



## **STRATEGIC MANANAGENT RESPONSIBILITY AND PERFORMANCE OF SOCIAL SERVICE DELIVERY IN TURKANA COUNTY GOVERNMENT, KENYA**

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### **ABSTRACT**

This study explored on the relationship between strategic management responsibility and social service delivery in Turkana county government, Kenya. The specific objectives were: Strategy formulation, and evaluation and controlling strategy and performance of social service delivery of Turkana county government in Kenya. This study was anchored on different theories relevant to the specific variables in this study. The research design was descriptive research design. The target population was 152 respondents from the entire performance of social workers in Turkana County. This study preferred a census survey meaning purposive sampling techniques was used. The research instrument was both open and closed ended questionnaire. The researcher's collected data will be by dropping questionnaire and picking the same after two weeks. 10 % of the respondents were pilot tested from the entire study. The collected data was analyzed with the help of Statistical Package for Performance of social Science version 28 and the same is now presented in a form of tables and figures. After doing pilot test the result was over 0.7 for reliability and 0.5 for content validity. Therefore the research concludes and recommends that was a good relationship between strategic management responsibility and social service delivery in Turkana county government, Kenya.

**Key Words:** Strategic Management Responsibility, Social Service Delivery, Strategy Formulation, Evaluation and Controlling Strategy, Performance

## **Background of the Study**

Strategic management is defined as the process of evaluation, planning, and implementation designed to maintain or improve competitive advantage. The process of evaluation is concerned with the external and internal environments (Chen, Chang & Chang, 2019). Planning involves developing business models, corporate direction, competitive tactics, international strategy, acquisitions, and collaborative action. The implementation phase requires leadership to build the appropriate organizational structure, develop management culture, control the strategic processes, and steer the organization through corporate governance. Firms are observed to use two perspectives when going through the strategic management process of analysis: planning and implementation (Chong & colleagues, 2018).

Strategic management responsibility refers to the process of translating strategic plans and objectives into actions, ensuring that the chosen strategies are executed effectively throughout an organization. It involves aligning various organizational components, such as structure, processes, people, and technology, to achieve the desired outcomes outlined in the strategic plan (Thompson et al., 2020). Effective Strategic management responsibility is crucial for organizational performance. It bridges the gap between strategic planning and actual execution, ensuring that resources are utilized efficiently, goals are achieved, and the organization remains adaptive to dynamic environments. It establishes a link between strategic vision and day-to-day operations, fostering a cohesive and goal-oriented organizational culture (Bindra, Parameswar & Dhir, 2019).

Challenges in Strategic management responsibility include resistance to change, lack of employee engagement, insufficient resources, and inadequate communication. Organizational inertia and the failure to align the organizational culture with the strategic objectives can also impede successful implementation (Bindra, Parameswar & Dhir, 2019). In the context of performance of social service delivery, effective Strategic management responsibility can enhance organizational performance in several ways. For instance, optimizing resource allocation ensures that healthcare services are delivered efficiently, improving patient outcomes. Knowledge and skills development among healthcare professionals can enhance the quality of patient care and contribute to positive health outcomes. Management support is essential for fostering a collaborative and patient-centric environment, while the integration of ICT infrastructure can streamline processes and improve communication within the healthcare facility (Rohlfer & Zhang, 2018).

Global strategy determines the standardization of products and processes across Strategic management geographic boundaries and harmonizes national strategies into a more homogeneous format (Patel et al. 2021). The objective is to reduce the complexity of managing diverse markets, lower the need for local responsiveness, and gain economies of scale. With a global strategy in place, best practices are easier to replicate across different locations. Global strategies work when the customer needs are similar across the different markets. Another prerequisite for a global strategy to work is the standardization of operational and financial reporting, which provides head office with the tools of analysis and control (Qaiyum & Wang, 2018).

Transnational strategy integrates the benefits of both national strategies and global strategies. It aims to emphasize local sensitivity and increasing local responsiveness while standardizing operations in different regions in order to gain from economies of scale (Okeet al., 2020). The duality of the strategy makes it difficult to conceptualize and implement. Successful transnational strategies are built around a strong common vision for local orientation and an equally strong operational infrastructure which is common across different countries. It

requires substantial investment in infrastructure and managerial resources. HSBC has embraced the role of “world’s local bank,” which epitomizes the essence of transnational strategy. However, post the recession in 2011 the bank declared it would have to abandon the concept as costs to maintain an intensive local sensitivity was spiralling. Lower profit margins were placing pressure on the firm to focus more on operational efficiency and standardization across all geographic regions (Qaiyum & Wang, 2018).

Collaboration strategy is based on both competition and cooperation between a firm and its competitors, suppliers, distributors, partners, and regulators. The most common motives for firms to engage in collaboration are to develop larger markets, improve industry standards, spread the costs of research and development, and increase consumer awareness for the benefit of all the industry players (Okeet al., 2020). In the communications industry, Vodafone Mobile, and Orange, among others, cooperates to maintain interconnected telephony platforms, which in turn generate a larger subscriber base for the industry. Cooperation in telecommunications is ubiquitous. It created compatible communications networks, uniform technology standards (such as global system for mobile (GSM), universal mobile telecommunications system (UMTS), and 3G), and facilitated the coordination of complex subscriber billing across networks and borders.<sup>8</sup> Mergers and acquisitions strategies are carried out to improve a firm’s competitive position through two main venues. First, economies of scale and synergies are gained from combining similar operations and overhead costs. Second, core competences are bought in, which are otherwise difficult to replicate. Firms would gain access to new products, new distribution networks, established customer bases, and financial resources (Qaiyum & Wang, 2018).

International mergers and acquisitions were dominant strategies in the 1990s. In more recent corporate history, firms are favouring the more flexible and adaptive collaborative strategies over the high cost and commitment of mergers and acquisitions (Okeet al., 2020). In international mergers and acquisitions, the inefficient integration and development of the incumbent cultures may cause strategic challenges. During the integration process of the two firms, much attention is given to drawing synergies through cost reduction at the expense of developing new strategies. The leading party in a merger tends to force its managerial culture and mode of operation on the target organization. Managers assume that the methods deployed to run the original organization will function equally well in creating a new strategy involving new corporate partners. The misplaced paradigm often leads to the inefficient distribution of physical resources and tacit capabilities, and eventually leads to strategic drift (Qaiyum & Wang, 2018).

### **Statement of the Problem**

Turkana county government performance of social service delivery has been experiencing constraints from Strategic management responsibility (Onger & Osoro, 2021). The effect of Strategic management responsibility can lead to improved performance of performance of social service delivery in county government in Kenya. The increase of market share, and enhanced performance of performance of social service delivery in Turkana County, Kenya. The healthcare industry, Strategic management responsibility can help performance of social service delivery to improve the quality of care, patient satisfaction, and clinical outcomes. According to Mwangi et al. (2020), despite its importance, Strategic management responsibility can be challenging, especially in the private healthcare industry without strategic people, and evaluation and control strategy in place. Performance of social service delivery face a range of challenges, including limited resources, staff resistance to change, and lack of effective leadership. The effect of Strategic management responsibility on performance in

performance of social service delivery in Kenya is a significant problem that has been studied extensively in recent years.

According to various studies, performance of social service delivery in Kenya faces numerous challenges in implementing effective strategies, which ultimately affects their performance. One of the main causes of this problem is the lack of effective leadership and management. Furthermore, Yoo et al. (2019), they observed that the lack of a well-defined evaluation and control strategy is also a significant challenge. Mwangi et al. (2020) found that evaluation and control strategy is an important factor that influences Strategic management responsibility in private hospitals. However, many performance of social service delivery in Kenya do not have a well-defined evaluation and control strategy, which makes it difficult to align the evaluation and control strategy with its strategic goals. Therefore, the proposed study aims to assess the effect of Strategic management responsibility on performance of performance of social service delivery in Turkana County government, Kenya. Finally this research intends to bridge the research gap with new knowledge out of this study.

### **Objective of the Study**

The general objective was to establish the relationship between Strategic management responsibility and social service delivery in Turkana County, Kenya.

The following were specific objectives;

1. To examine the effect of strategic formulation on social service delivery in Turkana County, Kenya.
2. To find out the effect of evaluation and control strategy on social service delivery in Turkana County, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Resource-Based View (RBV) Theory**

The Resource-Based View (RBV) theory, developed by scholars such as Jay Barney and Birger Wernerfelt, focuses on how a firm's unique resources and capabilities contribute to its competitive advantage. In the context of studying the effects of Strategic management responsibility, particularly resource allocation in performance of social service delivery, RBV provides valuable insights. Proponents argue that sustained competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (VRIN criteria). Resource allocation decisions within performance of social service delivery play a crucial role in determining organizational performance. Scholars like Spender (1998) emphasize the importance of strategic management in leveraging internal resources to achieve superior performance. Relevant to the study, RBV suggests that allocating resources effectively, such as investing in advanced medical technology or skilled healthcare professionals, can enhance the competitiveness and overall performance of performance of social service delivery (Fama, 1980).

The knowledge-based view (KBV) theory is a framework that explains how organizations can leverage their knowledge and skills to achieve superior performance. The theory posits that organizations that have a high level of knowledge and skills are better equipped to adapt to changing environments, innovate, and respond to customer needs (Penrose, 1959). In the context of performance of social service delivery, the KBV theory can help explain how these

organizations can improve their performance by investing in the knowledge and skills of their employees. One of the key proponents of the KBV theory is David J. Grant, who argues that knowledge is a critical resource for organizations, and that it is the effective management and utilization of this resource that distinguishes high-performing organizations from others. Knowledge can take various forms, including explicit knowledge that is codified and easily communicated, and tacit knowledge that is difficult to articulate and transfer (Grant, 1998).

The main objective of the KBV theory is to provide a framework for understanding how knowledge and skills can be leveraged to achieve organizational performance (Hart & Zingales, 1998). The theory emphasizes the importance of creating an environment that encourages knowledge sharing, collaboration, and learning. In this sense, the KBV theory is closely related to the concept of the learning organization, which is an organization that continuously learns, adapts, and innovates. The KBV theory has been applied in various studies to examine the effect of Strategic management responsibility on organizational performance. For instance, a study by Penrose (1959) found that the implementation of a knowledge management system in a private hospital improved the hospital's performance in terms of patient satisfaction and clinical outcomes. He also found that the adoption of digital technologies, such as electronic health records and telemedicine, improved the efficiency and quality of care in performance of social service delivery (Hill & Jones, 1992).

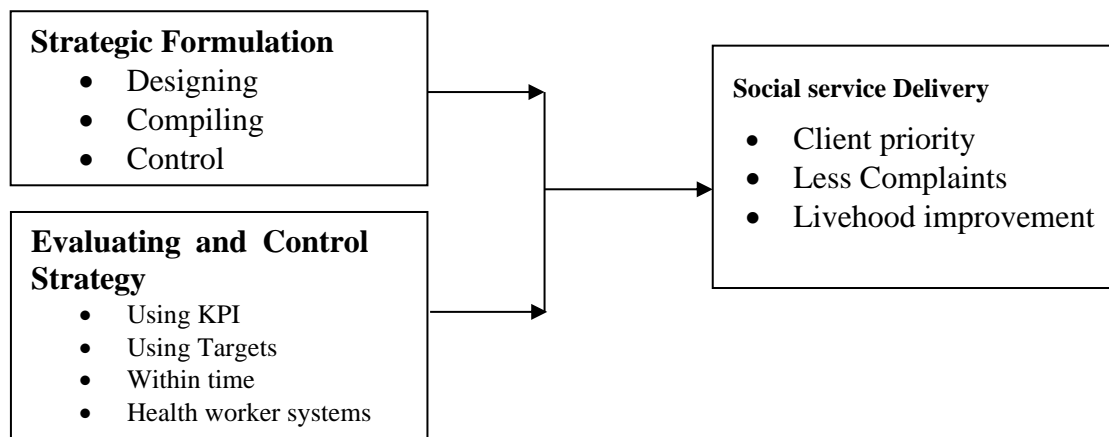
Despite its contributions to the field of management, the KBV theory has been subject to some critique. Some scholars argue that the theory oversimplifies the complexity of organizational knowledge and ignores the role of other factors, such as organizational culture and leadership, in shaping organizational performance (Jensen, 1978). Others argue that the theory places too much emphasis on the exploitation of knowledge, rather than its exploration and creation. In conclusion, the KBV theory provides a useful framework for understanding the role of knowledge and skills in achieving organizational performance. The theory emphasizes the importance of creating an environment that encourages knowledge sharing, collaboration, and learning, and has been applied in various studies to examine the effect of Strategic management responsibility on organizational performance. However, the theory is not without its limitations, and future research should aim to address these limitations and provide a more nuanced understanding of the relationship between knowledge, skills, and organizational performance (Penrose, 1959).

### **Conceptual Framework**

Theoretical framework is the structure that supports and describes a theory. A theory is a set of interrelated concepts and definitions that present a systematic view of phenomena by describing the relationship among the variables for explaining these phenomena (Wang & Zhang, 2019). A theory is developed after a long research process and explains the existence of a research problem in a study. A theoretical framework guides the research process like a roadmap for the research study and helps researchers clearly interpret their findings by providing a structure for organizing data and developing conclusions.

## Independent Variables

## Dependent Variable



**Figure 2. 1: Conceptual Framework**

## Strategic Formulation

Some scholars have attempted to investigate dynamic capabilities in association with specific HRM areas, with transnational HRM systems, on strategic human resource development capabilities, on dynamic talent management capabilities, on dynamic managerial capabilities, and on dynamic learning capabilities. An organization's human resources can be the change initiators and innovators for new knowledge creation in a fast-moving VUCA environment such as COVID-19 or high-velocity emerging markets (Zhang-Zhang & Varma, 2020). Lament that most RBV literature has been static in concept, there are also critiques on the term 'human resources' because human beings are perceived as a static resource or asset, albeit all efforts to dynamism it. For instance, Hansen et al. (2019) state that only a few studies show how human resource architectures and systems are useful in crises or turbulent and complex environments (Teece, 2020).

In this sense, some early work to incorporate RBV into strategic HRM, such as Liu et al. (2020), through dynamic capabilities and the KBV, already brings the term of formulation management practices to the front. More recently, Wright and Ulrich (2017) have also frequently used the term formulation interchangeable with human resources in their review of the strategic HRM journey, although the former has not been explicitly conceptualized. Indeed, formulation management has risen to provide broader and more inclusive meaning, integrating different perspectives. A brief check on the rise of formulation management in practice is evidenced by a search on Google on December 2nd, 2020.

However, there is a less clear definition of what formulation management is, and how to incorporate it into the strategic management processes of an organization, albeit the people-centricity from a knowledge worker perspective based on the knowledge school was founded by Teece (2020)) early on. We attempt to accentuate distinguishing formulation management and HRM for the further RBV and KBV theoretical extension in a new dynamic VUCA context. We discovered two types of relationships between formulation management and HRM from the WoS search results. One is the indifferent usage of these two terms by scholars in their work and another is the interconnected but differentiated approach to these two terms (Knies et al., 2018). Categorizes their relationships into the following quadrants, along with the potential for theoretical advancement.

Formulation management is more oriented to people-centric organizational leaders with a focus on a broader business and more strategic context (Sparrow et al., 2015), thereby offering them two additional roles for dynamic capabilities creation: a strategic decision-making role as top management sets strategic knowledge and learning-oriented direction and adds value (Teece, 2020) and a policy delivery role as leadership influences employees' attitudes and behaviour and gives direction through culture and performance of social capital network. Based on the works of Wang and Zhang (2019), we extract four elements as core practices of formulation management from a knowledge worker perspective to function in the new dynamic context: leadership, culture, learning, and networking.

We consider formulation management to function more effectively in a highly dynamic context, where evidence that a holistic vision and dynamic approach is more helpful for strategic direction setting than a specialist perspective (Smith & Johnson, 2020). Leaders as strategic decision-makers play a critical role in the interplay between people, knowledge, and strategy. As strategists, they are "nodes of imaginative leadership and influence in the complex of heterogeneous emotionally and politically charged knowledge systems which comprise our performance of socially constructed reality". Culture is proposed as a key formulation management element for knowledge sharing, though it has already been emphasized earlier as a source of sustained competitive advantage for being valuable, rare, and imperfectly imitable, in fostering firms' innovativeness and flexibility. In a new dynamic and open environment, networking has also been addressed as critical for knowledge sharing and transfer, with learning as a knowledge internalization process by Liu et al. (2020) and a strategic element in dynamic emerging markets.

### **Evaluation and Control Strategy**

Corporate strategy defines how the firm can widen its scale of operation from a single business to a portfolio of businesses, operating in international markets. The strategy helps companies with strategic positioning of their products and brand. Competitive strategy focuses on how they will defend and protect its resources, capabilities, and core competences that have created its current competitive advantage. This part of the plan includes reactive strategies that preserve the current core competences, and proactive responses that develop the firm's competences even further. International strategy defines which products and businesses are assigned to different geographic regions and countries (Hansen et al., 2018).

International corporations are observed to use three types of international strategies: national, global, and transnational. National strategy is created for each country in which the firm operates (Ongeri & Osoro, 2021). The strategy is sensitive to the national context and builds on the knowledge of the local competitive landscape. It defines the products, pricing policies, distribution strategies, and advertising campaigns for each country. National strategies may include country-specific procurement policies, manufacturing, and human resource management. National strategies are instrumental in creating the core competences of a firm which are later aggregated into global and transnational strategies. When a firm operates in several countries, the complexity of handling too many national strategies would lead the firm to introduce a more harmonized global approach (Harsch & Festing, 2020).

The link between strategy, formulation management, and organizational culture is a neglected area of research, even though organizational culture is a key factor of the internal organizational environment and has a great bearing on strategic issues (Ongeri & Osoro, 2021). While HRM serves to attract, retain, motivate, develop, and use human resources in a firm, organizational culture serves to mobilize, allocate, and leverage resources in achieving company goals through values, rituals, behaviors, management systems, decision criteria, and visionary planning. It is

especially highlighted in new highly dynamic contexts with elevated ambiguity and volatile levels, where culture is considered the foundation on which dynamic capabilities are built (Teece, 2014a) to mutually reinforce leadership effects with strategy management. Various leaders of Chinese technology firms, including Alibaba, Lenovo, Huawei, and Tencent, have emphasized the importance of corporate culture to navigate in the new competitive context of emerging markets with dynamic, changeable, and uncertain business environments (Zhang-Zhang et al., 2020).

In brief, culture as a key SPM composition emphasizes external knowledge acquisition and creation to learn and innovate, as well as internal knowledge sharing and participative management to facilitate internal change and innovation. Ongeru and Osoro (2021) claimed that formulation management systems may create cultures or mindsets to enable the uniqueness of capabilities and sustain them. A learning-developmental-oriented culture is important to adjust to shifting business demands in a dynamic business environment and equip knowledge workers for this constant transformation. Considering learning as a knowledge internalization process (Liu et al., 2020) facilitates not only the creation of future strategic alternatives based on internally generated or externally acquired knowledge, but also the creation of capabilities that continually track, align with, or provoke the changing marketplace.

This is why Katou et al. (2021) suggests corporate culture as a set of core values about how to treat multiple stakeholders such as employees, customers, suppliers, and others to foster innovativeness and flexibility in firms, leading to sustained superior financial performance. While the conceptualization of culture is complex, organizational culture is often built upon the tension between external adaptation and internal integration to make knowledge flow. In proposing formulation management practices to foster knowledge sharing, they suggested that culture as a key factor with the following elements: knowledge-sharing norms, culture of caring such as trust and cooperation, high band-width communication, egalitarianism, fairness, and perceived support. Since innovation lies at the heart of organizational knowledge creation, organizational culture needs to be innovation-learning oriented to make knowledge the basis of a dynamically developmental firm (Ongeru & Osoro, 2021).

Culture reacts to the external environment and its changing conditions and demands, and an innovation-learning oriented culture is open, adaptable, and developmental, suitable to encourage continuous learning, sensing, and exploring opportunities in the new and dynamic external environment (Knies et al., 2021). The organization must be willing to accept the demands for incessant learning and improvement and the risks associated with VUCA contexts and have values in place to facilitate the change that leaders initiate. Internally, organizational culture enables coordinated interactions among different units inside an organization to effectively learn, transfer, and generate knowledge, tolerating a hyper ambiguous context where uncertainty is certain. Core cultural values are widely shared within an organization through basic common assumptions to interact internally and externally among different groups of interest to ensure efficiency, productivity, and smooth coordination (Malik et al., 2021)

### **Social Service Delivery**

In time, remember to complete the ‘double loop’ learning too, in other words, review the value that the measurement of performance/quality is adding so that the measurement system can be improved (Marsilio & Prenestini, 2020). Make sure that you are clear in your own mind about what weighting you give to the three different functions of performance measurement, to encourage and enable learning and development, to ensure better and earlier control and problem identification, and to account for performance for ‘external’ purposes such as accreditation, quality assurance, Freedom of Information, etc.). If your real motivation for



delegating accountability is to ensure better control, make this explicit (quality control is a legitimate function of management). Don't try to 'fudge' your motivation by 'selling' performance measurement on the basis of its developmental function only or by saying that there is no choice but to introduce it as, sooner or later, you'll be caught out and significant resistance is likely to result (Ongeri & Osoro, 2021).

Set medium-term and longer-term objectives as well as short-term (service plan) goals for yourself and for your team, and identify the markers that will tell you whether or not you're getting closer to the achievement of those objectives (Mayrhofer et al., 2019). If you are not already doing so, set aside time with your own nursing management team to review your (collective) performance in managing nursing and nurses within your organisation. Do this regularly (you could aim to do it on a monthly or quarterly basis), give it enough time, and really try to identify the 'drivers' of your (collective) performance, the critical success factors of your management of nursing and nurses. Ask each unit in your hospital/organisation to identify benchmarks for itself clinical, management and service user-related. Ask them to start measuring their performance in relation to these benchmarks and arrange for benchmarked performance to be compared (in as far as possible) across the hospital/organisation and with other hospitals/ organisations (Marsilio & Prenestini, 2020).

## **Empirical Review**

### **Strategic Formulation and Social Service Delivery**

Fluctuating dynamic environments, high levels of unpredictability, and rapid and disruptive changes lead to high levels of uncertainty and accompanied ambiguity, volatility, and risk (Mwangi et al., 2020). In such an environment, scholars often refer to dynamic capabilities to overcome these challenges to reconfigure and reintegrate the unique resources, to safeguard a firm's sustainability and growth. While researchers have recognized dynamic capabilities as a universal concept, the nature and evaluation of a firm's dynamic capabilities can be described in terms of formulation resources and that the ability to create, integrates, transfer, and use formulation on an ongoing basis underpins a firm's capabilities and competitive advantages.

In a new context of highly dynamic environments, the underlying elements for evolving dynamic capabilities are new knowledge creation in more rapid and unstable processes through the coevolution of experience, low-frequency knowledge articulation, and knowledge codification. The cognitive processes of formulation are involved, and strong performance of social capital and capabilities of entrepreneurs need to be developed (Ahmad et al., 2022). They bring higher levels of dynamism into management and organization, as these crisis events occur not only immediately leaving little planning time to managers but are also uncertainty sustained. To achieve firms' competitive sustainability within such a highly dynamic and uncertain context, a paradoxical balance between strategic planning and human creativity is critical (Zhang-Zhang & Varma, 2020), paving the path for the people-centricity view of the firm with knowledge workers and the knowledge of the firm managed to provide options for alternative dynamic capabilities in new but uncertain dynamic markets in the future (Pereira et al., 2019).

As an extension of RBV-grounded strategic human resource management (HRM), SPM proposes a holistic framework to demonstrate the strategic contributions of formulation management from a knowledge perspective to a firm's sustainable development and longevity in a new highly dynamic VUCA context. By extending the RBV-premised human resource function to the conceptualization of formulation from a knowledge worker perspective, we can explore the dynamic formulation management capabilities to drive strategic directions in a highly dynamic business environment. Next, we review the theoretical evolution of RBV to

KBV, and the importance of strategically managing knowledge workers in new and highly dynamic VUCA contexts for strategic sustainability. Juxtaposing HRM and formulation management illuminates the understanding of SPM acting in a business ecosystem and aiding capability development rather than being solely focused on job-based functionality and the inner-organizational context. In section 4, we propose a framework of SPM consisting of four dynamic drivers of knowledge sources aiding a firm's sustainability in a highly dynamic VUCA context. Lastly, we outline the theoretical contributions and future research lines before offering the final remarks (Ahmad et al., 2022).

### **Evaluation and Control Strategy and Social Service Delivery**

Learning culture has gained managerial emphasis as a source of dynamic capability for sustainable competitive advantages due to its embedded capability to absorb, exchange, and regenerate knowledge through agents of knowledge that are knowledge workers. Rousseau et al. (2018) illustrate the learning processes of Taiwanese IT firms to dynamically form and enhance innovation capability overtime in the volatile and uncertain sector in an emerging economy context, to acquire, transfer, diffuse, and generate knowledge, converting themselves from learners to teachers in specific fields. While Rousseau et al. (2018) denote organizational competencies partly as "patterns of current practice and learning," empirically identify learning as one of the dynamic elements for vigorously managing formulation strategically in the new international uncertain context along with leadership.

Also, leaders' managerial ability arises from prior learning and experience to identify strategic opportunities, modify operating routines, and create, extend, and alter the resource and knowledge base of an organization. This is empirically confirmed through research by Rousseau et al. (2018), with the latter testing internet marketing capabilities to improve international market performance through strategic orientation and knowledge internalization learning by emerging market Taiwanese firms. Learning consists of different activities at various levels, which also interact across levels. He suggested higher or second-order capabilities as dynamic learning capabilities, involving coordination, learning, and strategic competitive response activities. In comparison with tacitly understood or explicitly claimed commonly shared innovation-learning oriented culture, the learning element in SPM needs to be specific to act on knowledge brokering, such as knowledge articulation and codification, to identify new solutions, pursuing new initiatives, and generating new thinking (Soares & Mosquera, 2019).

Learning as a dynamic capability can take various forms, including explorative and exploitative learning. Both explorative and exploitative learning are relevant in strategically managing formulation and their knowledge in VUCA contexts (Soares & Mosquera, 2019). While explorative learning addresses the creation of knowledge that does not exist in the firm yet but potentially serves for firms' effectiveness and future direction guiding, exploitative learning is the refinement and update of existing knowledge suitable for efficiency and gradual improvement to complement explorative learning. Hence, in VUCA contexts, management needs to utilize the acquisition, development, and redeployment of formulation to learn, build, and renew resources and knowledge, as well as to reconfigure them to innovate, lead, and respond to changes in the market (Teece, 2018). It is a long process for any strategic matter to take effect.

However, critical incidences like the 2008 financial crisis or the 2019 pandemic suggest that those who had better strategic management in place were more likely to survive and continue performing during and after the crisis event (Zhang-Zhang & Varma, 2020). Innovative learning behaviors contribute to exploring new ideas and solutions, and driving strategy

formulation processes with knowledge generation. As Rousseau et al. (2018) claim, “a dynamic capability for learning frequently helps to extend or modify dynamic as well as operational capabilities of all types”. This shows that learning, as a pertaining component of SPM, possesses an active and evolving property that may transcend the knowledge and capability base. Continuous learning and training constitute part of a dynamic people’s capability to contribute to strategy formulation in uncertain environments (Soares & Mosquera, 2019).

### **Social Service Delivery**

Work with your divisional managers (or equivalents) to draft generic standards of performance (minimum/acceptable/superior) for each level/role within your organisation (Soares & Mosquera, 2019). If possible, delegate the further development/refinement of these standards, and the identification of performance measures relating to each one, to a working group made up of nurses from different levels. Make sure that the standards are transparent and understandable so that all nurses are clear about the level of performance to which they can be held accountable. Ask the group to design a process for resolving role conflicts so that nurses are clear about how they might go about asking for help or guidance when there is any dispute about the level of responsibility/accountability which accords to their role or any dispute about adherence to standards of performance (Rousseau et al., 2018).

Check for the ‘line of sight’ can each nurse or member of staff in nursing see how his or her performance relates to the objectives, both short- and longer-term, for the area (ward/unit/ 10 department/division/directorate) in which s/he works? Is it clear how these objectives line up with the objectives for nursing overall, and how nursing lines up with the organisational objectives? Pick a number of nursing posts at random and check whether it is possible to see all the way to the top (Soares & Mosquera, 2019). Consider setting up a working group to look at the issue of how quality/performance is measured ask the group to specifically consider what measures of quality/performance might be relevant, who measures performance (senior/peer/junior), who needs to know about performance and when they need to know, how exceptionally good performance might be honoured and replicated in other areas where appropriate, etc.. Ask the group to bear in mind the old adages of ‘what you measure, you get’ and ‘what gets measured, gets attention’ so that they can anticipate any inadvertent highlighting of particular performance (for example, if you were to highlight a specific area of performance, what impact would this have on behaviour in other areas? (Rousseau et al., 2018).

## **RESEARCH METHODOLOGY**

Descriptive research design was used since it seeks to answer the questions concerning the causes of the problem (Coopers & Schindler, 2011). The study used descriptive research design where they employed qualitative approach to gather information as to how performance of social service delivery are utilizing Strategic management responsibility practices to attain organizational performance. Both primary and secondary data was collected. The target population of this study comprised of 152 respondents from the registered performance of social service delivery ranging from level 2 to level 4 in Turkana County. The target respondents for the study included the following: Administrators/Managers (Responsible for overseeing Strategic management responsibility and organizational performance), Healthcare Providers ( such as doctors, nurses, and other medical staff directly involved in delivering healthcare services) and Support Staff ( Administrative and operational staff who contribute to the overall functioning of the facilities).This approach enhanced the generalizability of the study findings to the broader context of private healthcare provision in Turkana County. The target population was distributed among the different levels of health facilities in Turkana County, Kenya,

Considering the nature of the study and the target population, a purposive random sampling technique was used to all level of health facilities, thus providing a more comprehensive understanding of the situation across different tiers of healthcare provision. Within each stratum (facility level), purposive random sampling techniques was employed to select respondents. This method will ensure a random selection of respondents while also simplifying the sampling process. Purposive random Sampling technique on the other hand ensures that each level of health facility was adequately represented in the sample, preventing bias towards any particular tier. Since the study aimed to understand the effect of Strategic management responsibility across different types of facilities, this approach was enhanced the generalizability of the findings. Systematic sampling offers a structured and unbiased method for selecting respondents within each facility level (Mugenda & Mugenda, 2008). It eliminates the need for manual randomization while still providing a random sample, thus improving efficiency without sacrificing randomness.

Both open and closed ended questionnaire was used in this study. A questionnaire is an instrument that is used to gather data and allows measurement for or against a particular viewpoint. It is meant to provide a standardized tool for data collection and attain objectivity in a survey (Gray, 2019). Data analysis and presentation was through descriptive statistics describe patterns and general trends in a data set. Descriptive statistics was used to examine or explore one variable at a time. Descriptive statistics included: frequencies, percentages, mean and standard deviation (Mugenda & Mugenda, 2008). Descriptive and inferential statistics was used to analyse quantitative data after appropriate data coding using Statistical Package for Performance of social Science (SPSS) version 28. Standard deviation shows how far the distribution is from the mean. The researcher conducted a linear regression analysis in order to establish the relationship between the Strategic management responsibility and performance of performance of social service delivery success.

## **RESEARCH FINDINGS AND DISCUSSION**

Out of 137 questionnaires that were circulated to the respondents, 102 of the respondents dully filled and retuned questionnaires; yielding a response of 79.32%. 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 15 (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 Social service delivery in Turkana County government County, Kenya. The study specifically presents the effect of Strategic formulation, , evaluation and control strategy, on performance of social service delivery in Turkana County government, 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 Formulation**

Respondents were requested to give their responses in regard to Strategic formulation 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 1 below:

Respondents were requested to show their level of agreement on the variable Strategic formulation. From table 4.9, the respondents unanimously agreement that Strategic formulation ensured performance of social service delivery; majority 46 (45.1%) of the respondents strongly agreed, while 30 (29.4%) of the respondents agreed, a few 20 (19.6%) Of the respondents disagreed; further 4 (3.9%) of the respondent were neutral and the remaining 3 (2.9%) of the respondents strongly disagreed. With a mean of 3.376 and standard deviation of 0.793. when they were requested to show their level of agreement about compiling strategy an affect social service delivery in Turkana county majority 45 (44.1%) of the respondents strongly agreed, while 31 (30.4%) of the respondents agreed, a few 20 (19.6%) Of the respondents disagreed; further 3 (2.9%) of the respondent were neutral and the remaining 4 (3.9%) of the respondents strongly disagreed. With a mean of 3.396 and standard deviation of 0.743. When they were requested to show their level of agreement about control strategy an affect social service delivery in Turkana county majority 40 (39.2%) of the respondents strongly agreed, while 25(24.5%) of the respondents agreed, a few 20 (19.6%) Of the respondents disagreed; further 9 (8.8%) of the respondent were neutral and the remaining 9 (8.8%) of the respondents strongly disagreed. With a mean of 0.386 and standard deviation of 0.753. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Strategic formulation, enhance effective performance of Social service delivery in Turkana County government County, Kenya. Majority 71 (68%) of the respondents gave yes and the remaining 31 (32%) of the respondents. Finally the respondents were asked to show their level of agreement that strategic formulation is the cause of non-performance of social service delivery in Turkana County, Kenya.

**Table 1: Descriptive Statistics for Strategic Formulation**

Statement	Mean	Std. Dev.
Turkana County Government ensures their experience compiling through real-time basis	3.376	0.796
Social service delivery in Turkana County Government, Kenya has been able to make decisions in designing	3.535	0.921
Level of education has contribution to performance of social service delivery in Turkana County Government, Kenya	3.902	0.905
It is important to put in place strategic formulation for accurate corporate strategic implementation	4.051	0.739
The management of strategic control	3.541	1.301
Strategic formulation enhances performance of social service delivery in Turkana County Government, Kenya	3.866	0.753

### Evaluation And Control Strategy

Respondents were asked to give their responses in regard to evaluation and control strategy on performance of Social service delivery in Turkana County government County, 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 2 below:

Respondents were requested to show their level of agreement on the variable evaluation and control Strategic. From table 4.10, the respondents unanimously agreement that using key performance indicators ensured performance of social service delivery; majority 38 (37.4%) of the respondents strongly agreed, while 35 (34.3%) of the respondents agreed, a few 25 (24.5%) Of the respondents disagreed; further 4 (3.9%) of the respondent were neutral and the remaining 3 (2.9%) of the respondents strongly disagreed. With a mean of 3.306 and standard deviation of 0.803. When they were requested to show their level of agreement about using agreed targets

strategy can affect social service delivery in Turkana County. Majority 43 (42.2%) of the respondents strongly agreed, while 33 (42.2%) of the respondents agreed, a few 20 (19.6%) Of the respondents disagreed; further 4 (3.9%) of the respondent were neutral and the remaining 3 (2.9%) of the respondents strongly disagreed. With a mean of 4.096 and standard deviation of 0.743. When they were requested to show their level of agreement about within time strategy an affect social service delivery in Turkana county majority 48 (47.1%) of the respondents strongly agreed, while 30 (29.4%) of the respondents agreed, a few 18 (17.6%) Of the respondents disagreed; further 4 (3.9%) of the respondent were neutral and the remaining 3 (2.9%) of the respondents strongly disagreed. With a mean of 0.386 and standard deviation of 0.753. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Strategic formulation, enhance effective performance of Social service delivery in Turkana County government County, Kenya. These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of evaluation and control strategy are the best value reaction to sort out non-performance of, after Evaluation and control strategy, for resolving return on investment. The problem areas giving rise to disputes are mainly related to Social service delivery in Turkana County government's matters. Finally the respondents were asked to show their level of agreement that strategic formulation is the cause of non-performance of social service delivery in Turkana county in Kenya. Majority 71 (68%) of the respondents gave yes and the remaining 31 (32%) of the respondents. Finally the respondents were asked to show their level of agreement that strategic formulation is the cause of non-performance of social service delivery in Turkana County in Kenya.

**Table 2: Evaluation and Control Strategy**

Statement	Mean	Std. Dev.
Turkana County evaluation and control strategy on performance of social service delivery in Turkana, Kenya	4.038	0.730
My Turkana County Government embraces decision on performance of social service delivery in Turkana County	4.037	0.709
Performance of Turkana County Government, Kenya	4.097	0.739
Evaluation and control strategy on performance of social service delivery, Kenya	3.956	0.836
Evaluation and control strategy for money process on performance of social service delivery County, Kenya	4.104	0.805
To enhance evaluation and control strategy processes on performance of social service delivery in Turkana East Sub-county, Kenya	4.059	0.710

### **Performance of Social service delivery in Turkana County government**

Respondents gave their level of agreement on various statements relating with performance of Social service delivery in Turkana County government, Kenya. The results were as presented in Table 2 below:

From the research findings, respondents were in agreement that performance of social service delivery in Turkana, Kenya is being affect by strategic management , they gave 60.2%; when asked about customer satisfaction and its effect on performance of Social service delivery in Turkana East sub county, Kenya they gave strongly agree of 62.7 %; When the respondents were asked to show their level of agreement on how less complaints affects performance of Social service delivery in Turkana County government County, 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 Turkana, Kenya government on performance of Social service delivery in Turkana County government County, Kenya. 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 Social service delivery in Turkana County government, Kenya.

**Table 3: Performance of Social service delivery in Turkana County government**

Statements	Yes (%)	No (%)
Customer satisfaction affects performance of social service delivery in Turkana County Government	32	68
Number of social service deliveries can affect their performance in Turkana County Government, Kenya	61	39
Performance of service delivery, Kenya	44	56
Affects performance of social service delivery in Turkana, Kenya	59	41
Performance of Turkana County Government, Kenya	43	57
Performance of Turkana County Government, Kenya	64	36

### 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 formulation, and Evaluation and control strategy and performance of Social service delivery in Turkana County government, Kenya.

**Table 4: Correlation Coefficients**

		Performance of social service	Strategic Formulation.	Evaluation and control strategy
Performance Of Social service delivery in Turkana	Pearson correlation	1		
	Sig. (2-tailed)			
Strategic formulation	Pearson correlation	.534 <sup>*</sup> 102 <sup>*</sup>	1	
	N.			
Evaluation and control strategy.	Sig. (2-tailed)	.000		
	Pearson correlation	.152 <sup>*</sup> 102 <sup>*</sup>	.240 102	1
	N			
	Sig. (2-tailed)	.000	.035 102	102

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between Strategic formulation and performance of Social service delivery in Turkana County government, Kenya ( $r = 0.534$  and the relationship found between Evaluation and control strategy and performance of Social service delivery in Turkana County government ( $r = 0.152$ ). This is tandem with the findings of Ongeru 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 5 reveal a positive relationship between the performances of Social service delivery in Turkana County government, Kenya,

**Table 4. 1: Regression Coefficient Results**

Predictor Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig. (p-value)
(Constant)	-0.132	0.060	—	-1.144	0.002
Strategic Formulation	0.410	0.132	0.555	5.472	0.003
Evaluation and Control Strategy	0.252	0.115	0.321	2.657	0.001

b. Dependent Variable: performance of Social service delivery in Turkana, Kenya

A unit change in Strategic formulation would thus lead to a .413 effect on performance of Social service delivery in Turkana East sub county, Kenya sector *ceteris paribus*; and finally a unit change in strategic resolution would have an effect of .252 of performance of Social service delivery in Turkana County government, Kenya. This finding is in line with the findings of Ongeru and Osoro (2021). This implies that among other factors, Strategic formulation, and Evaluation and control strategy are significant determinants of performance of Social service delivery in Turkana County government, Kenya.

## Conclusion

### Strategic Formulation

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

### Evaluation and Control Strategy

The researcher concludes that there is a positive relationship between Evaluation and control strategy and performance of Social service delivery in Turkana County government, 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 Social service delivery in Turkana County government, Kenya. The researcher further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at Social service delivery in Turkana County government in the level of performance of service delivery in Social service delivery in Turkana County government has increased. Therefore, the study concludes that Social service delivery in Turkana County government, Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the paradigm.



## **Recommendations**

### **Strategic Formulation**

The study recommend that Strategic formulation 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 Social service delivery in Turkana County government, Kenya wants from the strategic and how it wants the relationship to work. This means that 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 Social service delivery in Turkana County government, Kenya. Proper Strategic formulation can result to high procurement in Social service delivery in Turkana County government, Kenya.

### **Evaluation and Control Strategy**

This researcher recommends that evaluation and control strategy had a strong relationship with performance of Social service delivery in Turkana County government, 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 Social service delivery in Turkana County government, 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 study focused on strategic formulation, , and evaluation and control strategies, and how these influence the performance of social service delivery in Turkana County Government, Kenya. The study recommends that future research be extended to other counties across Kenya to allow for comparative analysis and validation of findings in different governance and socio-economic contexts. Additionally, future researchers are encouraged to explore the broader factors influencing the adoption and effectiveness of strategic best practices in public service delivery. Such studies should consider various dimensions within strategic management to provide a more comprehensive understanding of their impact on service delivery outcomes.

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