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STRATEGIC DIRECTION AND ORGANIZATIONAL PERFORMANCE OF WEST POKOT COUNTY GOVERNMENT, KENYA

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ABSTRACT

This general objective of the study was to examine the effect of strategic Direction and organizational performance of West Pokot county, Kenya. Strategic direction is one of the important factors in the promotion of organizations' performance across the globe. The devolution of leadership and resources has created a necessity for each county government to adopt a unique leadership direction in order to gain an outstanding position in resource management among other counties in the country. The study was guided by the strategic choice theory and upper echelon. A descriptive research design was used in this investigation. The target respondents were 77 top level county government staff. The sample size for this study was the same as the target population and the study employed census method because the target population will be manageable. The study adopted primary data, which was collected using questionnaires. In order to evaluate and understand the obtained data, quantitative data was conducted using SPSS version 29 software. For the study, Pearson correlation was used in order to determine the degree of association between study variables. The study findings were expected to be of great significance to the strategic management literature and future scholars. This study concludes and recommends that strategic direction has an impact towards the performance of West Pokot County government in Kenya.

Key Words: Strategic Direction, Strategic Priorities, Strategic Managers, Organizational Performance

Background of the Study

Strategic management is the ongoing planning, monitoring, analysis and assessment of the resources and processes an organization should have in place to meet its goals and objectives (Mutole, 2019). Because business environments are dynamic, an organization must constantly assess its strategies to stay competitive and meet its long-term objectives. The strategic management process helps organizations consider their present situation, develop action plans, deploy those plans and analyze their effectiveness. The process typically includes five basic stages, but the goals and outcomes can vary significantly depending on an organization's goals as well as its internal and external environments (Koros, 2021)..

Strategic direction enables an organization to have a clear understanding of its mission, its vision for where it wants to be in the future and the values that will guide its actions (Mutole, 2019). The process requires a commitment to strategic planning, which is a subset of business management that requires an organization to identify its short- and long-term goals. Strategic planning also includes the planning of the processes and resources needed to achieve those goals. Strategic management offers financial and nonfinancial benefits. It helps an organization's leadership better plan for the future and meet its long-term objectives. Strategic management also provides additional benefits: Clear direction. Strategic management sets a direction for the organization and its personnel. It clarifies the organization's mission and vision and helps it reach its goals. Resources and operations are prioritized based on those goals and planned with an eye toward the organization's long-term objectives. Operational improvement; Strategic management helps to define a clear purpose and direction (Rahman et al., 2018).

The organization's efforts are more cohesive because everyone is focused on the same objectives, with successes tracked and carefully measured. Strategic management also incorporates an objective review of internal operations, resulting in greater efficiency. Resource optimization. With strategic management, resources of all types are better planned and managed, resulting in more efficient resource utilization (Mutole, 2019). Resource usage is also prioritized based on stated objectives and goals. Competitive advantage. The ongoing analysis of external forces makes it possible to respond to competitive threats more quickly and efficiently as well as capitalize on potential opportunities (Draft, 2021). The organization becomes more proactive in carrying out business, potentially increasing its market share and profitability. Ongoing analysis also helps the organization differentiate itself more clearly from its competitors. Sustainable growth. Strategic management requires the ongoing analysis of internal and external forces. The analysis includes a wide range of factors, from social to environmental to the competitive landscape. This process can help mitigate risks and make it easier to adapt to market changes, while improving the overall decision-making process (Koros, 2021).

The steps are identification, analysis, formation, execution, and evaluation. Define the direction; Identifying the direction and specific goals is the initial stage of the strategic management process (Draft, 2021). This step involves identifying goals and determining what needs to happen to achieve them. Analyze the current situation; the second step is analysis and research. Using tools like SWOT analysis and examining the organization's resources, including budget, time, people (staff), and more, you'll gain a better understanding of how to leverage what's working and get rid of what's not. Outline the strategy and plan of action; next is formulating a strategy and plan of action based on situational analysis (Mutole, 2019). This step involves crafting a specific and realistic plan to help the organization achieve its goals. Execute the plan; executing the plan is the fourth step in the strategic management process. This step involves putting the plan into action and monitoring its progress. You may have to adjust the plan as circumstances change, especially if you take a more descriptive approach to strategy. Evaluate the plan; Evaluation is the fifth and final step in the strategic management process. Here, you'll assess whether the organization has achieved its goals. If not, you can adjust your plan and implement it in innovative ways. Feedback and analysis are essential to evaluation and preparing for an optimal business future (Rahman et al., 2018).

Statement of the Problem

The problem of organizational performance of west Pokot County government in Kenya, is being affected by strategic directions as per Koros (2021). Bearing in mind that County governments were created to improve performance of service delivery. According to Munyao et al. (2020) always consciously improve performance by creating strategies that give direction to an idea that unifies the activities, attitudes, and values of stakeholders, management, and staff in support of the organizational objectives.

That notwithstanding, according to Boit and Osoro (2021), there has been poor planning and implementation of strategies hence ending up with costly and abrupt decisions that tend to attract losses such as the high provision of debtors of West Pokot County government, commonly referred to as pending bills. A study by Umar (2020) pointed out that most organization performance of County government are below the expected levels, as they declined from 83% to 28% (from 2021 to 2023 December) in almost of the 47 counties in Kenya. Hence the need to develop robust strategic directions to improve performance but have no necessary actions that should be taken in case strategies fail. In view of the forgoing this study will be carried out in the Kenyan context, so as to bridge the existing gap in the area of strategic directions and organizational performance of West Pokot County Government in Kenya.

Objectives of the Study

The general objective is to establish the relationship between strategic directions and organizational performance of West Pokot County government, Kenya.

The following are the specific objectives;

1. To examine the relationship between strategic priorities and organizational performance of West Pokot County government, Kenya.
2. To determine the relationship between Strategic managers and organizational performance of West Pokot County government, Kenya.

LITERATURE REVIEW

Theoretical Framework

Strategic Choice Theory

Strategic choice theory is a theory in which forces and variables in the external environment are dynamic, and that business strategies are affected by the interactions between these factors (Walking & Long, 1984). The ability of decision-makers (agents) to make a `choice' between policies depends ultimately upon how far they could preserve autonomy within the environment, through achieving the levels of performance expected to them. The three key issues arising from the theory concern; the nature of agency and choice; the nature of environment and; the nature of the relationship between agents and the environment and between strategy and environment. Changing external environment induce decision-makers to make adjustment in their competitive business strategies. In making these adjustments, the range of options considered are filtered and constrained so as to be consistent with the values, beliefs, and philosophies engrained in the mind of key decision-makers (Jensen & Meckling, 1976).

Strategic choice" is defined as the process whereby power-holders within organization decide upon courses of strategic action (Walking & Long, 1984). This theory conceives of action being informed by the prior cognitive framing of actors and of organizations in the form of embedded routines and cultures. Actor's prior value, experience and training will color his evaluation in some degree. Per Mintzberg, strategy formation walks on two feet, one deliberate and the other is emergent. Between these two extremes, there are different type of strategies;

Planned strategy (leader is the center of authority with clear intension and formal control); Entrepreneurial strategy (owner tightly controls the firm, common in young firms); Ideological strategy (collective vision sharing); Umbrella strategy (leaders have only partial control); Process strategy (leaders design the system from which patterns of action evolve from); Unconnected strategy (subunits or individuals are able to realize their own stream of action); Consensus strategy (mutual adjustment among different actors and actions); and Imposed strategy (strategy or action comes out of the firm) (Jensen & Meckling, 1976).

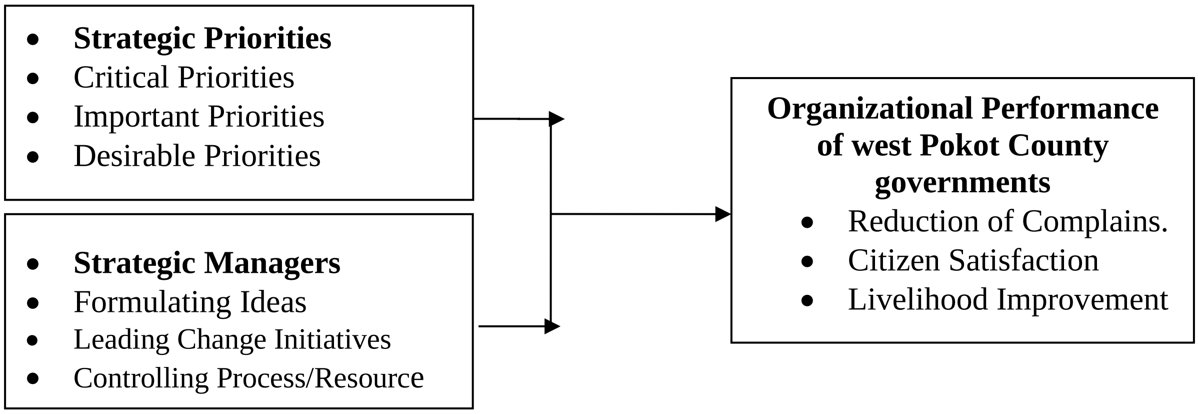
Upper Echelon Theory

The upper echelons theory (first published by Donald, Hambrick and Mason in 1984, followed by his AMR update article in 2007) states that organizational outcomes are partially predicted by managerial background characteristics of the top level management team. Jensen and Meckling (1976), TMT members' characteristics, including past experiences, values, and personalities, affect how they make strategic and organizational decisions. Executives act on the basis of their personalized interpretations of the strategic situations they face, and these personalized constructs are a function of the executives' experiences, values, and personalities. As such, the theory is built on the premise of bounded rationality, the idea that informationally complex, uncertain situations are not objectively "knowable" but, rather, are merely interpretable. If we want to understand why organizations do the things they do, or why they perform the way they do, we must consider the biases and dispositions of their most powerful actors - their top executives. This theory focuses on Top Management Team (TMT) groups instead of individual CEO alone. The characteristics of TMT can yield stronger explanations of organizational outcomes than will the customary focus on the individual top executive (CEO) alone (Walking & Long, 1984).

Leadership of a complex organization is a shared activity, and the collective cognitions, capabilities, and interactions of the entire TMT enter into strategic behavior. Per this theory, the demographic characteristics of executives can be used as valid, albeit incomplete and imprecise, proxies of executives' cognitive frames. Jensen and Meckling (1976), given the great difficulty obtaining conventional psychometric data on top executives, researchers can reliably use information on executives' functional backgrounds, industry and firm tenures, educational credentials, and affiliations to develop predictions of strategic actions. Managerial discretion and executive job demands are two important moderators that affect the theory's predictive strength. If a great deal of discretion is present, then managerial characteristics will become reflected in strategy and performance. If, however, discretion is lacking, executive characteristics do not much matter. Executive job demands stem from three sets of factors: task challenges, performance challenges, and executive aspirations. Executives who are under heavy job demands will be forced to take mental shortcuts and fall back on what they have tried or seen work in the past. Conversely, executives who face minimal job demands can afford to be more comprehensive in their analyses and decision making; thus, their choices will more greatly match the objective conditions they confront (Walking & Long, 1984).

Conceptual Framework

A conceptual framework is an underrated methodological approach that should be paid attention to before embarking on a research journey in any field, be it science, finance, history, psychology, etc. According to Hofstede (1968), a conceptual framework sets forth the standards to define a research question and find appropriate, meaningful answers for the same. It connects the theories, assumptions, beliefs, and concepts behind your research and presents them in a pictorial, graphical, or narrative format



Independent Variables **Dependent Variable**

Figure 2.1: Conceptual Framework

Strategic Priorities

Before delving into the specific strategic priority examples, let's first understand the role that strategic priorities play in business planning. Strategic priorities are the key areas of focus that shape your business strategy and drive decision-making (Lerai et al., 2023). They provide a roadmap for your organization, outlining the most important objectives that need to be accomplished to achieve your vision. Strategic priorities serve as a compass, guiding your organization in the right direction. By defining clear priorities, you create a sense of purpose and direction for your team. They help you allocate resources effectively, ensuring that time, money, and effort are invested in the right areas. Strategic priorities also provide a framework for decision-making, allowing you to evaluate opportunities and challenges in light of your long-term goals (Waswa & Osoro, 2024).

When it comes to effective strategic priorities, certain key elements should be considered (Lerai et al., 2023). Firstly, they should be aligned with your overall business goals. Each priority should enhance your ability to achieve your vision and mission. For example, if your business goal is to become a leader in sustainable practices, one of your strategic priorities could be to reduce carbon emissions by a certain percentage within a specific timeframe. Secondly, strategic priorities should be specific and measurable. This allows you to evaluate progress and make adjustments as needed. Instead of having a vague priority like "improve customer satisfaction," you could have a specific priority such as "increase customer satisfaction ratings by 10% within the next quarter." This specificity helps you track your progress and determine the effectiveness of your strategies (Munyao et al., 2020).

Additionally, it's crucial to involve key stakeholders in the process of defining strategic priorities. By gaining buy-in and input from various departments and team members, you can ensure that your priorities are comprehensive and well-rounded (Lerai et al., 2023). This collaborative approach not only increases the likelihood of successful implementation but also fosters a sense of ownership and commitment among your team. Furthermore, strategic priorities should be dynamic and adaptable. In a rapidly changing business environment, it's important to regularly review and update your priorities to stay relevant and responsive to market trends and customer needs. This flexibility allows you to seize new opportunities and address emerging challenges effectively (Waswa & Osoro, 2024).

One of the critical factors in creating effective strategic priorities is ensuring they align with your overall business objectives (Lerai et al., 2023). For example, if your business goal is to increase customer satisfaction, one of your strategic priorities could be "Customer Focus." By placing a strong emphasis on understanding and meeting customer needs, you ensure that every decision made within your organization is driven by the desire to provide exceptional customer experiences. When aligning strategic priorities with business goals, it is essential to consider the specific needs and preferences of your target audience. Conducting market research and gathering customer feedback can provide valuable insights that inform your strategic priorities. By understanding your customers' pain points and desires, you can tailor your priorities to address their needs effectively. Furthermore, aligning strategic priorities with business goals requires a comprehensive understanding of your organization's capabilities and resources. It's crucial to assess your internal strengths and weaknesses to determine which priorities are feasible and realistic. By aligning your strategic priorities with your organization's capabilities, you increase the likelihood of successful implementation and achievement of your business objectives (Munyao et al., 2020).

Another important consideration when crafting strategic priorities is striking a balance between short-term and long-term objectives. While it's essential to focus on immediate goals that drive immediate results, it's equally important to have a long-term perspective (Lerai et al., 2023). This balance ensures that your organization remains agile and adaptable to changing market conditions while also working towards sustainable growth and long-term success. When balancing short-term and long-term priorities, it's crucial to prioritize your resources effectively. Short-term priorities often require immediate attention and allocation of resources, while long-term priorities may require more significant investments and a longer time frame for implementation. By carefully evaluating the potential impact and return on investment for each priority, you can allocate your resources in a way that maximizes both short-term gains and long-term growth. Additionally, balancing short-term and long-term priorities involves considering potential trade-offs and risks. Some short-term priorities may have a temporary negative impact on long-term goals, while some long-term priorities may require sacrifices in the short term. It's essential to evaluate these trade-offs and risks carefully and make informed decisions that align with your organization's overall strategic direction (Waswa & Osoro, 2024).

Strategic Managers

Strategic managers are the key planners, analyzers and risk leaders who establish strategic plans in a business. They also handle oversight and development of corporate strategies to support business growth and stability (Lerai et al., 2023). In this article, we review what a strategic manager is, their roles and responsibilities, qualifications and requirements. A strategic manager is responsible for reviewing a business' current strategy and goals to identify its potential strengths, weaknesses and opportunities for improvement. They typically lead and manage one to several corporate departments to meet specific challenges and goals including production, finance, human resource and marketing departments. Strategic managers recommend highly detailed plans and set goals based on their assessments and help to implement these strategies through hiring, training**,** presentations and development (Waswa & Osoro, 2024).

The essential roles of a strategic manager**;** The overarching role of a strategic manager is to develop, implement and manage a business's long-term strategy (Lerai et al., 2023). Here are some key responsibilities of strategic managers that help them meet this goal: Planning**;** Strategic planning is the process of identifying the specific time and resources needed to meet your business goal. A strategic manager develops the plan that will be implemented by reviewing and establishing strategic priorities and converts them to quantitative and actionable plans. Proper strategic planning provides focus, improves operations, increases collaboration and sets priorities. Risk management; Risk management is evaluating potential threats and establishing plans to minimize them. This process helps business leaders understand and manage expectations, which helps improve relationships with suppliers, customers and employees. Strategic managers develop and recommend viable scenarios for mitigating any potential risks and develop risk reports for the senior management and business leadership (Waswa & Osoro, 2024)**.**

Performance management**;** Strategic managers develop and manage their business's key performance indicators (KPI) to forecast and analyze company performance. This, in turn, helps facilitate accurate budgeting, resource planning and goal-setting. Coaching**;** Strategic managers coach department leaders to help them implement the plan and meet their goals (Lerai et al., 2023). They provide support in strategizing individual departments and review, analyze and manage all existing department strategies to ensure all departments align with the business's key strategies. Collaboration is the act of working together for a set goal. Strategic managers collaborate with the senior executive leadership in setting the businesses' agenda and vision. They work with planning teams and clients to develop and implement the plan and then, collaborate with departments that will help them implement, manage and assess the success of the plan. Data analysis; By analyzing the data results of their plans, strategic managers can see what worked and what may be opportunities for improvement. Strategic managers also use analytics for benchmarking initial results to measure long-term market trends which aid in making financial and resource decisions. Crisis management; during an economic breakdown and financial crisis, strategic managers adopt strategies that try to raise customer value and cut costs. They also analyze the major cause of the crisis and provide a constructive solution and preventative plan for the future (Munyao et al., 2020).

Creative problem solving; Strategic managers overcome political, behavioral and systematic barriers to enable creativity, change and business growth (Lerai et al., 2023). They take unique initiatives which help provide alternative solutions to the existing problems. They also identify gaps in the business and advice on the corrective actions necessary. A strategic manager's role is to enable innovation and creativity to develop new winning strategies. Business ethics are the principles governing employee behavior in an organization. It is the strategic manager's responsibility to develop a culture of ethical behavior in the business to support continued growth, productivity and positive employee and client relationships. Good ethics promote: Employees' health by ensuring they work in a conducive environment. Fair treatment of all employees regardless of race, nationality, gender or difference. Production of quality products by setting standards; reduced crimes in the business by imposing punishments to instigators of violence (Waswa & Osoro, 2024).

Organizational Performance of West Pokot Government

The aspect of organization performance continues to attract interest in public, private, profit and non-profit making entities. In this 21st century competitive business environment is complicated, challenging, sporadic, which calls for swift and accurate decision making for an organization to remain competitive (Zainabu, 2022). According to Abdow, Guyo and Odhiambo (2018), strategic direction has significantly contributed to organization performance by generating relevant information in a bid to reduce uncertainty while creating a better understanding of important environment within which the organization operates. Performance is an organization's ability to achieve goals via resource efficiency (Daft & Marcic, 2023). The strategic practices of leaders determine outstanding organizational success (Daft, 2021).

Value of organizational culture; Organizational culture can determine the success or failure of a business and is a key component that strategic leaders must consider in strategic management. Culture is a major factor in the way people in an organization outline objectives, execute tasks and organize resources. A strong organizational culture can make it easier for leaders and managers to motivate employees to carry out their tasks in alignment with the outlined strategies. At organizations where lower-level managers and employees are expected to be involved in decision-making and strategic planning, the strategic management process should facilitate their participation. It is important to create strategies that are suitable to the organization's culture. If a particular strategy does not match that culture, it will hinder the organization's ability to accomplish the strategy's intended outcomes (Waswa & Osoro, 2024).

Successful management requires strategic leaders who can make key judgments on the best ways to solve difficulties. According to Machuki and Aosa (2021), organizations develop unique abilities to achieve their goals. Organizational performance may also be defined as concrete outcomes relative to set goals (Muriithi, 2022). Organizations should assess their performance using non-financial and financial criteria (Siji & Kitur, 2022). Organizational performance may be narrow or broad. Financial performance, product market success, and shareholder returns are considered "organizational performance." However, "organizational effectiveness" includes financial and non-financial indicators like customer satisfaction, operational efficiency, and corporate social responsibility (Lang'at & Awour, 2023).

Strategic direction includes various operational levels county governments that are employed to implement specific programs (Xanthopoulou, Sahinidis & Bakaki, 2022). Setting the path of a county government through the creation of a vision, mission, core values, and objectives/goals is one of the main duties of strategic leaders (Ng'ang'a, Waiganjo & Njeru, 2023). Additionally, the management could motivate the employees to follow the mission; make viable decisions to support the vision; prepare and align budgets to attain goals; and offer resource management to improve its the financial performance (Lerai, Rintari & Moguche, 2023). According to Odero (2023), strategic direction involves mission and vision articulation, development of strategic goals and objectives, as well as preparing a strategic plan and provides structure and clarity for members in an organization. Successful firms have a clear purpose as well as direction that defines the objectives both organizational and strategic which informs the entity's mission (Chikwe et al., 2018).

Empirical Review

Strategic Priorities and Organizational Performance of West Pokot

Companies often set strategic objectives to allocate resources, align shareholders and employees, and ensure they achieve their organizational goals (Lerai et al., 2023). Setting clear priorities can help businesses develop realistic plans to perform activities differently from competitors and deliver value to their customers. Learning how to set strategic objectives for a business can help you align employees with its mission, vision, values, action plans, and goals. In this article, we define strategic priorities, discuss the importance of these priorities, explain how to set meaningful ones, and list the types of priorities in strategic planning with examples (Boit & Osoro, 2021).

Strategic priorities or objectives are a ranking of a company's goals. They're the core values a business wants to accomplish at a particular time. Executives often assess these priorities based on how they can achieve the company's vision. These individuals may use a scoring system to prioritize strategic objectives. For example, a restaurant whose goal involves opening new locations, improving its menu, and providing excellent service may have a high score for opening new locations first to earn more revenue (Lerai et al., 2023).Strategic objectives often help companies discover ways to improve performance. Implementing these objectives creates an outline for businesses to follow and attain their full potential. With it, companies can focus on their resources and understand how to utilize them. Strategic objectives also give employees a sense of purpose and direction. This is because they know their responsibilities in helping the company achieve its goals. Companies can plan for the future by determining the priorities that are urgent and important. This typically enables them to prepare for unforeseen circumstances. These priorities also make communicating a strategy to a company's employees and shareholders easy. A vision reveals the highest level an organization hopes to achieve in the long term, while a mission defines its culture and agenda. They can help you identify the initiatives to help the organization succeed. The company's vision and mission can guide the development of its strategic objectives, as they make it simple to define a successful plan that employees and stakeholders can understand. Consider focusing on outlining quantifiable and realistic priorities that the company can implement easily (Chikwe et al., 2018).

Strategic Managers and Organization Performance of West Pokot County Government

Strategic management is the process of defining and implementing procedures and objectives that set a company apart from its competition. Strategic management is also a skill that can be developed as someone gains experience and adopts a strategic mindset. It is considered part of business acumen and can also apply to fields like non-profit, government, and the public sector. Strategic management involves developing and implementing plans to help an organization achieve its goals and objectives. This process can include formulating strategy, planning organizational structure and resource allocation, leading change initiatives, and controlling processes and resources (Chikwe et al., 2018).

Strategic planning involves identifying business challenges, choosing the best strategy, monitoring progress, and then making adjustments to the executed strategy to improve performance. Tools like SWOT (strengths, weaknesses, opportunities, and threats) analysis are used to assess where opportunities and threats lie between the organization, its competition, and the overall market (Lerai et al., 2023). Strategic management happens at broader levels like organization-wide leadership, but it can also be implemented at a department or team level. Approaches to strategic management There are two main approaches to strategic management: prescriptive and descriptive. A prescriptive approach to strategic management focuses on how strategies should be developed, while a descriptive approach focuses on how strategies should be put into practice. The prescriptive model is more top-down, based on SWOT analysis. The descriptive model is more guided by experimenting with different methods to find solutions and learning from experience. It applies agile methodology to strategic management (Boit & Osoro, 2021).

Types of strategy; one way of thinking about strategic management is to classify the management focus into three types of strategy: A business strategy is a high-level plan where you outline how your organization will achieve its objectives (Lerai et al., 2023). Operational strategies are much more specific plans where you detail what actions to take to achieve the desired results. Transformational strategies involve making radical changes to your organization to achieve significant improvements. These are benefits of strategic management; the strategic management process helps an organization's leadership plan for its future goals. Setting a roadmap and actionable plan ensures that employees and leaders know where they're going and how to get there in the most efficient, cost-effective manner. It is a work in progress, so strategic plans should continuously be evaluated and adjusted as the market outlook changes. These are financial benefits are; Increase market share and profitability; .Prevent legal risk; Improve revenue and cash flow. These are Non-financial benefits are; Relieves the board of directors of responsibilities; Allows for an objective review and assessment; Enables an organization to measure progress throughout time; and Provides a big-picture perspective of the organization's future. It's common to view the strategic management process as a five-step process (Chikwe et al., 2018).

RESEARCH METHODOLOGY

This study will use a descriptive research design. The target population for this study was 77 county personnel comprising of: the county governor, the deputy county governor, 10 county CECMs, 13 Chief Officers, 15 departmental directors, 12 committee chairpersons in the county assembly, 20 heads of departments, county secretary, deputy county secretary, county assembly speaker, 2 deputy speakers since they are involved in the development and implementation of strategic plans of their respective areas (Cannella *et al*., 2019). This study adopted a census method for purposes of getting each respondent's view on the questionnaire items to make possible in arriving at a detailed and well informed conclusions. Purposive random sampling technique was used. A questionnaire is a research instrument that consists of a set of questions (or other types of prompts) for the purpose of gathering information from respondents through survey or statistical study. A research questionnaire is typically a mix of close-ended questions and open-ended questions.The researcher, after collecting data, organize it for process coding, tabulation and statistical computations using the Statistical package for Social Sciences (SPSS) version 28. Both descriptive and inferential statistical measures was used in the analysis. Descriptive measures included: frequency tables and percentages while inferential statistical measures to be adopted will include: Pearson correlation coefficient and multiple regression analysis for the determination of the relationship between the study variables. The finding from the analysis is presented in a form of tables and graphs. The following multiple regression model formula will be applied:

RESEARCH FINDINGS AND DISCUSSION

Out of 69 questionnaires that were circulated to the respondents, 62 of the respondents dully filled and retuned questionnaires; yielding a response of 89.32%. This was considered to be a very reliable response rate for the generalization of study findings is in line with Sharma (2015), states that a response rate of 70% and above is believed to be a reliable response rate. This was less 8 (10%) respondents who were pilot tested.

Descriptive Statistics

In this section, the study presents findings on Likert scale questions on the role of inventory management practices and performance of West Pokot county, Kenya. The study specifically presents the effect of strategic priorities strategic managers on performance of preference group's West Pokot county, Kenya. Respondents were asked to use a 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) = Agree, 3(UD) = undecided, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Results obtained were interpreted using means and standard deviations where a mean value of 1-1.4 was interpreted as; (SD) =strongly disagree, (D)= disagree, N= neutral, (A)= agree and (SD) = strongly agree.

STRATEGIC PRIORITIES

Respondents were requested to give their responses in regard to Strategic priorities in a five point Likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Results obtained were presented in Table 4.1 below:

Respondents were requested to give their opinion on the variable Strategic priorities. From Table 4.1, the respondents unanimously agreement that Strategic priorities ensured performance of West Pokot and periodic review in West Pokot county in Kenya viable with agreement of a mean was 3.742, and Standard Deviation of 1.0600; Through their experience in West Pokot county the respondents gave neutral response with a mean of 3.533 and Standard Deviation of.9200; their skill has contribution to the quality and innovation of the strategic priorities with strongly agree a Mean of 3.903, and Standard Deviation of .9005; level of education in Strategic priorities it is important to put in place and maintain procurement the respondents gave a strongly agree with a Mean of 4.061, and Standard Deviation of . 6249; The management of West Pokot county in Kenya implements performance of West Pokot award the respondents disagreed with a Mean of 3.541 and SD=1.3018); and Strategic priorities enhances performance of West Pokotat West Pokot county in Kenya, they agreed with a Mean of 3.566, Standard Deviation of .7015. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Strategic priorities, enhance effective performance of West Pokotin West Pokot county, Kenya.

Table 4.1: Strategic priorities

Statement	Mean	Std. Dev.
My County ensures their experience Sharing through Real time basis	3.37	1.06
Through their skill in West Pokot county Kenya has been able to make decisions on timeliness	3.53	.920
Level education has contribution to performance of West Pokot county, Kenya	3.90	.905
By Quick, frequent & accurate resource allocation strategy It is important to put in place Strategic priorities	4.06	. 6249
The management of strategic evaluation in virtual integration	3.54	1.308
Strategic priorities enhances performance of West Pokot county, Kenya.	3.566	.805

STRATEGIC MANAGERS

Respondents were asked to give their responses in regard to strategic managers on performance of West Pokot county in Kenya i.e. 5 point likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Their responses are presented in table 4.2 below:

From table 4.2, respondents, respondents agreed that strategic managers ensure performance of West Pokot in Kenya; the respondent gave a Mean of 4.037 and Standard Deviation of.7307; decision making on performance of West Pokot in Kenya , they gave strongly disagree with a Mean of 4.002 and Standard Deviation of .7307; output of strategic managers can affect performance of West Pokot in West Pokot county in Kenya; the gave strongly agree with a Mean of 4.206, Standard Deviation of . 6207; In cases of health workers systems to embrace a better performance of West Pokot county in Kenya they gave a Mean of 4.009 and Standard Deviation of .8073; Alternative strategic managers to performance of West Pokot county in Kenya ;most of the respondents were neutral with a Mean of 3.925 and Standard Deviation of .7306; and to enhance market share results, our county has in recent time conducted modern sensitivity resolution towards performance of West Pokot county in Kenya; they gave a Mean of 4.104 and Standard Deviation of .7055.

These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of strategic managers are the best value reaction to sort out non-performance of, after Strategic managers, for resolving return on investment. The problem areas giving rise to disputes are mainly related to West Pokot county's matters.

Table 4.2: Strategic managers

Statement	Mean	Std. Dev.
My county a embrace strategic managers on performance of West Pokot county in Kenya.	4.03	.730
My county embrace decision making change on performance of West Pokot county in Kenya.	4.03	.730
My county embrace output doctrine n performance of West Pokot City County in Kenya	4.09	. 623
In cases of strategic managers on performance of West Pokot in Kenya	3.95	.836
Alternative strategic managers for money process on performance of West Pokot in Kenya	4.104	.805
To enhance strategic managers processes on performance of West Pokot county in Kenya	4.05	.710

Performance of West Pokot County

Respondents gave their level of agreement on various statements relating with performance of West Pokot county, Kenya. The results were as presented in Table 4.3 below:

From the research findings, respondents were in agreement that performance of West Pokot in Kenya is being affect by supply chain agility, they gave 63.2%; when asked about customer satisfaction and its effect on performance of West Pokot county in Kenya they gave strongly agree of 60.7 %; When the respondents were asked to show their level of agreement on how less complaints affects performance of West Pokot county in Kenya they gave strongly disagreed of 9%; When also the respondents were asked to show their level of agreement on return on investment of the in Kenya government on performance of West Pokot county in Kenya they gave They gave agreed of 59.7%; Alternative strategy to contribute to Competitive analysis strategy on performance of West Pokot county in Kenya they gave neutral of 42.5% and through strategic application, performance of private is measured by quality, flexibility, Competitive analysis strategy on performance of West Pokot county in Kenya they gave disagreed of 74.2%. The outcome is in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public procurement as corruption, delayed payments, poor planning, statutory amendments, insufficient use strategic evaluation low public participation, and improper payment procedures negatively affects performance of West Pokot county in Kenya in Kenya.

Table 4.3: Performance of West Pokot county

Statements	Yes (%)	No (%)
Customer Satisfaction an affects performance of commercial state corporation West Pokot county in Kenya	52	48
No. of West Pokotcan affects their performance West Pokotin Kenya	61	39
Access to less complaints can affect performance of Kisumu in Kenya	44	56
can affects performance of West Pokot county in Kenya	59	41
Complaints can affects performance of West PokotCity in Kenya	43	57
performance of West Pokot County in Kenya	74	26

Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors such as Strategic priorities and Strategic managers and performance of West Pokot in West Pokot county, Kenya.

Table 4. 4: Correlation Coefficients

		Performance of West Pokot	Strategic priorities.	Strategic managers
Performance Of West Pokot county	Pearson correlation	1		
	Sig. (2-tailed)			
	Pearson correlation	.534*	1	
Strategic priorities	N.	62*		
	Sig. (2-tailed)	.000		
	Pearson correlation	.152*	.240	1
		62*	62	
Strategic managers.	N			
	Sig. (2-tailed)	.000	.035	
			62	62

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between Competitive analysis strategy and performance of West Pokot county in Kenya (r = 0.534 and the weaker relationship found between Strategic managers and performance of West Pokot county (r = 0.152). This is tandem with the findings of Ongeri and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination. Findings in table 4.16 reveal a positive relationship between the performances of West Pokotin West Pokot county in Kenya,

Table 4.4 Regression Coefficient Results

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(constant)	-.130	.060	-1.144	4.004	.002
Strategic priorities	462	.132	555	5.472	.003
Strategic managers.	.254	.115	.321	2.657	0.001

b. Dependent Variable: performance of West Pokot in West Pokot county in Kenya

A unit change in strategic priorities would thus lead to a .462 effect on performance of West Pokot county in Kenya sector ceteris paribus; further unit change in strategic managers would lead to .254 of sector. This finding is in line with the findings of Ongeri and Osoro (2021). This implies that among other factors, Strategic priorities, and Strategic managers are significant determinants of performance of West Pokot county, Kenya.

Conclusion

Strategic priorities

The study concludes that there is a positive relationship between Strategic priorities and Performance of West Pokot Speciation identification, periodic design assessment, continues improvement and proactive assessment are among the Strategic priorities factors that significantly influenced the performance of West Pokot county, Kenya. The study further concludes that by implementing Strategic priorities has enhanced performance of West Pokot county, Kenya, leading to operational increase in efficiency and effectiveness .Therefore, the study concludes that West Pokot county, Kenya has significantly increased their strategic ' quality management in the in Kenya government in strategic management repetitions.

Strategic managers

The researcher concludes that there is a positive relationship between Strategic managers and performance of West Pokot County, Kenya. Partnership enforcement policy, collective bargaining, alternative dispute resolution processes, free expression of concerns by involved practices are among the coordination factors that significantly influenced the performance of West Pokot County, Kenya. The researcher further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at West Pokot county in the level of performance of West Pokot in West Pokot county has increased. Therefore, the study concludes that West Pokot County in Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the supply chain practices.

Recommendations

Strategic priorities

The study recommend that Strategic priorities formalizes relations between practices within a robust legal framework, but is much more besides; it is an opportunity to define the arrangements that encompass every aspect of what outcomes the West Pokot county in Kenya wants from the strategic and how it wants the relationship to work. This means that the In Kenya needs to take an active role in the development of the quality mechanism early on; it should not be left as a supplementary activity post negotiation. At preparation of every quality management can contribute to strategic evaluation on performance of West Pokot county, Kenya. Proper Strategic priorities can result to high procurement in West Pokot county, Kenya.

Strategic managers

This researcher recommends that strategic managers had a strong relationship with performance of West Pokot county, Kenya. When relationship are not properly managed, they may cause strategic delays, undermine team spirit, increase delay costs, and, above all, damage business relationships. With the increase in the number of participants in a strategic management, it is obvious that more business interactions and arguments end up with an increase in the number of strategic relationship disputes. Research in preventing and resolving relationship disputes supports the effort for better understanding and harmonization of the different cultures. Therefore, this study recommends to the management of West Pokot County in Kenya to enhance and upgrade on the implementation of all applicable alternative disputes resolution mechanisms so to protect relationship with its stakeholders in the strategy practices.

Areas for Further Studies

This research focused on strategic priorities and strategic managers and performance of West Pokot County, Kenya. The study therefore recommends a further study to be conducted to other counties in Kenya. Then get their findings and compare with this and agree or disagree. The study also recommends replication of the study in other sectors such as sub county sector and public sector to allow comparison of research findings. Future researchers an investigate the factors affecting strategy best practices broadly in all areas of concern in this profession on performance of West Pokot within the strategic practices.

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