INFLUENCE OF STRATEGIC MANAGEMENT PROCESS ON PERFORMANCE OF INTERGOVERNMENTAL ORGANIZATIONS: A SURVEY OF AFRICAN UNION AGENCIES IN NAIROBI, KENYA

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Abstract: **The purpose of this research was to study the influence of strategic management process on performance in intergovernmental institutions; A survey of African Union in Nairobi, Kenya. The study was guided by the following specific objectives; the influence of environmental analysis, strategy formulation, strategy implementation, strategy evaluation on performance at African Union in Nairobi, Kenya. The study was conducted at the African Union agencies based in Nairobi. The study was anchored on the resource based view theory, contingency based theory, stakeholder theory and resource dependence theory. The study used a descriptive research design. For the purpose of this study the population comprised of all employees working at African Union agencies operating in Nairobi, Kenya in the year 2018 with convenience random sampling being used as the sampling technique. Data was analyzed using descriptive statistics which included means and standard deviation. Further the inferential statistics to be drawn for analysis comprised the Pearson's Correlation Analysis and multiple regression model which was used to show relationship between the study variables. From the findings, results indicated that all predictor variables; environmental scanning, strategy formulation, implementation and evaluation, were important determinants of organizational performance. Furthermore, the findings showed that environmental scanning, strategy formulation, implementation and evaluation positively associated with organizational performance. Regression findings indicated that all independent variables; environmental scanning, strategy formulation, implementation and evaluation were statistically significant predictors of organizational performance. It can be concluded that Environmental scanning did have an influence on organizational performance and that all independent variables; Furthermore, all independent variables; environmental scanning, strategy formulation, implementation and evaluation were positively linked to performance at the agency. The study recommends that African Union should source for more resources, work on its time constraints and negative attitude from some stakeholders and public when undertaking the process.**

Keyword: **Environmental Analysis, Strategy Formulation, Strategy Implementation, Strategy Evaluation.**

I. INTRODUCTION

1.1 Background to the Study

The first chapter of this study details evidence of the contextual foundation (background) of the study, problem in research, study objectives, scope and significance, study limitations and delimitations. Chapter two outlines and describes empirical and theoretical literature and studies associated to the research. The theories/models explained in this research

work are the resource based theory, contingency theory and stakeholder theory. In addition, empirical research works by other academicians and scholars are described consistent to the objectives. Chapter three elaborates on the methodology with specific detail on the study design, data collection instrument and procedure, data analysis, sampling frame, size and technique, population, reliability, validity, and ethical issues. Currently there is fast variation in the commercial environment globally causing the product-market rivalry continually growing amongst industries (Hoste & Anderson, 2010). To contest fruitfully in this kind of business setting, institutions constantly are required to make particular decisions of strategic nature and take specific actions by enhancing quality of the product and its yield, minimizing the cost of product, endorsing inventions in process and products, and making sure the speed of placement of the product to the market is improved in addition to goodwill of the client. Organizations for that reason must endeavor to be at the same level with universal change, attaining comparative advantage point and improving performance compared to other business rivals (Muogbo, 2013).

Burnes(2009) posits that link between strategic management process and performance covers three particular areas of organizational outcomes for example performance in product market (market share, sales) financial performance (return on assets, return on investment, profits), and return of shareholders (added economic value, total shareholder return).In corporate institutions, there are three main outcomes examined comprising market performance, shareholder value performance and financial performance Pearce and Robinson, 2007).

1.1.1 Global Strategic Management Process and Performance

The principle of global strategic management is an extensive universal idea that takes into consideration the likelihood of all geographical sites as marketplaces and as a basis of comparative advantage, both on its own and when incorporated with the rest of the institution (Parida, 2007). Global institutions have to come up with processes and strategies for transnational diversification, growth/development and incorporation to grow, safeguard, and utilize their capabilities and resources to the fullest. Worries for both strategic goals and objectives and strategic processes are made deeper in the universal context (SMS, 2018). Performance is the capacity of firms to achieve their objectives, an idea which is challenging in whichever situation, however predominantly challenging in the universal setting. Performance objectives, capabilities and resources features of the market, and organizational limitations differ from one place to another. Globally, strategic management has been looked at as the most imperative practice which differentiates institutions from one another (Sharabati & Fuqaha, 2014).

Japanese workers in the construction industry have effectively out-thought businesses in construction in numerous markets in different areas globally due to the attention they provide to strategies in businesses (Rumelt, 2011). In the United States of America, United States financial institutions demonstrate greater equity returns for those banks which had together a commitment in strategic planning and gave consistent and frequent training in strategic management. Organizations with exemplary performance like Sony and Merck and The Body Shop, successfully maximize on strategies that are visionary. Management of strategies is currently getting to be extensively utilized by numerous big firms that are assigning significant capabilities to the function (Price *et al.*, 2003) and normally practices of strategic management can enhance competence in other institutions. The implementation of strategic management in firms for several segments has for a while been absorbed as a reaction to demand on the market, differences in customers' preferences and technological changes (Juma & Okibo, 2016).

In Indonesia, trade rivalry is tighter and environment of the market is changing more and more, numerous small and medium enterprises (SME) and other trades attempt to comprehend how SME can keep or increase their performances in terms of financial and marketing performance. So as to be able to compete, several policy and strategic management specialists have motivated and suggested to firms to apply practices of strategic management in the nation. Nevertheless, there is still an unanswered discussion in regard to the consequence of practices of strategic management on corporate performance (Omsa, Ridwan & Jayadi, 2017).

1.1.2 Regional Strategic Management Process and Performance

In the African perspective, a vital characteristic of international strategic management includes choosing and developing the organization and working of institutions and their constituent institutions, counting institutional architecture, systems of management, capabilities and resource management, networking of regional branches, and functional strategies management and sharing of information in institutions involved in significant functions throughout country borders or

situated in various national surroundings (SMS, 2018). Strategies which are non-market for example, corporate social responsibilities in host countries or on a worldwide context are causing concern and are probable competitive advantage sources for regional administrations/institutions (Muogbo, 2013). Apart from being applicable to every category of institution and dissimilar status of management, the strategic management process helps the institutions to fit into the changing surrounding and environment (Hoste & Anderson, 2010).

1.1.3 Local Perspective of Strategic Management Process and Performance

The implementation of strategic management in firms for different areas has for a while been embraced as a reaction to demand of the market, differences in taste of clients and technological changes in Kenya. The absorption of a concise strategic view in institutions is among the determinants of performance of these establishments (Kihara, 2010). Wambugu and Waiganjo (2015) posits that having a proper strategy in Kenya is one of the key determinants that allow the survival of organizations/firms and to help them scale further in the country.

In Kenya, a highly turbulent environment necessitates the need for strategic management to enable businesses to survive. This also plays the role of a mitigator for shielding the institutions against threats and uncertainties that are predominant in the marketplace (Aracıoğlu *et al*., 2013). For this reason, businesses employ strategic management as a mechanism for augmenting survival and development in the complex sorrondings they operate in. Outstandingly, adopting the strategic management process is a vital survival instrument for organizations functioning in the changing environments, a state which is normal in developing economies like Kenya. For this reason, strategic planning causes the organizations to be dedicated and aware of the sorrondings (Auka & Langat, 2016).

1.2 Statement of the Problem

The African Union is mandated to reach out to many African states remain economically and politically fragile and are inefficient in dealing with some of the challenges they face (AU, 2016). To effectively do this, the agency has to communicate performance internally to the management and externally to donors, implementing partners and other stakeholders. The AU experienced challenges in efficiency in operations, project implementation and execution and cost reduction (Hoste & Anderson, 2010). In addition expected impact on donors and implementing partners has not been much felt. Cost reduction and social impact have also proven to be an issue in the agency and these challenges collectively have had adverse impact on performance of the agency. (AU, 2018). In addition, poor service delivery, a relatively invisible image of the organization and lack of political goodwill by host governments have been viewed as indicators poor performance in the agency (Leke, 2017). To address this, strategic management process can be implemented as a solution to try and fix this problem attempting to improve the AU's image to its stakeholders (donors, partners and governments), provide better services and to gain political goodwill by host governments in an attempt to pursue better performance for the institution.

Some research have been done in regard to strategic management process and performance. Birinci and Eren (2013) studied the effects of strategic management practices on the performance of the universities in turkey and found a affirmative connection amongst practices of strategic management and performance. Monday, Akinola, Ologbenla and Aladeraji (2016) studied performance of a firm and strategic management in a number of Nigerian manufacturing firms in and the results exhibited that strategic management had major influence on manufacturing firms' profitability. Muogbo (2013) studied the influence of strategic management on institutional development in particular Nigerian manufacturing companies. The findings from the investigation disclosed that strategic management wasn't widely used in the manufacturing companies in Nigeria, however, its incorporation had vital imapct on competitiveness and effects on manufacturing institutions.

Closer home, Kanyora and Okello (2015); Sasaka (2016); Ofunya (2013) have researched on the outcome of practices of strategic management on performance. However, although the studies did have major contributions in the areas that they conducted, they were not conducted in the context of intergovernmental organizations in the African context. Furthermore, they failed to show the interaction between strategic management process and performance in intergovernmental institutions. This poses need for inquest on whether the strategic management process has any influence on performance of intergovernmental organizations. This gap is what the research endeavored to deal with by studying how strategic management process influences performance at African Union in Nairobi, Kenya

1.3 Research Objectives

1.3.1 General Objective

The purpose of this research was to study the influence of strategic management process on performance in intergovernmental institutions; A survey of African Union in Nairobi, Kenya

1.3.2 Specific Objectives

The study was anchored on the following research objectives;

i. To study the influence of environmental scanning on performance at African Union in Nairobi, Kenya

ii. To study the influence of strategy formulation on performance at African Union in Nairobi, Kenya

iii. To study the influence of strategy implementation on performance at African Union in Nairobi, Kenya

iv. To study the influence of strategy evaluation on performance at African Union in Nairobi, Kenya

1.4 Research Questions

The study sought to answer the following research questions;

i. What is the influence of environmental scanning on performance at African Union Nairobi, Kenya?

ii. How does strategy formulation the influence the performance of African Union Nairobi, Kenya?

iii. In what way does strategy implementation influence performance of African Union Nairobi, Kenya?

iv. What is the influence of strategy evaluation on performance at African Union Nairobi, Kenya?

2. LITERATURE REVIEW

2.1 Introduction

This section elaborates on frameworks of theory that explain the process of strategic management and organizational performance along with the empirical works carried out on the same field of study. The subsections included are theoretical review, conceptual framework, empirical review, critique and summary of literature and the research gap.

2.2 Theoretical Review

This section presents the theories on which the study was anchored on and they include the resource based theory, contingency theory, stakeholder theory and resource dependence theory.

2.2.1 Resource Based Theory

The Resource Based Theory has attracted the attention of many authors in strategic management field after the renown works of Edith Penrose 'the theory of the growth of the firm' in 1957 (Teece *et al*, 1997). This theory was initially introduced by Wernerfelt (1984) and thereafter revised by additional scholars who explained on the effects that in cooperation intangible and tangible assets have on an institution's performance (Crook *et al*., 2008). The theory brings together ideas from strategic management and firm economics (Barney, 1991). In this theory, the comparative edge and exemplary performance of a firm is enlightened by the uniqueness of its capabilities (Johnson, Scholes and Whittington, 2008).

The resource based theory (RBT) as a foundation for the comparative edge of a organization is chiefly in the implementation of a package of valuable resources which are touchable or intangible at the institution's reach (Wernerfelt, 1984). To convert a short-run competitive edge into a continued comparative edge it necessitates that these capabilities are varied in form and relatively not movable. Effectually, this tranforms into treasured possessions that are neither perfectly not imitated nor interchangeable effortlessly (Rumelt, 1984).

This theory is relevant to this study in that it emphasizes on internal resources and capabilities relative to external opportunities. The strategic management process in African Union is a strategic resource which represent a network of inter-related assets and capabilities that can be adopted by the agency for better performance. The sustainability of good organization performance depends on the extent to which strategic resources e.g. strategic planning, can be well implemented hence the resource based theory's application in the concept of strategic management at AU will definitely explain its performance.

2.2.2 Contingency Theory

Contingency theory development was inspired by researchers, consultants, practitioners and managers who attempted to implement the ideas of the main schools of management to actual circumstances. They frequently established that approaches that were very successful in a specific condition wouldn't be applicable in different scenarios. They revealed that a procedure that functions in a specific situation might not automatically function in every situation for the reason of variations in their particular circumstances. They then pursued an enlightenment for these disparities which contributed to the development of contingency theory (McWilliams *et al*., 2002).

This theory is relevant to this study in that its states no one universally applicable set of management principles (rules) to manage organizations. Organizations are individually different, face different situations (contingency variables), and require different ways of managing. Contingency approaches remain less common than change management approaches. The underpinnings of contingency theory are hence applicable in trying to understand how the strategic management process would influence performance in AU agencies.

2.2.3 Stakeholder Theory

Those who contributed to this theory consisted of Friedman and Miles (2002) and Phillips (2003). The Stakeholder theory provides alternative applicable methodology for strategic management in enterprises. This theory is anchored on the matters linked to the interested parties in an organization and it gives light that such an organization must aim to provide an equilibrium amid the interests of its varied players to safeguard every interest component receives significant gratification and fulfillment. The stakeholder theory is a firm management theory and business morals that give details on principles and standards in managing organizations (Bondy *et.al.* 2011).

This theory is relevant in this study in that its theoretical foundation can be used to better understand the actors/ players in the strategic management process and how they relate with performance. The theory details on morals and values in managing an organization by defining the particular stakeholders of an institution and then study the circumstances under which managers esteem these players as stakeholders. The foundations of the theory can hence be applied in the current study to better understand stakeholders in AU's strategic management process and how they interact with performance.

2.2.4 Institutional Theory

Institutional theory generally regards organizations as being 'forced to respond to, adapt to, or imitate the ebb and flow of normative and regulatory currents in their environments (Aldrich, 1979). Organization-environment relations are described by verbs that carry the connotation that environments dominate or overpower organizations: change is imposed, authorized, induced, imprinted, and incorporated (Scott 1987).

Institutional theory recognizes inside and outside environmental elements as organizational factors (competition, constraints of the economy; financial and accounting regulations, pressures of political socio-economic institutions', experts, high level management, corporate culture, orientation of the organizational strategy, copying best practice from industry players and features of the firm), according to which the behavior of an organization could be disclosed and researched (Hussain & Hoque, 2008). The examination of varying organizational determinants groups indicated that organizational elements function in varying approaches (Choo, 2009).

This theory is relevant in that its roots state that institutions are social structures that attain a high degree of resilience. In order to survive, organizations like African Union are obligated follow the rules and belief systems dominant in the setting within which it operates. This then calls for coming up with a strategic decision making process detailing on how the institution will best adapt to those rules and beliefs. The entire process has to be carried out at a management level and in this case AU would find the explanations of the theory in trying to fit into the environment they operate in.

2.3 Conceptual Framework

A conceptual framework is a diagrammatical representation of the link amongst the study variables (Mugenda & Mugenda,

2009). The independent variables are environmental scanning, strategy formulation, strategy implementation and strategy evaluation. The dependent variable is organizational performance as presented in Figure 2.1.
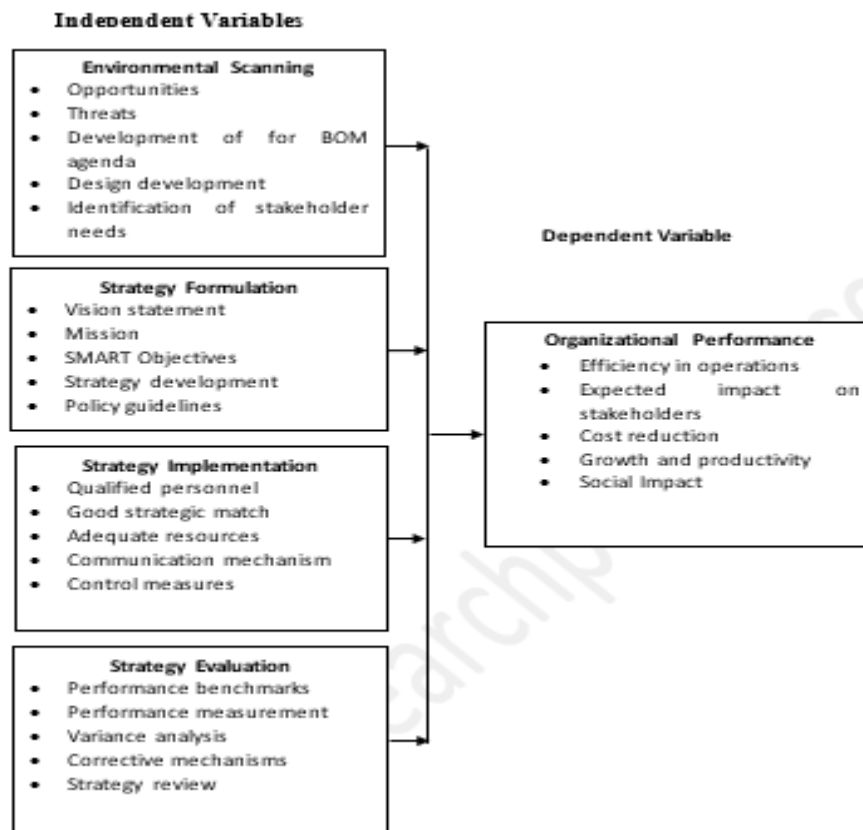
Independent Variables

Figure 2.1: Conceptual Framework

2.3.1 Environmental Scanning

Environmental scanning refers to the assessing, evaluating, and dissemination of information from the inside and outside settings of the organization to important persons in the firm, and these offer guidance to the forecasting of the life of such an organization. Strengths, Weaknesses, Opportunities, and Threat (SWOT) Examination is a feasible instrument for scanning the environment (Oyedijo, 2013). Performing a scrutiny of the surrounding setting permits firms to acquire important evidence that helps the organization to make decision on several adjustments in the market encompassing the political, technological economic and social patterns. This consequently enables the firm to react suitably to the surrounding changes therefore enabling it achieve its objectives (Mulcaster, 2009).

Internal environment of an institution is defined by elements which include weaknesses and strengths that are in the organization and which affects its comparative edge positively and adversely. The elements comprise the structure of the firm, culture, and capabilities/resources (Antonie, 2011). The inside setting consists of business owners, stockholders, clients, lenders, trade associations, governments, contestants, staffs/labour unions, lenders and publics. Conversely, the outside setting of an organization entails of prospects and threat elements which are outside of the organization and they define its fore seeable life. The elements in the outside setting consist of political-legal forces, sociocultural forces, economic forces and technology (Mulcaster, 2009).

Environmental scanning entails the monitoring, assessing, and distributing of information from the outside and inside setting of the firm's surrounding to main players in the institution (Kazmi, 2008). Environmental scanning are the steps of handling assessment, forecast and appraisal of variations in the various situational determinants (Oladele 2006). Many institutions in the present day are coming up various kinds of strategies that will enable them adjust to situation setting, and this can only be attained by way of examining of the sorrounding actors on threats and opportunities.

2.3.2 Strategy Formulation

Formulation of strategy is the advancement of long-term tactics for proper administration of threats and opportunities considering organizational weaknesses and strengths (Stevenson, 2012). It takes into consideration defining institution's mission, stipulating attainable goals, coming up with approaches and coming up with guidelines covering policy. Business

mission details on the resolve for the firm's life. It communicates what the business is offering to the public, goals communicate what is to be attained, strategies explain in what way the mission and goals will be attained, and policy plays the role of wide parameter for making decisions that connects the strategy design with its application (Hill & Jones, 2012).

Strategic formulation includes the setting of the mission, goals and objectives for the organization, the scanning of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Strategy formulation is the development of long-range tactics for the proper management of environmental threats and prospects, taking into thought business weakness and strengths (Johnson and Scholes, 2002). It contains defining the company Vision, mission, stipulating attainable goals, coming up with strategies and setting policy guidelines Mintzberg (1991). Vision is a short, succinct and inspiring statement of what the organization intends to become and to achieve at some point in the future. It's often state in competitive terms Rosen (1995).

An institution's mission is its drive, or the purpose for its being. It defines what it is offering to the general public and players (Johnson and Scholes, 2002). A properly-designed mission statement describes the important, special reason that puts a firm on a distinct platform from other organizations within its category and classifies the space within which the firm's work in terms of offering and served markets. Objectives and goals are the outcomes of prearranged events; and they detail what is to be attained by when and should be quantified if possible Grant, (2005).

The accomplishment of corporate purposes should consequently lead to accomplishing of the organization's mission (David, 2009). Mintzberg (1999) state that just as each product or commercial component ought to follow a business strategy to increase its comparative edge, each institution must choose its alignment towards development and growth. Evaluation of stakeholder power and the influence of the culture of an institution on strategic decision-making are similarly imperative contexts for examination. Strategic choice is founded on influences such as what is needed for the institution, what it is viable for it to attain with the current resources and competences and what is the appeal of possible strategies.

2.3.3 Strategy Implementation

Strategy implementation, also called operational planning, is a series of steps through which policies and strategies are put into action by way of programs' development, budgets and actions (Skokan, Pawliczek & Piszczur, 2013). This feature is characteristically steered by middle and lower level managers with assessment by top management. A program is a account of the events or stages/phases required to achieve a single-use plan, a budget lists the comprehensive cost of every program, and dealings are consecutive steps or methods that define in detail how a specific task or trade is to be completed (Wheelen & Hunger, 2007).

The managers of subsection and work areas working with their fellow managers to progress programs, budgets and measures for application of strategy (Johnson and Scholes, 2002). They also put in effort to attain combined effect amid the divisions and subsections areas in order to find and uphold a business's competitive edge. A perfect strategy may be totally unworkable after implementation programs are glided in detail. These are system of consecutive steps or procedures that define indepth on how a specific task or work is to be done. Collaboration attainment: One of the objectives to be attained in strategy implementation is combined effect amid roles and units of business, which is why businesses usually rearrange after an gaining power (2002).

2.3.4 Strategy Evaluation

Finally, the closing stage encompasses structuring assessment and control actions and defining constraints that can be used to measure performance and achievement of targets while giving action plans for remedial measures (Arain & Low, 2005). Evaluation and control is a process in which business events and performance outcomes are observed so that real performance can be compared with anticipated performance. Managers at every levels utilize the resultant information to take remedial action and deal with problems. For effective strategic management process, these four basic elements must work together in order to boost performance in any organization (Wheelen et al. 2014).

Evaluation of strategies is possibly the least researched area of the process of strategy but it is important in evaluating the magnitude of achievement of the selected strategy. The process of strategy appraisal comprises of following phases (Parida, 2007). Putting benchmark of performance: While fixing the benchmark, strategists meet queries such as; what benchmarks to set, how to set them and how to express them. So as to come up with the benchmark performance to be set, it is essential to discover the distinct needs for conducting the chief duty (Lippitti, 2007).

The performance pointer that best recognize and express the distinct needs may then be determined to be used for appraisal. The institution can use both quantitative and qualitative monopoly for all-inclusive evaluation of performance (Victor, 2008). Quantitative criteria include determination of net profit, ROI, earning per share, cost of production, rate of employee turnover etc. Amongst the Qualitative features are individual appraisal of issues such as skills and capabilities, risk taking probabilitye and suppleness. When measuring performance one has to put in mind that the normal performance is a bench mark with which the real performance is to be related (Graham, 2007).

If there is deviation from expected performance, it is essential to plan for a corrective action (Arain & Low, 2005). If the performance is consistently less than the desired performance, the strategists must carry a detailed analysis of the factors responsible for such performance. Another rare and drastic corrective action is reformulating the strategy which requires going back to the process of strategic management, reframing of plans according to new resource allocation trend and consequent means going to the beginning point of strategic management process (Lippitti, 2007).

2.3.5 Organizational Performance

Locke and Latham (2002) define organizational performance as sum of the economic results of activities that an organization undertakes. In an institution, performance is viewed as the accomplishment the body in achieving valued outputs, for instance high returns (Muhoho, 2016). As Sandada (2014) opines corporate performance states of the establishment's capacity to achieve the anticipated outcomes that are preset by the firm's main shareholders. According to Dauda, Akingbade and Akinlabi (2010) performance can be classified as financial or business.

According to Skokan, Pawliczek & Piszczur (2013) organizational performance can also be assessed in two approaches which include objective performance measurement and subjective performance measurement. Objective performance assessment encompasses the utilization of financial pointers obtained from organization's financial reports while subjective measures concentrate on the view of managers concerning the performance of the firm (Kotter, 2008). These measures might comprise of output and development, efficiency, competence, individual employee sales, margins, share of market, firm total assets and profit ratio of operation as measurement (Yusuf, & Saffu, 2005).

In order for a business to attain good performance, firms must achieve and maintain competitive edge (Arain & Low, 2005). Intrinsically, most practitioners and scholars argue that strategic planning offers organizations with a comparative edge and the capability to continue in business despite rivals being in play. They need to comprehend that appropriate level of performance is imperative since it allows the business to recognize its current position and come up with strategies to improve business operations (Siddique, 2015).

2.4 Empirical Review

This section presents reviewed literature by other scholars and academicians in line with the study variables.

2.4.1 Environmental Scanning Past Studies

Various studies have been conducted on environmental scanning and organizational performance. Babatunde and Adebisi (2012) studied strategic scanning of the environment and performance in a competitive business setting in Cadbury and Nestle Nigeria PLCs. The hypothesis exposed that there is noteworthy affiliation amongst environmental scanning and performance. It also revealed that the use of strategic environmental scanning in evaluating the environmental forces (opportunities and threats) has helped in seizing the opportunities and overcoming threats thus leading to profitability. The study concluded that management requires to consider the environmental changes and uncertainty in implementing a specific strategy and that the organization should endeavored to train and retrain their employee in areas of environment so as to create a conductive working environment for the organization.

2.4.2 Strategy Formulation Past Studies

Emeka, Amaka and Ejim (2015) did a study on the influence of formulation of strategies on institutional performance in Innoson Manufacturing Company ltd, Nigeria. A sample size of 100 was gotten from a whole populace elements of 185 staff by way of the freund and Williams formulae. The parametric tests technique (T-test statistical approach and non-parametric test approach (chi – square (x2) were employed to assess the three hypothesis that led the research. The findings of the works showed that a strategy that was well formulated was in line with fitting structure caused productivity in the firm to increase and that systematic and behavioral resistance to strategic variations causes formulation of strategy to be unsuccessful.

2.4.3 Strategy Implementation Past Studies

Muendo (2015) empirically studied strategy implementation and organizational performance at Kenya Medical Training College. The research made use of a case approach by way of both primary and secondary statistics. Primary raw facts were gathered from top level management with secondary raw facts being gathered by way of desk review of implementation of strategic plans and annual reports. The type of raw facts assembled was qualitative and was as a result examined through the technique of content scanning. The research findings and examination done in KMTC indicate that implementation of strategies straightforwardly leads to better performance of organizations. The research concludes that implementation of strategies and performance in KMTC encompasses drawing from state setting and universal plans and precedence to form and safeguard positioning and importance of the strategy.

Sirajuddin, Muhammad and Muhammad (2017) studied the influence of strategic management practices' implementation on the performance of Indonesian SMEs. This scholar applied numerical data with main data cradle by way of process of interviews and questionnaire. The approach of interview was done with the business heads, with questionnaires being circulated straight to 178 participants by the researcher. The findings demonstrated that the practices of strategic management such as execution, planning, and strategic evaluation have a optimistic and weighty effect on achievement of BEP, SMEs profit and volume of sales particularly in medium-sized businesses.

2.4.4 Strategy Evaluation Past Studies

Ferreira and Proença (2015) strategic management and organizational effectiveness in social service organizations in Portugal. The survey, applied to 220 social service organizations, allowed the researchers to group them into different clusters, showing that different levels of strategic planning determine distinct degrees of organizational effectiveness. From the study findings, it was established that strategy evaluation and control which was a proxy for strategic management was statistically significant and positively associated to organizational effectiveness.

Ayanda and Oyinlola (2014) empirically investigated the correlation amidst strategic management and Nigeria's banks performance. This research work made use of a survey research approach. Five financial banks were arbitrarily chosen and 100 questionnaires were handed out. Statistical approaches were made use of to show the study elements in numerical, quantifiable expressions. The study hypothesis was verified by way of scanning of multiple regression and T-test with the help of Statistical Package for Social Science (SPSS). The outcomes of the research exposed that strategy evaluation as part of strategic management affected positively organizational performance.

2.4.5 Organizational Performance

When reflected in regard to organizations, performance as "the ability to reach the predetermined goals of an organization by using its resources most effectively" (Oyman, 2009). According to Akal (2005), it is defined as "the evaluation of efforts made to achieve business goals". When the relationship between performance and strategic management process is considered, it can be stated that system management is carried out by means of a process comprising the components of data, scanning and action (Büyük, 2009).

Strategic management is a dynamic process which plays an effective role in solving performance problems of an organization and in which performance of an organization is constantly evaluated, examined and the stakeholders interact with one another (Cheoul Kang, 2006). Institutional performance management should include the identification of strategic goals by analyzing the current situation of the business enterprise, the formation of plans depending on the goals and the allocation of necessary resources in accordance with the strategic goals in order to achieve them (Akgemci & Güleş, 2010).

2.5 Critique of Literature

On environmental scanning Babatunde and Adebisi (2012) studied strategic environmental scanning and organization performance in a competitive business environment in Nestle Nigeria Plc and Cadbury Nigeria Plc. This study was not conducted in a Kenyan perspective. In addition Alshura and Assuli (2015) studied the impact of internal environment scanning on performance excellence in Jordanian point of view rendering a gap in terms of geographical context. Though conducted in Kenya, Rintari & Makori (2012) on a research aiming to examine the function of practices of strategic planning on the organizational performance focused on public establishments while the current study focuses on intergovernmental organizations.

On strategy Formulation Emeka, Ejim and Amaka (2015) studied the result of formulation of strategies on organizational performance in Innoson Manufacturing Company Limited in Nigeria. In addition, Bakar et al, (2011) researched on the practice of strategic management in Malaysian companies involved in construction. These studies were conducted in a different geographical/ locational context from the current study which is be done in Nairobi, Kenya. On another study, Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya which focused on the private sector which is a contrast to the current study.

Regarding strategy Implementation Muendo (2015) empirically studied strategy implementation and organizational performance at Kenya Medical Training College. Njagi and Kombo (2014) conducted a study to determine the effect of strategy implementation on performance of commercial banks in Kenya. Though both studies focused on the Kenyan perspective, they were not done in intergovernmental organizations but rather in different sectors. Sirajuddin, Muhammad and Muhammad (2017) studied the consequence of the application of practices of strategic management on SME's performance in Indonesia. This study was conducted in a different geographical area from the present study.

On strategy evaluation Ferreira and Proença (2015) studied strategic management and organizational effectiveness in social service organizations in Portugal. In another study, Musalika, Kule and Kibachia (2016) studied the impact of strategic plan implementation on organizational performance in manufacturing industry in Rwanda. Furthermore, Aboramadan and Borgonovi (2016) studied strategic management practices as a key determinant of superior non-governmental organizations performance operating in the Palestinian Territories. The mentioned studies were all conducted in a different regions; Portugal, Rwanda and Palestine, compared to the current study which will be done in Kenya.

2.6 Research Gap

The summary of research gap is presented in Table 2.1 consistent with the research variables. Each study has a representation of two studies to explain its link to the response factor i.e. organizational performance (environmental scanning, strategy formulation, strategy implementation, strategy evaluation and organizational performance).

3. RESEARCH METHODOLOGY

3.1 Introduction

This part defines the procedures that were employed to plan for the research, facts and information collection and its examination. The precise sections therewith are the design of the research, populace elements, sample size, frame and technique, data collection tool, data collection method, pilot testing, analysis of data its presentation.

3.2 Research Design

The study design is defined as the platform, association and plan of examination formed to find solutions to questions in research and regulation of variance (Coopers & Schindler, 2006). Descriptive survey design is better suited for this study because it seeks to assess the relationship between strategic management process and organizational performance.

3.3 Study Population

Population refers to the every possible collections of element from which interpretations are deduced and are all probable objects which are of attention in the study. For the resolve of the present research the Population elements constituted of all 80 professional and general staff employees working at African Union agencies operating in Nairobi, Kenya in the year 2018 (Table 4.2).

Table 3.1 Study Population

Agency	Professional Employees	General Service Employees	Total
African Union IBAR	38	22	60
African Union AMISOM	8	5	13
AU AIR	6	1	7
Total	52	28	80

Source: African Union (2019)

3.4 Sampling Frame

Table 3.3 below presents the sampling frame from the study population. The sampling frame constituted categorization of the population elements. African Union IBAR has 75% of the population elements with AMISOM having 16% of the entire population. AU Kenya School of Monetary Studies has 8% of the population constituting an entire population of 80 cases.

Table 3.2 Sampling Frame

Agency	Population	Proportionate Percentage	Sample Size
African Union IBAR	60	75%	60
African Union AMISOM	13	16%	13
AU Kenya School of Monetary Studies	7	8%	7
Total	80		80

3.5 Sample Size and Sample Technique

Cooper and Schilder (2011) explained a sample as a sub component of the entire elements under investigation. It is a correct representative of the whole populace body to be scruitnized and ought to be a factual depiction of the entire populace, end up in a little magnitude of sampling error, feasible, cost-effective, and methodical, and whose findings can be practical globally with a sensible magnitude of confidence (Leary, 2001). Being a descriptive census design the sample constituted all the population elements in the study (Table 3.2).

3.6 Data Collection Instrument

Primary statistics was made use of in this study. The raw data was assembled by way of questionnaires which contained questions which were both closed and open ended. The questionnaire which were likert scaled were drawn for efficient gathering of primary raw statistics from the targeted study participants. According to Sekaran and Bougie 2010) questionnaires as research tools have the benefit of saving on time, suitability, in addition to confidentiality. Hair, Bush & Ortinau (2000) recognized these research tools as the key apparatuses embraced in gathering raw facts which were used as meaningful information in a study preserving time and finances and aid in uncomplicated investigation as they exist in current usable state.

3.7 Data Collection Procedure

Gathering of raw facts entails getting topics and finding information which is necessary for a specific research; approaches of assemblage of the facts can differ contingent on the design of the research, (Kothari, 2004). Primary statistics and data was assembled from the participants by way of questionnaires. These research tools were administered by the researcher herself. The researcher handed the study instruments to the study participants and re take them later date so as to allow the respondents enough time to respond to the research questions. The researcher then collected the instruments later after they are dully filled by the participants.

3.8 Pilot Testing

The pilot tests to be carried out included validity and reliability.

3.9 Data Analysis and Presentation

The statistics was scrutinized by way of mean and standard deviations which constituted descriptive statistics. Correlation analysis, analysis of variance and beta model analysis were employed to deduce interpretations on the link amid the research factors. The statistics which were quantitative were examined by way of the 22nd version of Statistical Package for Social Sciences to assess and examine the correlation and regression among the response variable and each predictor factor. The analyzed data was illustrated by way of charts, figures and tables. Precisely, this regression model was used:

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

Where:

> **Y= Organizational Performance**
>
> **X_1= Environmental Scanning**
>
> **X_2=Strategy Formulation**
>
> **X_3= Strategy Implementation**
>
> **X_4= Strategy Evaluation**
>
> **α = constant**
>
> **$\beta_1, \beta_2, \beta_3, \beta_4$ = beta coefficients**
>
> **e = error term**

4. FINDINGS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presented the study findings on data analysis and interpretation. The objective of the study was to assess the influence of strategic management process on performance of intergovernmental organizations with a focus of African Union Agencies in Nairobi, Kenya. The population consisted of about all 80 professional and general staff employees working at African Union agencies operating in Nairobi, Kenya in the year 2018. Primary data was gathered by way of questionnaires. A Likert type of a questionnaire was drawn for easy of collection of data from respondents. The sample demographics results were presented first, followed by descriptive findings, and finally inferential results.

4.2 The Response Rate

Fifty one out of eighty respondents (63.8 %) successfully responded to the questionnaire as presented in Table 4.1 below. Babbie (2004) asserts that return rates of 60% is good to study and publish.

Table 4.1 Response rate

Status	Response	% Response
Successful	51	63.8%
Unsuccessful	29	36.2%
Total	80	100%

4.3 Reliability Analysis

Results on reliability are presented in Table 4.2. The Cronbach's Alpha from the instruments on environment scanning, strategy formulation, strategy implementation and strategy evaluation was 0.721, 0.740, 0.732 and 0.722 respectively which was higher than the reliability cut off conventional value of 0.7. All the variables were considered reliable since they had above 0.7 coefficients for Cronbach Alpha and were hence accepted for the study.

Table 4.2 Reliability Results

Variable	Cronbach's Coefficient	Remark
Environmental Scanning	**0.721**	**Accept**
Strategy Formulation	**0.740**	**Accept**
Strategy Implementation	**0.732**	**Accept**
Strategy Evaluation	**0.722**	**Accept**

4.5 Strategic Management Process and Organizational Performance

This section presents findings on the independent variables (environmental scanning, strategy formulation, strategy implementation and strategy evaluation) and their influence on organizational performance.

4.5.1 Environment Scanning

The researcher sought to know whether AU as an intergovernmental agency was doing enough in terms of environment scanning and if not, what could be done to improve this step in strategic management process.

Thirty one percent of the participants in the study indicated that AU was doing enough in environmental scanning. However, majority of the participants in the study (68.6%) indicated that the institution was not doing enough and suggested that for AU to make scanning better, the agency should source for more resources, work on its time constraints and negative attitude from some stakeholders and public when undertaking the process.

The researcher sought to investigate the influence of environmental scanning on organization performance of the African Union agencies in Nairobi County. The findings were presented in Table 4.3. Majority of the participants in the study (82.4%) agreed that environmental scanning in the agency had helped in identifying and seizing opportunities. Ninety two (92.1%) percent of the participants in the study agreed that environmental scanning had enabled the agency identify and work towards overcoming threats. Ninety two percent of the participants in the study agreed that environmental scanning had enhanced development of agenda for boards of management leading to better decision making in the agency.

Ninety two percent of the participants in the study agreed that environmental scanning information had led to better organizational design development. Majority of the participants in the study (86.2%) agreed that environmental scanning had aided the agency in identifying stakeholder needs which had enhanced performance. The overall mean was 4.2 with a standard deviation of 0.74. These findings imply that environmental scanning as an independent variable was adequately measured by the statements as indicated by majority of the participants in the study. Further, the findings imply that environmental scanning was well fit as a proxy variable for strategic management process in measuring the influence of strategic management process on organizational performance of AU agencies in Nairobi County, Kenya.

The findings were consistent with those of Babatunde and Adebisi (2012) who studied strategic scanning of the environment and performance in a competitive business setting in Cadbury and Nestle Nigeria PLCs and the results exposed that there is an important affiliation between environmental scanning and performance.

Table 4.3 Environmental Scanning and Organizational Performance

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Opportunities	2.0%	7.8%	7.8%	54.9%	27.5%	4.0	0.93
Threats	0.0%	3.9%	3.9%	58.8%	33.3%	4.2	0.70
Development of agenda for BOD	0.0%	0.0%	7.8%	58.8%	33.3%	4.3	0.60
Agency design development	0.0%	5.9%	2.0%	60.8%	31.4%	4.2	0.74
Stakeholder needs identification	0.0%	3.9%	9.8%	52.9%	33.3%	4.2	0.76
Average						4.2	0.74

4.5.2 Strategy Formulation

The researcher sought to know whether AU as an intergovernmental agency was doing enough in terms of strategy formulation and if not, what could be done to improve this step in strategic management process. The findings were presented in Figure 4.7.

Figure 4.7 AU and Strategy Formulation

Thirty nine percent of the participants in the study indicated that AU was doing enough in strategy formulation. However, majority of the participants in the study (60.8%) indicated that the institution was not doing enough and suggested that for AU to make strategy formulation better, the agency should communicate of its mandate better, devoting enough time to projects and make use of experts in strategy formulation.

The researcher sought to investigate the influence of strategy formulation on organization performance of the African Union agencies in Nairobi County. The findings were presented in Table 4.4. Majority of the participants in the study (94.2%) agreed that AU's vision statement had been clearly defined and was well perceived by stakeholders. Ninety percent (90.2%) of the participants in the study agreed that AU's mission statement was clear to its purpose. Eighty six percent of the participants in the study agreed that any objective set in the agency was well specified, measurable, achievable realistic and time bound. Majority of the participants in the study (66.6%) agreed that strategy development was well carried out in the agency involving all affected stakeholders in the process.

Eighty four percent (84.3%) of the participants in the study agreed that setting of policy guidelines regarding a strategy was well emphasized in the agency and this has enhanced success in formulation. The overall mean was 4.1 with a standard deviation of 0.90. These findings imply that strategy formulation as an independent variable was adequately measured by the statements as indicated by majority of the participants in the study. Further, the findings imply that strategy formulation was well fit as a proxy variable for strategic management process in measuring the influence of strategic management process on organizational performance of AU agencies in Nairobi County, Kenya.

These findings agree with those of Emeka, Amaka and Ejim (2015) who did a study on the influence of formulation of strategies on institutional performance in Innoson Manufacturing Company ltd, Nigeria and the findings found that strategy formulation caused productivity in the firm to increase and that systematic and behavioral resistance to strategic variations causes formulation of strategy to be unsuccessful. The findings are also consistent with those of Idunnu and Taiwo (2010) who studied the effect of planning of strategies on institutional survival and performance and fond that strategy formulation influenced performance of Nigeria's First Bank.

Table 4.4 Strategy Formulation and Organizational Performance

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
AU's vision statement	0.0%	3.9%	2.0%	66.7%	27.5%	4.2	0.65
AU's mission statement	0.0%	5.9%	3.9%	54.9%	35.3%	4.2	0.78
Agency objectives	2.0%	7.8%	3.9%	29.4%	56.9%	4.3	1.01
Strategy development	0.0%	19.6%	13.7%	43.1%	23.5%	3.7	1.05
Policy guidelines	5.9%	3.9%	5.9%	54.9%	29.4%	4.0	1.03
Average						4.1	0.90

4.5.3 Strategy Implementation

The researcher sought to know whether AU as an intergovernmental agency was doing enough in terms of strategy implementation and if not, what could be done to improve this step in strategic management process. The findings were presented in Figure 4.7. About twenty four percent (23.5%) of the participants in the study indicated that AU was doing enough in strategy implementation. However, majority of the participants in the study (76.5%) indicated that the institution was not doing enough and suggested that for AU to make strategy implementation better, the agency should intensify resource mobilization to address lack of resources, aligning team members in the process and resistance to change.

The researcher sought to investigate the influence of strategy implementation on organization performance of the African Union agencies in Nairobi County. The findings were presented in Table 4.5. Eighty eight percent (88.2%) of the participants in the study agreed that the agency ensured qualified and skilled personnel in implementing its strategic decision. Majority of the participants in the study (86.3%) agreed that there was a good strategic match on how the decisions were carried out and the implementation process. Eighty two percent (82.3%) of the participants in the study agreed that adequate resources were usually put in place for the entire implementation process.

Eighty eight percent of the participants in the study agreed that proper communication of the strategy status was done pre, during and post implementation of strategic decisions. Majority of the participants in the study (72.5%) agreed that control measures within which execution is done are well in place in the agency. The overall mean was 4.1 with a standard deviation of 0.94. These findings imply that strategy implementation as an independent variable was adequately measured by the statements as indicated by majority of the participants in the study. Further, the findings imply that strategy implementation was well fit as a proxy variable for strategic management process in measuring the influence of strategic management process on organizational performance of AU agencies in Nairobi County, Kenya.

The findings agree with those of Muendo (2015) who empirically studied strategy implementation and organizational performance at Kenya Medical Training College and found that implementation of strategies straightforwardly leads to better performance of organizations. The findings also agree with those of Njagi and Kombo (2014) conducted a research to assess the consequence of strategy implementation on Kenyan commercial banks' performance and found that implementation is indeed a determinant of performance in Kenyan commercial banks. They also agree with Sirajuddin, Muhammad and Muhammad (2017) who studied the influence of strategic management practices' implementation on the performance of Indonesian SMEs and the findings demonstrated that the practices of strategic management such as execution, planning, and strategic evaluation have a positive and weighty effect on achievement of BEP, SMEs profit and volume of sales particularly in medium-sized businesses.

Table 4.5 Strategy Implementation and Organizational Performance

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Qualified and skilled personnel	2.0%	2.0%	7.8%	49.0%	39.2%	4.2	0.83
Strategic match on decisions and implementation	2.0%	5.9%	5.9%	51.0%	35.3%	4.1	0.91
Adequate resources	5.9%	2.0%	9.8%	52.9%	29.4%	4.0	1.01
Proper strategy communication	2.0%	5.9%	3.9%	58.8%	29.4%	4.1	0.87
Control measures	2.0%	13.7%	11.8%	39.2%	33.3%	3.9	1.09
Average						4.1	0.94

4.5.4 Strategy Evaluation

The researcher sought to know whether AU as an intergovernmental agency was doing enough in terms of strategy evaluation and if not, what could be done to improve this step in strategic management process. The findings were presented in Figure 4.8. About twenty percent (19.6%) of the participants in the study indicated that AU was doing enough in strategy evaluation. However, majority of the participants in the study (80.4%) indicated that the institution was not doing enough and suggested that for AU to make strategy evaluation better, the agency should come up with more appropriate measuring tools, dealing with environment's complexity and making right choice of the strategy.

The researcher sought to investigate the influence of strategy evaluation on organization performance of the African Union agencies in Nairobi County. The findings were presented in Table 4.6. Majority of the participants in the study (94.1%) agreed that their agency had fixed performance benchmarks in place in steps towards managing performance. Ninety percent of the respondent agreed that performance measurement was continuously done during the proposed strategy life. Majority of the participants in the study (90.2%) agreed that variance of analysis to assess the deviation of the strategy from the expected performance was done after the strategy put in place.

Eighty four percent (84.3%) of the participants in the study agreed that when deviation from the strategy arose there was corrective action taken to ensure that it met the intended objectives. Ninety percent of the participants in the study agreed that review of the strategy was done with recommendations to address areas where they did not meet expected performance. The overall mean was 4.1 with a standard deviation of 0.79. These findings imply that strategy evaluation as an independent variable was adequately measured by the statements as indicated by majority of the participants in the study. Further, the findings imply that strategy evaluation was well fit as a proxy variable for strategic management process in measuring the influence of strategic management process on organizational performance of AU agencies in Nairobi County, Kenya.

The findings are consistent with those of Musalika, Kule and Kibachia (2016) who studied the impact of strategic plan evaluation on organizational performance in manufacturing industry in Rwanda. The researcher found that there is a positive link between the variables and that strategy evaluation is an important determinant of organizational performance. The findings also agree with those of Aboramadan and Borgonovi (2016) who studied strategic evaluation as a proxy variable for strategic management practices as a determinant of superior non-governmental organizations performance and the researchers established that evaluation positively influenced both nonfinancial and financial performance in these institutions.

Table 4.6 Strategy Evaluation and Organizational Performance

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Performance benchmarks	0.0%	3.9%	2.0%	60.8%	33.3%	4.2	0.68
Continuous performance measurement	2.0%	2.0%	5.9%	60.8%	29.4%	4.1	0.78
Variance of analysis	0.0%	5.9%	3.9%	64.7%	25.5%	4.1	0.73
Corrective action	2.0%	9.8%	3.9%	54.9%	29.4%	4.0	0.96
Strategy review	2.0%	3.9%	3.9%	62.7%	27.5%	4.1	0.81
Average						4.1	0.79

4.5.5 Organizational Performance of African Union

The researcher sought to assess organizational performance of the African Union agencies in Nairobi County. The findings were presented in Table 47. Above ninety two percent (92.2%) of the participants in the study believed that efficiency in operations, as a measure of performance. Eighty percent (80.4%) of the participants in the study agreed that expected impact on stakeholders, as a measure of performance, had been achieved. Eighty percent of the participants in the study agreed that cost reduction, as a measure of performance, had been achieved. Eight four percent of the participants in the study agreed that growth and productivity, as a measure of performance, had been achieved.

Majority of the participants in the study (84.4%) agreed that social impact, as a measure of performance, had been achieved. Eighty two percent (82.4%) of the participants in the study believed that project implementation and execution, as measures of performance, had been achieved. Majority of the participants in the study (92.1%) believed that effectiveness, as a measure of performance, had been achieved. Eighty four percent (84.3%) of the participants in the study agreed that employee welfare, as a measure of performance, had been achieved. The overall mean was 4.1 with a standard deviation of 0.82. These findings imply that organizational performance as a predictor variable was adequately measured by the statements as indicated by majority of the participants in the study.

Table 4.7 Organizational Performance

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Efficiency in operations	0.0%	0.0%	7.8%	70.6%	21.6%	4.1	0.53
Expected impact on stakeholders	2.0%	5.9%	11.8%	49.0%	31.4%	4.0	0.93
Cost reduction	2.0%	9.8%	7.8%	45.1%	35.3%	4.0	1.01
Growth and productivity	3.9%	2.0%	9.8%	54.9%	29.4%	4.0	0.92
Social Impact	0.0%	2.0%	13.7%	37.3%	47.1%	4.3	0.78
Project implementation and Execution	0.0%	7.8%	9.8%	45.1%	37.3%	4.1	0.89
Effectiveness	0.0%	3.9%	3.9%	62.7%	29.4%	4.2	0.68
Employee welfare	0.0%	7.8%	7.8%	54.9%	29.4%	4.1	0.84
Average						4.1	0.82

The researcher sought to know whether AU as an intergovernmental agency was doing enough in terms of organizational performance and if not, what could be done to improve it. The findings were presented in Figure 4.9. Forty four percent of the participants in the study indicated that AU was doing enough in organizational performance. However, majority of the participants in the study (56%) indicated that the institution was not doing enough and suggested that for AU to make organizational performance better, the agency should come up with better strategies and work on the existing ones in the conduct of their business so as reach more clients with their services.

4.5.6 Return on Assets

The researcher sought to find out the ratio of return on assets of African Union from 2013 to 2017 as presented in Figure 4.11. This was computed by dividing the institution's surplus or deficit with total assets. In 2013, ROA was 0.064. Return on assets rose sharply to 0.349 in 2014. The measure dropped sharply to 0.029 in 2015 and then slightly to 0.026 in 2016. In 2017, return on assets rose t .0108. Over the years, there is an inconsistent drop in organizational performance at AU as indicated by the trend line.
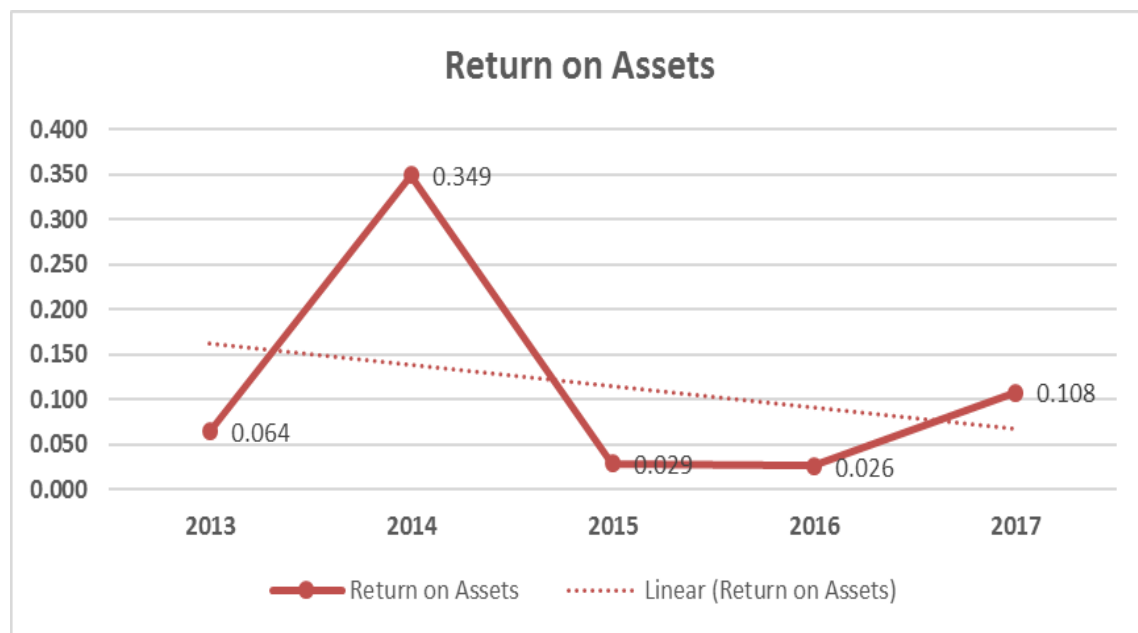
Return on Assets

Figure 4.11: African Union's Return on Assets

4.6 Inferential Statistics

This section presents the inferential findings for the study. Pearson's moment of correlation is presented first then regression analysis follows.

4.6.1 Pearson's Correlation Coefficient

Pearson's bivariate correlation shows the affiliation amid two factors and starts from 1 to -1 where 1 shows a robust positive link and a -1 indicates a sturdy negative affiliation. The more the association moves to zero the feebler it turn out to be. The research findings were presented in Table 4.8. The affiliation amid environmental scanning and organizational performance was affirmative and sturdy (0.640) and the variable was statistically important (0.000). The affiliation amid strategy formulation and organizational performance was affirmative and sturdy (0.692) and the variable was statistically important (0.000).

The affiliation amid strategy implementation and organizational performance was affirmative and sturdy (0.621) and the variable was statistically important (0.000). The affiliation amid strategy evaluation and organizational performance was affirmative and sturdy (0.691) and the variable was statistically important (0.000). The results show that all the study factors were all affirmatively linked with performance. They also show that environment scanning, strategy formulation, strategy implementation and strategy evaluation were all key contributing factors of organizational performance as significance threshold were less than 0.05. The findings imply that all the predictor factors: environment scanning, strategy formulation, strategy implementation and strategy evaluation were key determinants of customer experience.

The findings are consistent with those of Rintari & Makori (2012) did a research aiming to scrutinize the part of strategic planning practices on the performance of Kenya's Public Service Commission and the results showed a positive association between scanning of the environment and performance of the Public Service Commission of Kenya. Maroa and Muturi (2015) studied the influence of strategy formulation as a proxy of strategic management practices on the performance of Floriculture Firms in Kenya and found that it is positively associated to performance.

They also agree with Sirajuddin, Muhammad and Muhammad (2017) who studied the influence of strategic management practices' implementation on the performance of Indonesian SMEs and the findings demonstrated that the practices of strategic a positive and weighty effect on achievement of BEP, SMEs profit and volume of sales particularly in medium-sized businesses. The findings agree with those of Ayanda and Oyinlola (2014) who empirically investigated the correlation amidst strategic management and Nigeria's banks performance and the researchers found that strategy evaluation as part of strategic management affected positively organizational performance.

Table 4.8 Pearson's Correlation Coefficient

Variable		Organizational Performance	Environmental Scanning	Strategy Formulation	Strategy Implementation	Strategy Evaluation
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Environmental Scanning	Pearson Correlation	.640**	1			
	Sig. (2-tailed)	0.000				
Strategy Formulation	Pearson Correlation	.692**	.546**	1		
	Sig. (2-tailed)	0.000	0.000			
Strategy Implementation	Pearson Correlation	.621**	.428**	.506**	1	
	Sig. (2-tailed)	0.000	0.002	0.000		
Strategy Evaluation	Pearson Correlation	.691**	.584**	.580**	.572**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

4.6.2 Model Fitness

Results on the goodness of fit were presented in Table 4.9 below. The findings designate that the study factors: environment scanning, strategy formulation, strategy implementation and strategy evaluation were fittingly enlightening organizational performance. This deduction is reinforced by the finding of R square of 0.672 which shows that environment scanning, strategy formulation, strategy implementation and strategy evaluation jointly explain 67.2% of organizational performance.

Table 4.9 Model Fitness

Model	Coefficient
R	0.820
R Square	0.672
Adjusted R Square	0.644
Std. Error of the Estimate	0.31764

4.6.3 Analysis of Variance

ANOVA statistics were presented on Table 4.10. The findings indicate that the overall model was statistically significant. The findings show that the F Cal was of 23.578 which was greater than the F Critical which was 3.789 at p value 0.000. This indicates that there was goodness of fit of the model. These results indicate that environment scanning, strategy formulation, strategy implementation and strategy evaluation are good predictors of organizational performance.

Table 4.10 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F Stat	Sig.
Regression	9.516	4	2.379	23.578	0.000
Residual	4.641	46	0.101		
Total	14.157	50			

4.6.4 Regression of Coefficients

Findings on the beta coefficients of the joint regression model were presented in Table 4.11. The outcomes demonstrate an affirmative link amidst environment scanning, strategy formulation, strategy implementation and strategy evaluation and organizational performance and whose coefficients of beta are 0.267, 0.310, 0.253 and 0.235 respectively. The outcomes of the study show that; a unit rise in environmental scanning contributes to a rise in organizational performance by 0.267 units; a unit rise in strategy formulation by one unit contributes to a rise in organizational performance by 0.310 units; a unit rise in strategy implementation by one unit contributes to a rise organizational performance by 0.253 units a unit rise in strategy evaluation by one unit contributes to a rise organizational performance by 0.235 units.

Environment scanning, strategy formulation, strategy implementation and strategy evaluation were satisfactorily explaining customer experience as they were all statistically significant as they had significance levels of 0.041, 0.009, 0.041 and 0.045 which was less than the conventional significance level of 0.05. These results indicate that organizational performance is predicted by environment scanning, strategy formulation, strategy implementation and strategy evaluation.

Table 4.11 Regression of Coefficients

Variable	Unstandardized Coefficients	Std. Error	t	Sig.
(Constant)	-0.257	0.476	-0.541	0.591
Environmental Scanning	0.267	0.127	2.103	0.041
Strategy Formulation	0.310	0.113	2.748	0.009
Strategy Implementation	0.253	0.121	2.103	0.041
Strategy Evaluation	0.235	0.114	2.065	0.045

Overall, the regression equation is as follows:

Organizational Performance = 0.267 Environmental Scanning + 0.310 Strategy Formulation + 0.253 Strategy Implementation + 0.235 Strategy Evaluation - 0.257

The findings agree with those of Eyuche and Emeka (2014) studied the influence of environmental determinants and performance of Juhel Company Ltd, Nigeria and the findings revealed positive and statistically significant link amidst environmental scanning and performance. The findings are also consistent to those of Anichebe and Agu (2013) who studied of the impact of implementation and formulation of strategies in Nigerian business organizations and found a statistically significant relationship between formulation and performance.

The findings are consistent with those of Buuni, Amira, Kiiru and Karemu (2015) who did a study to find out the link amidst strategic plan implementation and organizational performance and found that there is significant positive relationship between strategic plan implementation, policies and procedures and organization performance. The study findings agree with those of Ferreira and Proença (2015) who studied strategic management and organizational effectiveness in social service organizations in Portugal and found that strategy evaluation is statistically significant and positively associated to organizational effectiveness.

5. CONCLUSION, RECOMMENDATIONS AND SUMMARY

5.1 Introduction

The chapter enlightened on the summary which illuminated the major results in accordance to the study objectives. A conclusion on the association amongst the study factors was inferred in relation to the objectives. Recommendations and areas for further studies were also drawn.

5.2 Conclusions

From the study findings, one can conclude that:

Environmental scanning did have an influence on organizational performance as demonstrated by most of the participants in the study. Furthermore, environmental scanning was an important determinant of performance at African Union in Nairobi, Kenya. Environmental scanning as a proxy variable for strategic management process was positively linked to performance. Environmental scanning was a statistically significant predictor and was satisfactorily explaining performance African Union Agencies in Nairobi, Kenya.

Strategy formulation, as a proxy variable for strategic management process, did have an influence on organizational performance as demonstrated by most of the participants in the study. Furthermore, strategy formulation was an important determinant of performance at African Union in Nairobi, Kenya. Strategy formulation was positively linked to performance. In addition, strategy formulation was a statistically significant predictor and was satisfactorily explaining performance African Union Agencies in Nairobi, Kenya.

Strategy implementation, as a proxy variable for strategic management process, did have an influence on organizational performance as demonstrated by most of the participants in the study. Furthermore, strategy implementation was an important determinant of performance at African Union in Nairobi, Kenya. Strategy implementation was positively linked

to performance. In addition, strategy implementation was a statistically significant predictor and was satisfactorily explaining performance African Union Agencies in Nairobi, Kenya.

Finally, strategy evaluation did have an influence on organizational performance as indicated by majority of the participants in the study. Furthermore, strategy evaluation as a proxy variable for strategic management process, was an important determinant of performance at African Union in Nairobi, Kenya. Strategy evaluation was positively linked to performance. In addition, strategy evaluation was a statistically significant predictor and was satisfactorily explaining performance African Union Agencies in Nairobi, Kenya.

5.3 Recommendations

On environmental scanning, the researcher recommends that African Union should source for more resources, work on its time constraints and negative attitude from some stakeholders and public when undertaking the process. Further the agency should apply environmental scanning more in identifying and seizing its opportunities. The agency should also apply environmental scanning information better its organizational design and development. The institution should also use environmental scanning in the agency in helping it identify stakeholder needs and enhance its performance.

On strategy formulation, the agency should make efforts to communicate of its mandate better, devoting enough time to projects and make use of experts in strategy formulation. The SMART approach in its objectives should also be emphasized across all its entities so as to ensure that they are met within the stipulated regulations and guidelines. The institution should also engage experts in setting of policy guidelines regarding a strategy so that they address the needs for all stakeholders in an effort to enhance performance.

On strategy implementation, African Union should intensify resource mobilization to address lack of resources to be applied in the strategy. The institution should also put efforts in aligning team members in the process and resistance to change. The agency should also engage qualified and skilled personnel in implementing its strategic decision so that the process is steered in the most effective and efficient way. There should also be an emphasis on strategic match on how the decisions were carried out and how the implementation process is carried out.

On strategy evaluation, the agency should come up with more appropriate measuring tools, dealing with environment's complexity and making right choice of the strategy. Follow up on variance of analysis performed to assess the deviation of the strategy from the expected performance should be regularly monitored and action effected where there are recommendations. Review of implemented strategy should be done with recommendations to address areas where expected performance is not met should be well in place so as to inform future decisions in terms of strategy application.

5.4 Summary

5.4.1 Environmental Scanning

The first objective of the study was to study the influence of environmental scanning on performance of African Union in Nairobi, Kenya. Results indicated that environmental scanning had an influence on organizational performance as shown by most participants in the study who agreed that environmental scanning in the agency had helped in identifying and seizing opportunities, environmental scanning had enabled the agency identify and work towards overcoming threats, environmental scanning had enhanced development of agenda for boards of management leading to better decision making in the agency, environmental scanning information had led to better organizational design development and that environmental scanning had aided the agency in identifying stakeholder needs which had enhanced performance. Correlation outcomes from the study also showed that environmental scanning was affirmatively linked to organizational performance. Regression outcomes from the study demonstrated that environmental scanning important and a key factor determining organizational performance.

5.4.2 Strategy Formulation

The second objective of the study was to study the influence the influence of strategy formulation on performance at African Union in Nairobi, Kenya. Results indicated that strategy formulation had an influence on organizational performance as shown by most participants in the study who agreed that AU's vision statement had been clearly defined and was well perceived by stakeholders, AU's mission statement was clear to its purpose, that any objective set in the agency was well specified, measurable, achievable realistic and time bound, strategy development was well carried out in the agency involving all affected stakeholders in the process and that setting of policy guidelines regarding a strategy was

well emphasized in the agency and this has enhanced success in formulation. Correlation outcomes from the study also showed that strategy formulation was affirmatively linked to organizational performance. Regression outcomes from the study demonstrated strategy formulation important and a key factor determining organizational performance.

5.4.3 Strategy Implementation

The third objective of the study was to study the influence the influence of strategy implementation on performance at African Union in Nairobi, Kenya. Results indicated that strategy implementation had an influence on organizational performance as shown by most participants in the study who agreed that the agency ensured qualified and skilled personnel in implementing its strategic decision, there was a good strategic match on how the decisions were carried out and the implementation process, adequate resources were usually put in place for the entire implementation process, proper communication of the strategy status was done pre, during and post implementation of strategic decisions and that control measures within which execution is done are well in place in the agency. Correlation outcomes from the study also showed that strategy implementation was affirmatively linked to organizational performance. Regression outcomes from the study demonstrated strategy implementation was a statistically important and a key factor determining organizational performance.

5.4.4 Strategy Evaluation

The forth objective of the study was to study the influence the influence of strategy evaluation on performance at African Union in Nairobi, Kenya. Results indicated that strategy evaluation had an influence on organizational performance as shown by most participants in the study who agreed that their agency had fixed performance benchmarks in place in steps towards managing performance, performance measurement was continuously done during the proposed strategy life, variance of analysis to assess the deviation of the strategy from the expected performance was done after the strategy put in place, when deviation from the strategy arose there was corrective action taken to ensure that it met the intended objectives and that review of the strategy was done with recommendations to address areas where they did not meet expected performance. Correlation outcomes from the study also showed that strategy evaluation was affirmatively linked to organizational performance. Regression outcomes from the study demonstrated strategy evaluation was a statistically important and a key factor determining organizational performance.

5.5 Areas for Further Study

From the findings, the R2 was 67.1% which means that the independent variables (environment scanning, strategy formulation, strategy implementation and strategy evaluation) explained performance to an extent of 67.1%. There are other factors which are not captured by the proposed model in this study which are captured by 32.9% which is not explained. Another study can be carried out to determine other factors explaining 32.9% of performance in view of the study context and scope.

This research did not address all the issues around the strategic management process in any way and for that reason it is recommended that alternative study be done in other institutions for instance in the Kenyan private sector perhaps applying the same factors used in this study so as to find out whether the outcomes will be consistent in an unlike setting. An additional study can also be executed using the same topic on the process of strategic management but applying different proxies to measure the variable in determining overall performance to find out whether the study outcomes will be inconsistent or consistent to the present study.

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