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Agwata, J. K.,^{*1} & Kariuki, P.²

^{*1}MBA Candidate, Jomo Kenya University of Agriculture & Technology [JKUAT], Nairobi, Kenya

² Ph.D, Lecturer, Jomo Kenya University of Agriculture & Technology [JKUAT], Nairobi, Kenya

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ABSTRACT

Strategic management research considers employees as a critical success factor in the strategic planning process. This study focused on testing four research objectives. First, the effect of strategic orientation on the Organization performance in the Judiciary in Kenya; and to examine the relationship between strategic control and the organization performance in the Judiciary in Kenya, the effect of functional integration on the organizations performance of the Kenyan Judiciary and the influence of management participation on the organization performance of the Kenyan Judiciary. The target population of the study consisted of 130 Judicial Officer and Judicial staff within Nairobi County involved in the strategic planning in the Judiciary from which a sample of 53 was singled out. The study adopted a descriptive research design by employing the use of both qualitative and quantitative approaches. Quantitative variables such as frequencies, percentages, mean score and standard deviation for all the quantitative variables and information are presented in form of tables and graphs. Data collection was done through a pre-tested research questionnaire. The data received was then processed and analyzed by use of a computer statistical package with descriptive and inferential statistics to interpret the results. The study found that there was a positive and significant relationship between strategic planning (four dimensions of planning) and organizational performance; this study therefore was significant since it contributed immensely to the body of knowledge more specifically in strategic planning where key variables of the study were linked individually to organizational performance.

Key Words: Strategic Orientation, Strategic Control, Functional Integration, Management Participation, Judiciary in Kenya

INTRODUCTION

Strategy is widely used as a military-and war-related concept. This is perhaps because human agents make the most of the faculties of their intelligence when a close threat of extinction invokes their basic instinct of survival. They come up with strategies that will make them achieve their goals,(Hakan,2015).Research suggests that within strategic planning and management, the use of the concept of strategy spread from military to for-profit sector and from for-profit sector to public and non-profit sectors .

Starting from 1960s, governments started to introduce strategic planning, and later strategic management into the public domain, as a practical tool for rational and better public management. Introduction of strategic planning was a response to the high demands and challenges of the ever-changing social life as a consequence of technological development, globalization, scarcity of public resources (Bryson, 2011) and the uncertainties this created for the public sector. Since then, it has been introduced and applied in various public services (Poister *et al.*,2010)from space to agriculture policies, and implemented at all levels of government, from armies to municipalities, in different public settings.

The Judiciary like any other arm of the government is going through profound changes. With the founding of the Kenya vision 2030, it is important to align the judiciary strategic thinking to the aforesaid vision for good governance and the attainment of Kenya as a middle income economy. The strategic plan for the period (2014-2018) provides the judiciary with strategic direction towards being an example of the best in Africa as well as setting the highest standards of performance in the delivery of quality justice. Each strategic plan has particular merits that are related to the external environment and internal process. Strategy evaluation is used to judge the success of strategy on performance (SJTF 2017-2021).

Through the Judicial Performance Improvement Project (JPIP), the Judiciary has started to improve

court administration and case management, including automating the courts and clearing the backlog of court cases, training of its judicial officers, and improving court infrastructure by constructing new courts and rehabilitating the existing ones (Government of Kenya,2012). ICT has been recognized as having an enormous potential to improve the administration of justice as a cross-cutting imperative for the pillars of transformation. The Kenyan Judiciary is adopting technology to facilitate speedier trials and enhance the efficiency and effectiveness of administrative performance (Kaberia *et al.* 2017).

Assessing the level of success or otherwise of a corporate body depends on its established strategic plans relative to the performance of the organization in all fronts of operations. Formulating, implementing and the evaluation of a Strategic Plan irrefutably is a major activity in both profit and not-for-profit organizations like the Kenyan Judiciary. Tzempelikos, (2015) argues that better management participation and practices are greatly associated with higher productivity and corporate performance.

Strategic planning is important for the organization to deal with the changing of many aspects of life which make strategic planning more crucial for a longer business life and competitiveness. Strategic planning is considered as an important tool of management (Aldehayyat, 2011) as it is a center on the setting of long-term organizational objectives and the development and implementation of plans designed to achieve them. Throughout the strategic planning literature, a lively debate has ensued regarding whether strategic planning and its effectiveness are multivariable or single-variable constructs. Brews & Purohit (2007) found out that strategic planning is a multidimensional construct that consists of multiple item statements.

Aldehayyat, (2011) advocates for positive relationship between strategic planning and organizational effectiveness. He conducted a study on the practice of strategic planning in Jordanian hotels in two cities: Petra and Aqaba. This research

indicated that Jordanian hotels have engaged with the strategic planning process by using a number of its techniques, and that the nature of this engagement is affected by organizational size but not by type of ownership.

Agyapong & Muntaka (2012) in a comparative study of strategic planning and firm performance in the micro, small and large enterprises in Ghana found positive but insignificant relationship between strategic planning and firm performance. Points of view on the positive relationship between strategic planning dimensions and firm performance have flourished, Emeka (2015); the association between strategic planning dimensions and organizational performance has on the other hand, been marked with conflicting and contradictory evidence as well as methodological. Further, most of the studies in the area of strategic planning and performance have been based in western contexts. Strategic planning contexts differ substantially by sector and by country of operation and have an impact on the strategic planning outcomes. Additionally, little empirical research and comparative analysis exists on this subject in emerging and developing countries.

Kiprono (2013), while carrying out a study on Strategic Planning Practices by large law firms in Nairobi, Kenya found out that Strategic planning always involves some view of the future. This therefore means that strategic planning is important because it reorients the organization or institution to the needs of the community. While knowledge explosion and the emergence of new technologies brought about by advances in science, information and communication technology blur our vision and make us unable to visualize the future, the nullifying effect of the inundation of new knowledge and technology for efforts in strategic planning underscores the need for planning.

The promulgation of the Constitution of Kenya, 2010 heralded a new beginning for most institutions. For the Judiciary, this call was even

more urgent. It became imperative for the Judiciary to develop a mechanism for institutional renewal that would enhance public faith and confidence in it (JTF 2012-2016.) Through the Judiciary Transformation Framework (2012-2016), the Judiciary adopted a holistic approach that was built on sector-wide collaboration, strategic and technical partnerships and benchmarked on emerging national, regional and global smart practices.

Statement of the Problem

Strategic planning is intended to help governments, communities and organisations deal with and adapt to their changing internal and external circumstances. It can help clarify and resolve the most important pressing issues they face. It enables them to build on strengths, take advantage of opportunities, and become much more effective in what seems to be a more hostile world (Shahin,2011).

Aldehayyat & Twaissi (2011) identify strategic planning system characteristics in small Jordanian industrial publicly quoted firms and examine their relationship with corporate performance. Regarding the strategic planning tools, the findings show that there is relatively little focus on the use of strategy techniques as the mean is less than three. The research finding also shows all strategic planning dimensions, including the use of strategic planning tools and overall strategic planning had a significant relationship with corporate performance.

In an organization, a strategic plan provides a road map for the direction to be taken and the means of getting there and the Judiciary is no exemption. The challenges posed by the growing demand for delivery of quality justice creates a compelling reason for embracing strategic management in the Judiciary as the future of the justice system cannot be left to chance. Problems have also emerged due to the lack of congruence between the strategic plans and the organization performance such as the frustrations of the leadership being acknowledged

as an equal arm of government as per the Constitution's directive, which hampers the reform process (Sustaining Judiciary Transformation, 2018-2022).

The Sustaining Judiciary Transformation (2018-2022) builds on the Judiciary Strategic Plan 2014-2018 and the Judiciary Transformation Framework (JTF) 2012-2016 that laid the foundation for the transformation of the Judiciary, and which identified the harnessing of technology as an enabler of justice. One of the weaknesses identified in the Strategic Plan as having impeded the Judiciary's effective service delivery is poor physical and ICT infrastructure as provided for under the ICT Master Plan 2017-2022. Whereas many ICT projects have been initiated in the Judiciary over the years, the success rate has been low. The projects have not provided the expected judiciary-wide and public impact. For instance Leave Automation by June 2017, Automated Performance Management and Appraisal by June 2017 and Customer Relationship Management to help citizens seamlessly interact with the judiciary are yet to be achieved (SJT 2018-2022).

Article 159(b) of the Constitution is categorical that justice shall be delivered without undue delay. The rate of case backlog decline has not been proportional to the rate and number of recruitment of judges and magistrates. As at December 2016, there were a total of 505,315 pending cases in the court system up from 494,377 at the beginning of 2016/17 financial year according to the Case Audit and Institutional Capacity Survey (2016).

Efficient utilization of resources, with the strategic objective being to enhance systems for resource allocation and utilization is Key Result Area eight in the Strategic Plan of 2014 – 2018. Revenue and deposits receipting and accounting in the Judiciary is purely manual, making it susceptible to fraud. Indeed, the Judiciary has been subjected to numerous cases of larceny by some unscrupulous staff due to the manual receipting system. The Judiciary undertook to automate revenue and deposit receipting and accounting. Court Fees and Fines e-Receipting at Milimani Law Court was to be

in place by March 2017 and later to be cascaded to other court stations by July 2018. The process of implementing this undertaking is still underway (SJT 2018-2022).

Muthusi (2014) in a study on strategic planning practices in the Kenyan Judiciary established qualitatively that the Kenyan Judiciary applies various strategic planning practices such as developing of key strategies that contribute to the overall vision, development of specific measurable realistic and time bound strategic goals, communication of organizational vision, mission and key policies but did not look at quantifying the effectiveness of strategic planning. The study therefore recommends that further study should be done to quantify the effectiveness of strategic planning practices and its effectiveness to the Kenyan Judiciary.

From the study of Kaberia *et. al*, (2017) on strategy implementation and performance of the law courts in Meru County, it was concluded that there was a need to allocate more resources to the Judiciary so that it can be able to carry out its legal mandate. From the reviewed literature, studies had not been focused on the subject but are rather general. Scholars had not considered the effect of strategic planning dimensions on organization performance of the Kenyan Judiciary. The purpose of this study was therefore to fill these existing gaps in knowledge by answering the question: "What is the effect of strategic planning dimensions on organization performance of the Kenyan Judiciary?"

Research Objective

The main objective of the study was to determine the effect of strategic planning dimensions on organizational performance of the Kenyan Judiciary. The specific objectives were:-

- To determine the effect of strategic orientation on the Organizational performance in the Judiciary of Kenya
- To determine the effect of functional integration on the organizational performance in the Judiciary of Kenya

- To examine the relationship between strategic control and the organizational performance in the Judiciary of Kenya
- To examine the impact of management participation on the organizational performance in the Judiciary of Kenya

LITERATURE REVIEW

Theoretical Review

Resource-Based Theory

The resource based theory was introduced by Barney in 1991. The theory is a model that sees resources as key to superior firm performance. If a resource exhibits characteristics such as being valuable, rare and imitable organization attributes, the resource enables the firm to gain and sustain competitive advantage (Jama, 2017.) First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms. This theory combines concepts from organizational economics and strategic management. In this theory, the competitive advantage and superior performance of an organization is explained by the distinctiveness of its capabilities (Opano *et al*, 2015).

Strategic Choice Theory

The 'strategic choice' perspective was originally advanced as a corrective to the view that the way in which organizations are designed and structured is determined by their operational contingencies by John Child in 1972. The strategic choice perspective proposes that strategy, structure and process must fit environmental circumstances and that these conditions may change over time (Thompson *et al*,

2005). This focus on behavior assumes that organizational actors possess the discretion to act of their own free will. It is further grounded on the assumption that managerial decisions about how organizations respond to environmental challenges are essential determinants of the organizational performance and this underlies the strategic orientation enquiry.

Stakeholder Theory

The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm.

Conceptual Framework

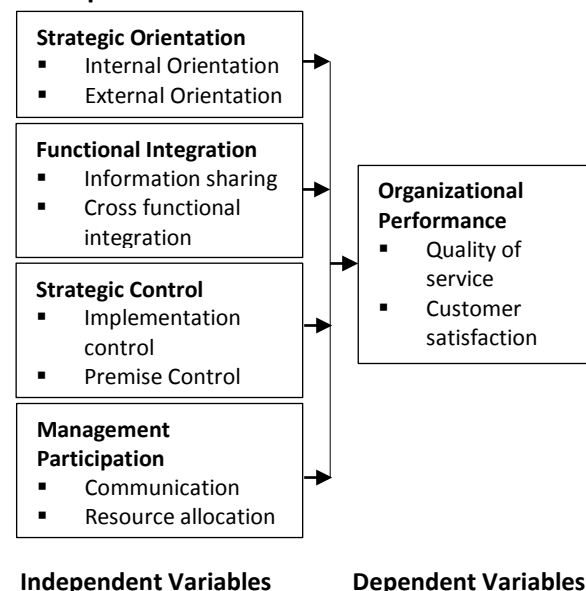


Fig 1: Conceptual Framework

Source: Author (2018)

Strategic Orientation

Strategic orientation is a mix covering entrepreneurial orientation, marketing orientation and learning orientation. It is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices. A firm's strategic orientation reflects the strategic directions implemented by a firm to create the proper behaviors for the continuous superior performance of the business (Jama, 2017.)

Functional Integration

Functional integration refers to the way that the workers in different sectors and functions in the organization work in coordination as they create a synergy in order to achieve organizational goals. (De Oliveira, 2016). Integration can occur at either the team (project) level or the organizational (functional) level. Regardless of level, integration has been studied in terms of cross-functional communication or interaction frequency, amount and type of information shared, mutually agreed-on approaches, goal congruence, trust and relationships, physical processes in place, levels of conflict resolution, coordination and collaboration.

Strategic Control Practices

Wheelen and Hunger (2015) defines strategic control as the process used by firms to control the formation and execution of strategic plans. They contend that it is a specialized form of Management control which differs from other forms of management control in respect of its need to handle uncertainty and ambiguity at various points in the control process. It focuses on achievement of future goals rather than the evaluation of past performance. The point for strategic control is not to bring to light past errors but to identify needed corrections so as to steer the firm in the desired direction.

Management Participation

Mohammad (2010) refers to participation as a mechanism between workers, to give opportunity for exchanging organizational information. Strategic plan implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of key personnel involvement such as the top and middle level management. Ridwan & Marti (2012) suggested that for strategic planning to be effective and useful, there must be commitment and involvement all over the organization. It is very important to overcome any inherent problems such as: rivalry among divisions, departments, branches, resistance to change, resource requirement, and resources allocation.

Performance

Organizational performance is the actual results of an organization when measured against its intended objectives or goals. Performance of any organization is one of the mechanisms to gain people's commitment towards achieving the stated objectives of the organization (Wakahia, 2014). Measurement of organizational performance is not easy for business organizations with multiple objectives of profitability, employee satisfaction, productivity growth, corporate social responsibility and adaptability (Waiganjo, 2013).

A number of studies have adopted a multi-dimensional approach to assessing firm performance. Non-financial measures suggested by Jama (2017) include, Organizational development, Operational efficiency, governance, increased effectiveness in achieving strategic goals, increased commitment among line managers, shared vision, fit between internal and external capabilities and consideration of the future implications of decision as some of the non-financial measures of performance.

Empirical review

Strategy is needed to focus effort and promote coordination of activities. Without strategy an organization becomes a bunch of individuals, hence

strategy is required to ensure collective actions and concentration of efforts towards achieving organizational plans and objective (Musalika *et al.*, 2016).

Furthermore, Muthusi (2014) in her study on the strategic planning practices in the Kenyan Judiciary opined that planning can be viewed as a capability. However, dynamic capabilities can only be sources of sustainable competitive advantage when imitation is prevented through learning mechanisms. This is to say that organizations perform activities via routines that evolve over time. The 'dynamic' aspect of the capabilities approach can only be partly attributed to planning processes and strongly depends on the organization in question. This argument is in line with the concept of learning mechanisms: they are rooted in firm behavior and differ since every firm has diverging learning paths.

To deliver the best results, strategic planning requires broad yet effective information gathering, development and exploration of strategic alternative, and an emphasis on future implications of present decisions (Muthusi, 2014). For this reason, a good strategy should always specify: i) What is to be accomplished; ii) where the product, markets, or industries that are to be focused, and; iii) how resources and activities are to be distributed. It requires challenging the status quo, changing behaviors, implementing new procedures, hiring different people, and putting new systems in place in order to deliver on the strategy.

Muthusi (2014) established that, the Kenyan Judiciary has a formal documentation of vision and mission statements. This shows that the Kenyan Judiciary has adopted modern methods of management through formulation of a vision and mission to guide their management of the organization and also established that the Kenyan Judiciary applies the following strategic planning practices; developing of key strategies that contribute to the overall vision, development of specific measurable realistic and time bound

strategic goals, communication of organizational vision, mission and key policies, development of short and long term operational goals; subdividing goals and allocating sub-goals with careful attention to details, schedules and milestones, monitoring and evaluation-to measure the progress toward attaining operational and strategic goals with key performance indicators respectively.

Kariuki *et al.* (2016) in their study on their study on the relationship between strategic planning and performance of public secondary schools in Kangundo Sub-County, Machakos County, Kenya, found out that the strategy implementation phase had the highest significant impact on school performance compared to the other phases. However, there were indications of shortage of resources for strategy implementation. Murangiri (2015) also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.

In the process of implementing strategic plans institutions have to write and display their Mission, vision and goals in visible areas. Top management support is also good and favorable for smooth implementation of strategic plans. Kariuki & Onchiri (2017) argue that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the stakeholders.

During strategy implementation, strategic plans should be modified by the strategic goals,

objectives and activities to a large extent. Further, strategic activities should be cascaded into individual responsibilities for easy and coordinated strategy implementation. The strategy implementation teams should be put in place to ensure that there is a sustained momentum in implementation of strategic plans to a large extent (Kariuki *et al.* 2016.)

METHODOLOGY

The study employed descriptive research design since it was the most commonly used descriptive method in educational and social science research, it gathers data at a particular point in time with the intention of describing the nature of existing conditions, identifying the standards against which existing conditions can be compared and to determine the relationships that exist between specific events (Jama (2017). Quantitative approach was appropriate since the study was expected to generate substantial quantitative data. The target population of the study was the Judiciary of Kenya. For descriptive studies 10 percent of the accessible population was enough and for experimental studies 30 cases were required for every group. The organizational performance of the Kenyan Judiciary. The results were analyzed as per the table below.

study assumed that 70% of the courts had adopted strategic planning. This study used stratified and simple random technique to select a sample of 50 individuals from a population of 125. Coded questionnaires were analyzed and presented using SPSS version 23. The following regression model was applied.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where; Y = Firm Performance

β_0 = Constant

β_i = Coefficient of X_i (i=1, 2,3,4)

X_1 = Strategic Orientation

X_2 = Functional Integration

X_3 = Strategic Control Practices

X_4 = Management Participation

e = Error Term

RESULTS

The effect of Strategic Orientation on Organizational Performance

The study sought to establish the extent of influence of the strategic orientation variables on

Table 1: Relationship between strategic orientation and organizational performance

(SD = Strongly Disagree; Disagree =D; N = Neutral; A=Agreed; SA = Strongly Agree)

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	M*	S.D
Strategic Orientation							
1 Management develops and establishes broad scale, longer-term objectives, goals, or projects	2.7	2.7	17.2	57.2	20	4.040	.879
2 There are established deliberate plans to cope with environmental opportunities and threats.	1.8	1.8	9	52.2	35.1	3.140	.904
3 Management is able to analyze and comprehend organizational goals and strategies developed by others	1.8	3.6	9.1	56.8	28.4	4.360	.830
4 Judiciary corporate goals are mostly linked to financial budgets	0.9	0.9	11.7	54	32.4	3.180	.983

5	Customer feedback is strongly incorporated in the strategic planning process	1.8	6.3	13.5	44.1	34.2	3.500	.948
6	Judiciary uses the data provided by management information and control systems	0.9	0.9	8.1	49.5	40.5	3.240	.728

n=50 *M=mean S.D = Standard Deviation

From the above analysis, majority of the respondents agreed to a great extent that strategic orientation played an important role towards the organizational performance of the Kenyan Judiciary. 77.2 % of the respondents agreed that management comes up with and establishes broad scale, long-term objectives and goals. 87.3 % opined in the affirmative while 3.6 % disagreed with the statement that the Judiciary establishes deliberate plans to cope with environmental opportunities and threats with 5.4 % having a contrary opinion. Further, from the above analysis of the respondents, majority representing 85.2 % agreed that management was able to analyze and comprehend organizational goals and strategies developed by others. Additionally, 86.4% of the respondents agreed that the Judiciary's corporate

goals were linked to financial budgets of the organization while 11.7% were neutral. A sizable number of respondents 78.3% agreed that the Judiciary strongly incorporates customer feedback during their strategic planning process while 8.1 % disagreed while 90% of the respondents concurred that the Judiciary uses the data provided by management information and control systems to improve its operations and enhance the dispensation of Justice.

The Effect of Functional Integration on Organizational Performance

The study sought to investigate the extent of influence of functional integration variables on organizational performance of the Kenyan Judiciary. The results were analyzed as per the table below.

Table 2: The Effect of Functional Integration on performance

(SD = Strongly Disagree; Disagree =D; N = Neutral; A=Agreed; SA = Strongly Agree)

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	M*	S.D
Functional Integration							
1 Departmental functional plans are aligned to the organizations overall Strategic Plan.	1.81	4.54	13.6	50	30	4.220	.888
2 The Judiciary promotes strong use of technology to integrate key functions	3.6	5.4	13.5	45.9	31.5	4.140	.729
3 Regular exchange of knowledge and experience among different departments within the organization is highly supported	1.8	4.5	12.6	47.7	33.3	3.680	.978
4 Plans are always coordinated between departments	0.9	5.4	10.8	61.2	21.6	3.380	1.105
5 Pre-planning activities to aid the strategic planning process are	1.8	2.7	10.8	57.6	27	4.060	.712

strongly emphasized							
6 Top management rarely supports coordination between departments	36.69	24.7	13.76	9.17	15.59	3.160	.965

n=50 *M=mean S.D= Standard Deviation

Analysis of the table above indicated that, 80% of the respondents were in agreement that departmental plans were aligned to the strategic plans of the judiciary with a strong mean of 4.01. A large percentage of the respondents 77.4% contended that the Judiciary leverages the strong use of technology to integrate key function; this went to support the Judiciary ICT Master Plan of 2017-2022. 81% of the respondents acknowledged that there was regular exchange of knowledge and experience among different departments within the Judiciary. This enhanced the achievement of the organizations goals and sharing of resources to enhance efficiency. Additionally, when respondents were asked if the Judiciary takes incorporated pre-planning activities to aid the strategic planning

process 84.6% were in agreement while 4.5% disagreed with the statement. Further, when the respondents were asked to share their views on whether the top management in the Judiciary did not support departmental co-ordination, 61.39% of the respondents were of the view that the Judiciary’s management supported departmental co-ordination while 24.76% of the respondents were in agreement with the statement.

The Effect of Strategic Control on organizational performance

The study sought to determine the extent of influence of strategic control variables on organizational performance of the Kenyan Judiciary. The results were analyzed as per the table below.

Table 3: Association between Strategic Control Practices and Organizational Performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	M*	S.D
Strategic Control Practices							
1 Employees are engaged in the development of strategic control systems	0	7.2	11.7	44.1	36.9	3.540	.8381
2 Assessment of internal control systems and processes is conducted regularly in the organization.	0.9	5.4	13.5	47.7	32.4	4.054	.8581
3 Control systems are in place to monitor the external environment	2.7	9	23.4	43.2	21.6	3.500	.8631
4 Control systems have been deployed to monitor and review strategy milestones	2.7	10.9	16.3	42.7	27.2	3.340	.7453
5 All levels of management participate in the design and selection of performance measurement systems	4.50	7.20	18.9	42.3	27	3.800	1.060
6 There are control systems in place to continuously check validity of strategy assumptions	4.54	10.9	24.5	43.6	16.3	3.160	1.036

n=50 *M=mean S.D= Standard Deviation

The findings from the table above indicated that the Kenyan Judiciary engaged its employees in the development of strategic control systems; this was represented by 81% favorable reactions by the respondents sampled. Assessment of internal control systems and processes were confirmed to done regularly by 80.1 % of the respondents. 64.8% of the respondents concurred that the Judiciary had put in place control systems that monitor the external environment that surrounds the organizations, this helped the Judiciary to come up with strategies to cushion itself from forces of external pressure that might influence their decision making such as the intrusion of the Executive; the same was however contradicted by 11.75% of the respondents. That the Judiciary had deployed control systems to monitor and review strategy milestones was supported by 69.9% of the respondents while 13.6% of the respondents disagreed. Additionally, from the above findings, Majority of the respondents felt that the Judiciary

involved all levels of management provide input during the design and selection of performance measurement systems as it was established by 69.3% of the respondents. This enhanced the management to own the strategies developed and cascade them down to their various departments and subordinates. Finally, 59.9 % of the respondents felt that there were control systems in place to continuously check validity of strategy assumption; this enabled identification of errors and come up with corrective measures and adjustments to enable the organization to achieve its objectives.

The Effect of Management Participation on Organizational Performance

The study sought to establish the extent of influence of Management Participation variables on organizational performance of the Kenyan Judiciary. The results were evaluated as per the table below.

Table 4: The relationship of Management Participation and Performance

(SD = Strongly Disagree; Disagree =D; N = Neutral; A=Agreed; SA = Strongly Agree)

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	M*	S.D
Management Participation							
1 The Judiciary's strategic planning process is highly systematic.	1.8	3.67	5.5	53.2	35.7	3.240	.938
2 Top management is strongly involved in the strategic planning process	1.8	3.6	5.4	42.3	46.8	4.160	.867
3 Departmental Heads are regularly involved in strategic planning	2.7	4.5	9.0	54	29.7	4.140	.904
4 Management has high level of expertise in strategic planning	4.50	4.50	6.30	53.1	31.5	4.120	.982
5 Top management team allocates adequate funding for strategic planning activities	1.81	3.63	15.4	51.8	27.2	4.100	.995
6 There is regular communication between the levels of management on strategy.	4.54	10	20	39	26.3	3.920	1.007

n=50 *M=mean S.D= Standard Deviation

The table above had findings indicating that the highest mean of the analyzed data ranged from 3.7273 to 4.2883. Majority of the respondents 88.9% opined that the Judiciary's strategic planning process was highly systematic portraying an organization that was aware of existence being that the Judiciary was an co-equal arm of the Government and it made deliberate plans to achieve success. 89.1 % of the respondents on one hand were of the view that the Judiciary's top

management played a big role in the strategic planning process while on the other hand 83.7% agreed that departmental heads were regularly involved in the strategic planning process. That the Judiciary's top management allocated adequate funding for strategic planning was advanced by 79% of the respondents while 5.44% gave dissenting views. Constructive feedback occasioned by regular communication between levels of management on strategy was supported by 65.3%.

Inferential Statistics

Table 5: Correlation Matrix for the Study Variables

		Y	X1	X2	X3	X4
Y	Pearson Correlation	1	.392**	.328**	.458**	.334**
	Sig. (2-tailed)					
	N	50	.000	.000	.000	.000
X1	Pearson Correlation	.392**	1	.448**	.665**	.494**
	Sig. (2-tailed)					
	N	.000	.000	.000	.000	.000
X2	Pearson Correlation	.328**	.448**	1	.670	.737**
	Sig. (2-tailed)					
	N	.000	.000	.000	.000	.000
X3	Pearson Correlation	.458**	.665**	.670**	1	.709**
	Sig. (2-tailed)					
	N	.000	.000	.000	.000	.000
X4	Pearson Correlation	.334**	.494**	.737**	.709	1
	Sig. (2-tailed)					
	N	.000	.000	.000	.000	.000

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

Key: Y=Organizational Performance; X1= Strategic Orientation; X2= Functional Integration; X3= Strategic control; X4= Management Participation

Strategic orientation presented a weak positive correlation with organizational performance ($r = 0.392$, p -value < 0.01), while strategic control practices displayed the moderately weak positive correlation with organizational performance, ($r = 0.458$, p -value < 0.01). Functional integration also exhibited a positive correlation with organizational performance ($r=0.328$, p -value < 0.01). This meant

that increased use of functional integration increased organizational performance. The highest correlation was noted between strategic control and organizational performance, relative to the other variables. The results of the correlation analysis also revealed that there was positive correlation between management participation and organizational performance ($r=0.334$, p -value

<0.01), Thus an increase in emphasis on management participation in the organization resulted in an increase in overall organizational performance of 33.4%. The correlation analysis

result essentially exhibited positive results; hence the variables were selected for further regression analysis to test their individual contributions.

Table 6: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.798a	.637	.583	.47780	.000

a. Predictors: (Constant), Strategic Orientation, Functional Integration, Strategic Control, management participation

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.805	4	2.701	11.833	.000 ^a
	Residual	10.164	37	.228		
	Total	25.969	41			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategic Orientation, Functional Integration, Strategic Control, management participation

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.538	7.735		5.395	0.000
	Strategic Orientation	2.993	2.325	.150	1.287	0.201
	Functional Integration	.829	2.286	.045	.362	0.718
	Strategic Control Practices	4.473	1.960	.328	2.282	0.025
	Management Participation	.651	.169	.570	3.864	0.001
a	Dependent Variable: Organizational Performance					

Based on Regression model in table 6, the independent variables that were studied accounted for 63.7% of the organizational performance of the Kenyan Judiciary as represented by the R². This therefore means that other strategic planning dimensions not studied in this research contribute 36.3% of the performance of the Kenyan Judiciary. Therefore, further research should be carried out to examine the 36.3% of the strategic planning dimensions that affect performance in the Kenyan Judiciary.

Based on ANOVA table 7, the significance value was .000a which was less than 0.05, thus the model was statistically significant in predicting how strategic planning dimensions affect the organizational performance of the Kenyan Judiciary. The F critical at 5% level of significance was 3.23. Since the F-calculated (F=11.833), was greater than the F-critical this showed that the overall model was significant.

The multiple regression analysis was carried out to determine the relationship between the dependent

variable and the four independent variables of strategic planning dimension on the organizational performance of the Kenyan Judiciary. As per the SPSS table generated above, the multiple regression model becomes;

$$Y=0.538 +2.993X_1+ 0.829X_2+4.473X_3+ 0.651 X_4+e$$

Strategic Orientation showed a positive but insignificant effect on organizational performance in the Kenyan Judiciary having ($\beta_1=2.993$, P-value 0.201), Functional Integration also showed a positive and insignificant effect on organizational performance in the Kenyan Judiciary with ($\beta_2=.829$, P-value 0.718). Strategic Control practices showed a positive and significant effect on organizational performance of the Kenyan Judiciary having ($\beta_3=4.4473$, P-value 0.025). Strategic control practices served to augment non-financial performance of the organization. Diagnostic and shared use of performance measures support role lucidity and help reduce role ambiguity among individuals involved in management. Obinozie (2016) in his study examined the effect of financial and non-financial management control on organizational performance and found empirical evidence that both financial and non-financial management control systems are positively associated to organizational performance.

From the above findings, Management Participation ($\beta_4=0.651$, P-value 0.0001) showed a Positive and significant effect on Organizational performance. This meant that a unit increase in the dimension of management participation in strategic planning, leads to an increase in organizational performance by 0.651. The effect of Management participation correlated with organizational performance to the tune of 57 percent. In conclusion, the regression findings found that Strategic control practices had the highest significance to organizational performance in the Kenyan Judiciary, followed by Strategic Orientation, Functional Integration and last was management participation.

CONCLUSIONS

The study concluded that strategic orientation as a dimension of strategic planning was significant and

positively linked to organizational performance. It represented the dimension with the highest contribution to organizational performance in the Kenyan Judiciary. An organizations' strategic orientation reflects the strategic directions implemented by an organization to create the proper behaviors for the continuous superior performance.

Cross functional integration emerged as a higher level of functional integration in which there was intense relationship between departments to accentuate the operation efficiencies of the organization. The practices of coordinating, knowledge sharing with other department and functional areas, alignment of departmental planning with division and corporate plans was found in place.

The study concluded that there was a significant and positive relationship between strategic control practices dimension of strategic planning and organizational performance. This could be explained by the fact that, strategic control systems motivate and helps management in developing and negotiating key performance targets with their superiors and subordinates. The firms strategic control systems reinforce the strategic planning process as an integrative process, and give it the monitoring and evaluation capabilities to facilitate other key processes.

Top managements' quality of decision making, level of expertise, leadership in ensuring coordination of the processes and availing resources to ensure implementation of strategies, were all pointed out as critical in management participation dimension of strategic planning.

RECOMMENDATIONS

From the findings, the study recommended that the Kenyan Judiciary should take into account strategic orientation practices since it provides direction for the strategic planning and proper behaviour for the continuous superior performance. The Kenyan Judiciary should encourage more cohesion and collaboration between the various courts

directorates, and other players in the Justice systems in order to improve operations and enhance the functional integration role of strategic planning systems.

Other organizations should carry out continuous and systematic check on the assumptions underlying their strategies, performance plans and budgeting process in order to enhance their performances.

The study recommended that, firms should build strategy development capacities such as strategy development units, which calls for appropriate and adequate training and capacity building. Lack of diversity in top management has also been brought into question; particularly that top management homogeneity does not positively influence performance.

Areas for Further Research

This study sought to examine the effect of strategic planning dimensions and Organizational performance in the Kenyan Judiciary, however, there are a number of areas that need further empirical research for clarity and to put them in perspective, it is worthwhile, that other researchers compare the realities of strategic planning dimension and organizational performance in other arms of the Government.

The study looked at specific dimensions of strategic planning, namely strategic orientation, functional integration, strategic control and management participation, There is need to also examine other dimensions of strategic planning from literature including, time horizon of planning, tools of planning, employee creativity in planning and formality.

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