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## Factors Affecting Women in Strategic Management on Performance of County Government in Trans Nzoia, Kenya

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### **Abstract:**

*The objective of this study was to examine the effect of women in strategic management on performance of Trans Nzoia County, Kenya. The study was conducted amongst respondents who were targeted in this study from the County of Trans Nzoia. It made use of the stratified research design; data was collected from 200 respondents via questionnaire. These responses were analyzed via spearman rank order correlation, within the confines of SPSS version 24. This study found out that strategic planning was significantly related to these women's performance in strategic management under this study. In conclusion, this study points out that an effective implementation of the women being in strategic management on performance of the county of Trans Nzoia outcomes such as Strategic planning, strategic decision making, strategic implementation and information technology would enhance overall performance of women.*

**Keywords:** Strategic planning, strategic implementation, strategic decision making and information technology

### **1. Introduction**

Business or women in strategic management plays a major role for economic growth. Business and women in strategic management are used interchangeably. However, women in strategic management more concerned on creating innovative product and services while business are not. Business women are defined as those women that start, own, operate, manage and take risk in their business (Slater, Olson & Hult 2010). Meanwhile, OECD in 1998 defined it as someone who has started a one-woman business or someone who is principal in a family business or partnership or someone who is a shareholder in a publicly held company which she runs (Saidi, 2009). Women in strategic management can contribute significantly to poverty reduction and accelerate the achievement of wider socio-economic objectives (Kaplan & Norton 2008). Taking cue from this achievement, women in strategic management has become one of the prime topics of policy makers in the developing countries since 1980s (Hossain et. al, 2009). However, their contribution is mainly depended on their performance. Thus, the challenges that can impede their success need to be identified in order to enhance their performance

### **2. Methodology**

This study used qualitative and quantitative research design. In doing so the researcher ensured they both support each other. As one uses numerical and the other involves words, meaning the complement each other. The target population of this study was 200 respondents, this comprised of senior managers, middle level managers and lower-level managers. This study used stratified random sampling techniques; respondents were picked from each stratum. The research instruments for this study were both structured and semi structured questionnaires. Data was collected with the assistance of two research officers who understood the phenomena under this study. They dropped the questionnaires and pick them after two weeks. Where there was need, the period was extended to enable the respondents complete filling the questionnaires. A pilot test of 10% was employed to the respondents to test the reliability and validity of the research instruments. Where there was need, the researcher took the initiative of adjusting the instrument so as to achieve clarity and accuracy of the same. The collected data was processed with the help of Statistical Package for Social Science version 24 and the same is now presented with the help of pie charts, tables and graphs.

#### **2.1. Statement of the Problem**

The problem of women in strategic management in the county government of Trans Nzoia, Kenya has been an issue for quite some time now. Masood (2011) highlighted that short- and long-term challenges regarding constraints faced by women for strategic management in Kenya has been identified by the Ministry

of finance and planning. According to Mahmood, Khalid, Muhammad Sohail and Babak (2012) the government has introduced environmental scanning to increase the women participation in rural areas. Masood (2011), this has led to delayed inefficiencies in integrating production and transmission designs usually financed, operated, and upgraded by the government through women empowerment from delayed projects, it has also led to the lack of value-added synergies in terms of public sector knowledge, skills, and experience. Therefore, this study was done in the Kenyan context in order to find out the new knowledge which has no filled the existing gap.

### 2.1.1. Theoretical Review

The theoretical framework is the structure that can hold or support a theory of a research study Taylor (2014). Research questions can be explained as an arrangement of explanations or a standard designed to clarify a gathering of realities or wonders particularly one that has been over and over tried or is broadly acknowledged and can be utilized to make expectations about characteristic wonders or event that isn't surely known. Speculations are scientific instruments for comprehension, clarifying, and making forecasts about a given topic. Speculations are syntactic in nature and are just significant when given a semantic part by applying them to some substance, that is, realities and connections of the real recorded world as it is unfurling. This research was limited to the scope of the study, conceptual framework of this study, to the target population, to the specific variable and the areas of concerned only.

### 2.1.2. Research Gap

The rhetorical workings of women in strategic management in the County Government of Trans Nzoia as an ideological construct in contemporary global society suggests that this term is actually being increasingly used as a label to place over modes of existence that are neither women in strategic management in a society. Ogachi (2016) argues that it is not possible to have so called developmental projects that are men strategic oriented in any sustainable development, which have neglected women empowerments in the modern economic developmental without women involvement from the sustainability strategies-or tools- that cut across all the major activities of strategic implementation and which are based on the role of women in strategic management towards future endeavors. Women in strategic management team may also be necessary in order to plan and, implement actions needed to transform the organization from its current institutional state (derived from the original design) to what was a sustainable model over the long run (Ogachi, 2016). The team should usually include women in areas of strategic planning, strategic implementation, strategic decision making and information dissemination amongst women in the devolved county government. Another key ingredient to organization sustainability is a well-planned strategic Workshop which may be as a way to close out the formal evaluation, assist in building the strategic planning capacity of the sustainability team, and simultaneously begin the action-planning process for the future. In the ideal world, this perfection may be possible; in reality, it is a big challenge. Getting good people is perhaps the easiest part of the job because there are so many experienced evaluators as compared to actual planners. This study established the major factors affecting women in strategic management in Kenya using the Trans Nzoia County as a case study.

#### 2.1.2.1. Systems Theory

Systems theory is considered to be relevant in understanding the effect of strategic planning on women in strategic management position in Kenya, hence provides the theoretical background for this for this study. According to Gantsho (2008), Systems theory provides the manager with a tool for analyzing organizational dynamics.

#### 2.1.2.2. Empowerment Theory

In this regard, Empowerment theory is very important. This theory provides value orientations. (Altman and Rogoff, 1987). The domain of psychological empowerment generally neglects community-level processes. Community development has not been consistently attentive to psychological processes (Goldsworthy, 2002). Take, for example, the controversies about the true impacts of participatory research (Titterton and Smart, 2008) and participatory approaches to community development (Cooke and Kothari, 2001).

#### 2.1.2.3. The Growth Pole Theory

This theory considers being pertinent in understanding the effect of strategic decision making. It accounts spread effect in the hierarchy of development (Gantsho, 2008). The theory 'assumes that growth does not appear everywhere at the same time, but it manifests itself in 'points' or 'poles' of growth with variable

intensity (Perroux, 1950). Lack of adequate finances, instability in policies are some of the main reasons (Kokor, 2001).

#### 2.1.2.4. Theories of Poverty and Anti-Poverty Programs

Theories of Poverty and Anti-Poverty programs in strategic management is considered to be relevant in understanding the effect of women in strategic management position in Kenya, hence provides the theoretical background for this for this study. According to Rappaport (1987) variety of strategies are available with community development. There is a prominent research gap of exploring theories addressing poverty (Perroux François, 1950). The primary objective is to push poor into work (Camfens, 1997). Anti-poverty programs in community development tend to oppose strategies which are the tension runs through all anti-poverty programs (Perroux, François, 1950).

#### 2.1.2.5. Strategic Planning

The roles of leaders are very important for implementing strategies. Grabe (2010) describes the abilities needed by managers as a blend of technical skills, relational skills and sensitivity to the needs of other functions. Itani, Sidani & Baalbaki (2009) highlighted the quality of leaders when it comes to strategy implementation. Hoe & Md Isa (2012), there has been little work on strategic planning. A Shmailan (2014) and Danish & Smith (2010) argued that examination of the impact of strategic planning.

### 2.2. Strategic Implementation

A full implementation plan with milestones needs to be created for all levels of the organization. The plan should lay out the steps necessary to achieve the objectives and include schedules for key activities. The resources needed to achieve the objectives must also be detailed. The plan should quantify the financial, personnel, operational, time, and technological resources which will be required, as well as identifying those responsible for individual initiatives. A Shmailan (2014), argues that Strategic development is an important business activity which involves defining the strategic direction an organisation will take and the objectives it aims to achieve. Obvious as this may seem, it is vital to ensure that implementation plans are based on the stated organisational strategy and objectives. Just as strategy must be derived from the organisation's mission and vision and in line with organisational values, so implementation must follow the direction which has been set out in the organisation's strategic documents and prioritise those things which are seen to be most important for the future success of the organisation. Bear in mind, however, that organisational mission and vision, or even values may need to change in response to changing circumstances and should be reviewed regularly. The optimal implementation of strategy is highly dependent on the professional people management and leadership capabilities of both strategic and operational managers. New strategies may create new requirements for leaders and the organisations that they lead. Strategic change may require new personnel with fresh perspectives, or differing skills and experience (Hoe & Md Isa, 2012).

Strategic shifts may well entail a change in emphasis involving new customers or markets, technologies or business processes. Leaders may need to adjust their leadership styles, or learn new management techniques and approaches. The implementation of a new strategy may alter priorities, change resource allocations, and involve a shift in relationships. This can sometimes pose a threat to the power and status of some significant and influential people within the organisation (A Shmailan, 2014). Processes for assessing and developing leadership, should be seen as a normal part of strategic implementation. Leaders will have to take an objective view of the existing management team, including themselves, and assess whether the team is capable of implementing the strategy. Ideally, coaching or development should be offered to help individuals to improve their performance or develop new skills, if necessary, so that they are better able to achieve the goals and objectives required of them. Our checklists on managing plateaued or passive people may be helpful here. However, some people may be incapable of adapting, resistant to change or unwilling to accept a revised role and prefer to move on to another organisation (African Development Bank, 2015).

### 2.3. Strategic Decision Making

Strategic decision-making has emerged as one of the most active areas of current management research. The area has greatly benefited from such research traditions as behavioral decision theory and transaction cost economics and has recently gained its own momentum. However, despite a substantial body of literature, it is still widely recognized that our knowledge of strategic decision-making processes is limited and is mostly based on normative or descriptive studies and on assumptions most of which remain untested (Hoe & Md Isa, 2012). Whenever all people strive toward the same outcome there is no problem (African Development Bank, 2015).

Collective decision making becomes difficult when stakeholders take different positions (Alina, 2013).

#### 2.4. Information Technology

In the new competitive arena, it is not the possession of IT that will determine how successful banks will be but the success will be calibrated by the risk management experts in IT development. And managing these risks is a better understanding of the implication of computerization of services on the following: Customer/Staff Interaction with Information Technology: Effective and efficient information technology of service must think about the customers and staff, not how bank deploy IT to foster only mechanical service delivery of bank customers Davenport (2001) called this a human centered approach to IT, which contrasts with the standard IT view. This approach recognizes that: Information evolves in many directions, taking on multiple meanings. People don't share information easily. The ability to access those geographically outside the reach of data users would have been impossible without the emergence of computer data network. Advance computer technology and telecommunications made it possible from computers within a geographically disperse area or city with the help of high-speed telecommunication infrastructure are involved in the Wide Area Network. And within a single location, it was possible to build a local Area Network (LAN) (Benzing et al.,2009).

With the availability of these networks, effective data carrier platforms for customer service delivery could be affected. It is possible for customers whose accounts are not domicile in a particular branch to be served. Because data networks enable quick validation of their transactions. High speed LANs also makes it possible for many tellers to concurrently share the same customer information base. With this level of advancement, the old telex message system between banks and amongst branches, of the same bank are now being phased out by the new network driven electronic funds transfer and clearing system. Electronic Funds Transfer Itani et al. (2009) define electronic funds transfer as any transfer of fund which is initiated through an electronic terminal, telephone instrument or computer or magnetic tape so as to order or authorize a financial institution to debit or credit an account, the system allow an hour anywhere in the country. It provides a more suitable and cost-effective way of transferring funds.

IT does not mean money in the true sense of it. But rather its only link with money is through the units in which the debits are denominated in real money units. Electronic funds transfer systems are connected with the primary management of information between banks and the resulting changes that affect bank records (McElwee & Al-Riyami. 2003).

#### 2.5. Performance of County Government

There are other ways in which conflict and political transitions impact the space available to performance of women in politics. Women involved in political conflict often develop the skills and the political capital to carve out spaces in the new landscape. These conflicts and the roles played by women in them at home and abroad often contribute to an available cadre of capable women candidates to stand for public office. In Kenyan post conflict states, national women's movements have been critical to the adoption the strategies and mechanisms that led to women's increased representation (Kothari, 2011).

Performance of woman as an agent of change is one who plays as a catalyst and estimates responsibilities for managing the change activity (McElwee & Al-Riyami, 2003). Changes in human resources must be initiated by the getting rid of the old behavior patterns (Goldsworthy, 2002). Equitable participation by performance of women and men can also translate into greater benefits for members and their families. Grabe (2010) compared with most of its neighbors, Kenya performs poorly in respect of women's represent at on within politics in spite of a historically vibrant women's movements and arguably one the most competitive systems of multi-party democracy in the region. Kenya is no more patriarchal than its neighbors nor are women less economically empowered. Many women are recognized to have made important contributions to movements for change in the colonial and post- colonial periods, and acted as trailblazers within the political sphere (see Box 3.1). Kenya's poor performance in comparison with her neighbors is variously a result of a lack of compliance with the national legal framework, lack of political good will at the national leadership level and an inability to hold the government accountable to the Constitution (Camfens, H. (1997).

#### 2.6. Model Goodness of Fit

Regression analysis was used to establish the strengths of relationship between county government (dependent variable) and the predicting variables; strategic planning, strategic implementation, strategic decision making and information technology (independent variables). The results showed a correlation value (R) of 0.751 which depicts that there is a good linear dependence between the independent and dependent variables.

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
0.751	0.681	0.696	0.056

Table 1: Model Goodness of Fit

a. Predictors: (Constants), strategic planning, strategic implementation, strategic decision making and information technology

b. Dependent Variable: County Government

With an R-squared of 0.681, the model shows that strategic planning, strategic implementation, strategic decision making and information technology explain 68.1% of the variations on county government, while 31.9% is explained by other indicators which are not inclusive in study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.746	1	8.336	35.166	.000b
Residual	5.098	161	0.248		
Total	10.744	162			
a Dependent Variable: County Government					
b Predictors: (Constant), strategic planning, strategic implementation, strategic decision making and information technology					

Table 2: ANOVA Test

Analysis of variance determines whether mean scores of the effect of strategic planning on county government differ significantly from each other. It also determines whether the various variables interact significantly with each other. Analysis of variance (ANOVA) for regression coefficients, the results demonstrate that the significance of F statistics is 0.00 which is less than 0.05 confidence level. Therefore, it implies that there is a significant relationship between strategic planning and county government. An F ratio of more than 1 implies that each of the identified factors influence county government policy.

### 2.7. Coefficients of Estimate

The first objective of the study sought to find out the influence of strategic implementation on county government in devolved system of Government. Research findings confirmed strategic implementation have a significant effect on county government basing on  $\beta_1 = 0.322$  (p-value = 0.001 which is less than  $\alpha = 0.05$ ) implying that strategic implementation have a significant effect on county government. The findings agree with Osoro et al. (2015) that E-sourcing solutions create value by lowering spend costs, streamlining processes and enabling new business development. Similarly, Felines, (2014) pointed that strategic implementation does more than establish an electronic communication. It also streamlines workflows, enhances flexibility and drives transparency in the buyer seller relationship. In addition, Dooley, (2016) describe electronic information as platform for marketing for goods and services globally and redefining the way companies manages their supply chains. Through Strategic decision making whether through an electronic meeting, online auction or virtual community is emerging as one of the quickest and least painful ways for companies to boost county government policy as it reduces discrimination against previously disadvantaged women in strategic management hence boost the county government policy.

The second objective of the study sought to assess effect of strategic planning on county government in devolved system of government. Findings showed that strategic implementation had coefficients of estimate which was significant basing on  $\beta_2 = 0.21$  (p-value = 0.012 which is less than  $\alpha = 0.05$ ) hence we conclude that strategic decision making has a significant influence on county government. This implies that for each unit increase in strategic planning, there is up to 0.012 unit increase in service in the county. Also, the effect of strategic implementation is shown by the t-test value of 3.309 which implies that the effect of strategic planning surpasses that of the error. The findings are consistent with the findings of a study by Osoro et al. (2015) which established that different organizations adopt different online strategies such as strategic planning, strategic implementation, strategic decision making and information technology

The third objective of the study sought to ascertain effect of strategic planning on county government in devolved system of government. Study findings showed that had coefficients of estimate which was significant basing on  $\beta_3 = 0.075$  (p-value = 0.034 which is less than  $\alpha = 0.05$ ) hence strategic implementation has a significant effect on county government. This indicates that for each unit increase in strategic implementation,

there is up to 0.075 units increase in county government. The effect of strategic decision making is stated by the t-test value = 2.15 which point out that the effect of strategic implementation is over 5 times that of the error associated with it. In conformity with the results, Kim, (2002) argues that regulated e-ordering is the process of creating and approving purchasing requisition, placing purchase orders as well as receiving goods and services ordered, by using a software system based on internet technology which greatly improves the women in strategic management. By eradicating repetitive manual processes and removing the need for paperwork, ordering processing enables the business to reduce costs, increase productivity and improve customer service thus improved strategic management performance.

Finally, findings showed that information technology had coefficients of estimate which was significant basing on  $\beta_4 = 0.292$  (p-value = 0.000 which is less than  $\alpha = 0.05$ ). This suggests that there is up to 0.292 unit increase in county government for each unit increase in strategic implementation. The effect of strategic decision-making process is thrice the effect attributed to the error; this is indicated by the t-test value = 3.818. In line with the findings, Osoro et al. (2015), in his study argues that information technology is a form of Enterprise Resource Planning (ERP) that is not directly associated with a phase in the strategic management process like strategic planning. Ensuring the quality of shared information has become a critical issue of effective strategic management, supported that internet or internet tool can facilitate information sharing and more collaboratively with their partners. Mentioned that information sharing refers to the extent to which critical and proprietary information is communicated to one's management partner thus more efficiency and high contact in the county government.

	Unstandardized Coefficients			Standardized Coefficients	
	B	Std. Error	Beta	T	Sig.
(Constant)	0.253	0.298		0.747	0.457
Strategic Planning	0.326	0.097	0.322	3.309	0.001
Strategic Implementation	0.232	0.087	0.21	2.547	0.012
Strategic Decision. Making	0.462	0.075	0.186	2.15	0.034
Information Technology	0.106	0.08	0.292	3.818	0.000
a Dependent Variable: County Government of Trans Nzoia					

Table 3: Coefficients of Estimate

The correlation matrix coefficients were used to derive a prediction model for the effects of strategic planning on county government policy in devolved system of Government. Thus, the correlation coefficients derived from the matrix have been used to come up with a standard prediction model. The following equation was derived from the regression coefficients in the matrix.

$$Y = 0.25 + 0.32x_1 + 0.23x_2 + 0.46x_3 + 0.10x_4$$

### 3. Summary

The study sought to explore the effect of strategic planning adoption on county government policy in devolved system of Government. The study had  $R^2$  of 0.681. This means that 68.1% the contribution from these research findings as a contribution of strategic planning, strategic implementation, strategic decision making and information technology, while variations of 29.9% is explained by other variables not included in this study. Most importantly what is distressing the women as they are not represented fully in strategic management in the following areas of concerned: strategic planning, strategic implementation, strategic decision making and how information dissemination affects them?

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