in Kenya. Comprising of 55 of these parastatals; the final sample consisted of 48 parastatals (selected by stratified random sampling). Participants in the analysis consisted of top leadership, finance Managers and human resource managers and finance managers of every sampled parastatals. Findings from the analysis indicated dynamic environmental scan traditions greatly and significant positively impacted results and as a result parastatals responding to the changing and harsh settings possess a competitive advantage and promise improved results.

According to Rajasekar (2014) there is need for organizations to understand their working environment to enable improvement in competitive advantage. The authors suggested that assumptions, theories and traditions models are no longer valid. Central ingredients of knowledge should be based on knowledge based theory of the firm. This is because organization structure varies and no set of assumptions is valid in every situation.

Rintari and Makori (2012) established a positive relationship between organizational performance and environmental scanning. The study found that higher growth rates are enhanced by environmental scanning. Muthaka and Maina (2019) analyzed determinants of strategic partnership and performance of TVET, in Nairobi County. Findings revealed that competitive advantage is enhanced by strategic partnerships. Furthermore, customer needs are adequately met through strategic partnerships.

With this objective, exploring the impact of environmental scanning towards the organizational results of profitmaking parastatals in Nairobi County, Kenya; the termination was environmental scanning had a positive impact towards the results of profitmaking parastatals in Nairobi County, Kenya.

From the review, there is a proposal that in the processes of strategy development, these profit making parastatals ought to include every crucial player internally and externally in order to develop some feeling of ownership in the determinations reached at. Additionally, these institutions ought to carry out assessment of institutional and frequent monitoring of strategies through the establishment of planning units.

### **Suggestion for Further Studies**

Even with the analysis determining that strategic management enhances institutional results, it failed in coming up with the ideal level an institution ought to utilize them. Equally, the review failed to develop a manner of integrating the varied dimensions of strategic management enablers' mix. based on the above profile, the study proposes studies to determine the ideal level or the strategic management enablers' index for the profitmaking parastatals.

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