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MODERATING INFLUENCE OF ORGANIZATION AMBIDEXTERITY ON THE LINK BETWEEN STRATEGIC PLANNING AND ORGANIZATION PERFORMANCE IN THE COUNTY GOVERNMENT OF TURKANA, KENYA

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ABSTRACT

Counties in Kenya have realized significant changes in organizational performance over the last decade as they defined strategic planning processes on setting long-term corporate objectives. The main objective of this research was to examine the moderating influence of organization ambidexterity on organizational performance of the County Government of Turkana, Kenya. The research was based on three theories; Pearce and Robinson's Resource View Theory, the stakeholder theory and the open system theory. A stratified random sampling was used to attain a sample size of 400 from a target population of 2830 employees. The study used a case study research design. Questionnaires collected data and the validity coefficient index was 0.82 with a Cronbach's alpha value of 0.893 after testing and retesting. Pilot study involved 25 County government of Turkana employees. The Statistical Package for Social Sciences (SPSS) version 26 computer application was used to compute both descriptive and inferential statistics. Introduction of organizational ambidexterity to strategic planning resulted to a positive change in the correlation coefficient from R=0.723 to R=0.770.



The R-square shifted positively from $R^2=0.522$ to $R^2=0.593$ and adjusted R-square from $R^2=0.518$ to $R^2=0.589$. The interaction of organization ambidexterity with strategic planning was ($\beta_1=0.375$ $p\leq 0.05$) which significantly affected organizational performance. The study recommended that organization ambidexterity had a statistically significant moderating effect on the relationship between strategic planning and organizational performance in County Government of Turkana. Organization ambidexterity would help the County Government of Turkana to create transparency among team members, higher level of engagement and sense of responsibility. County employees in various sectors are expected to appreciate strategic planning in rating their level of service. The findings would be useful when an organization is establishing strategic plans. Individuals can learn, grow in areas where they are weak, and explore knowledge that can be applied to their strategic initiatives.

Keywords: *Strategic Planning, Organization Ambidexterity, County Government of Turkana, Organizational Performance*

BACKGROUND OF THE STUDY

Successful organizations have clearly formulated strategic decisions in order to fulfil their objectives in a systematic manner, according to global experience. They attain the intended objectives on a local or international level in this manner. Successful organizations have established clear strategic decisions based on worldwide experience so that they may fulfil their goals and strategies in a systematic manner. Strategic planning has become a reasonably routine and frequent activity at all levels of government in the United States; over the past 25 years, it has been a universal practice in US governments. In the United States, strategic planning has become a very common and frequent practice at all levels of government (Behn 2008). Strategic planning has become a reasonably routine and frequent activity at all levels of government in the United States; over the past 25 years, it has been a universal practice in US governments. In the United States, strategic planning has become a very common and frequent practice at all levels of government (Behn, 2008). On a five-point scale, Technique received a four. Strategic planning has proven to be a more effective method for achieving a greater valuation than many other methods. Strategic planning has been shown to be more effective than many other methods for improving grades. The US government prioritized strategic planning coupled with New Public Management (NPM) reforms that analysed the agency's success, according to Moynihan, Donald and Ingraham (2004).

Strategic planning and Organization Performance (OP) of employees in countries like the United Kingdom, Australia, and New Zealand can help decision makers make sense or know in particular scenarios. Bryson, Crosby, & Bryson (2009) asserted that strategic management elements have become ubiquitous practices at all levels of U.S. government and many non-profit organizations over the past 25 years. The authors reviewed strategic planning and management research over that time period using the premises of practice theory to guide the discussion. The review is organized according to 10 research directions proposed by Bryson, Freeman, and Roering (1986). Strategic planning has become a very common and frequent activity at all levels of government in the United States; it has been a universal practice in the United States for 25 years. Strategic planning is used by approximately 80% of the organizations surveyed in Bain and Company's annual survey of management techniques used by US and European companies over the last decade with overall satisfaction with the methodology averaging four out of five on a five-point scale (Behn 2008.). Strategic planning has been shown to be more effective than many other methods for improving grades.



The US government has prioritized strategic planning and New Public Management (NPM) reforms in judging agency success, according to (Moynihan, 2006). Daft (2012) defines planning as the process of setting goals and deciding how to achieve them, as well as plans that help managers think about the future. Long term goals and valuable strategic plans are used by organizations in the developed world to give managers an emphasis on the future of an organization through the OP of employees. The resource-based perspective theory is used in internal analysis to assess the firm's current internal capabilities and strategic advantages. The external environment analysis considers both the micro and macro-environmental features. The PESTEL method, which takes into account political, economic, social, technological, environmental, and legal factors, is the most effective way to address these concerns. During strategic planning, it is critical to assess the company's strengths, weaknesses, opportunities, and threats. Strategic procedures are critical to an organization's work performance success or failure (Bryson, 2014).

Since the 1960s, most countries have utilized strategic planning as a realistic instrument for rational and improved government administration. Strategic planning was introduced in response to the high demands and problems of a continually changing social life as a result of technical advancements, globalization, and a scarcity of public resources (Bryson, 2011). Since then, it has been implemented and used in a variety of government functions at all levels of government, from armies to cities, and in a wide range of public organizations, policies ranging from space to agriculture are implemented. The evaluation of the company's success is based on the strategic plans that have been formed in connection to performance on all fronts of the operation. Only by correctly measuring power can it be managed (Awino & Mutua, 2014). Strategic planning is critical for an organization's ability to deal with changes in many facets of life, making it even more important for a company's long-term survival and competitiveness.

Strategic planning contexts vary greatly depending on industry and country of operation, and they have an impact on strategic planning outcomes. Emerging countries and businesses are being pushed to rethink and improve their strategies and management systems as a result of increased competition, shifting external demand, and shifting company roles. Businesses operate in a dynamic business environment, and their success is heavily reliant on meeting the changing needs of all stakeholders (Striteska & Spickova, 2012). East African Breweries Limited, in particular, relies heavily on strategic planning to maintain its competitive advantage. East African Breweries Limited (EABL) continued to make a lot of money in the region. Despite its complicated, cross-business, and cross-border nature, it is one among the region's top performers (EABL, 2012). As a result, it was deemed critical to comprehend EABL's strategic planning approach, which allows the company to thrive in a continuously changing environment.

Many businesses have realized the potential for significant sales growth in the global marketplace. As a result, in order to safeguard the highly competitive local market, firms fight their competitors with revenue from abroad markets (Calitz, 2000). East African Breweries Limited has clearly created a strategic planning framework that is unique to the situation and people involved (EABL, 2012). The strategy formulation process is informal, ongoing, and woven into the day-to-day activities. The strategic planning process is a highly organized, rational, and analytical annual event. Both processes are active at the same time. Business expertise and intuition are combined with rigorous analysis in EABL's planning system. Internal consistency and completeness determine whether a planning system is formal or informal, and it complements other elements that affect organizations, such as the size, complexity, and intensity of competition.



The idea of organizational ambidexterity originated in the debate about adaptive systems—the study of organizational adaptation in the face of environmental and technological change (O'Reilly and Tushman, 2013; Tushman and O'Reilly, 2002). Duncan (1976), who is credited with coining the term "ambidextrous organization" (Simsek, 2009), used it to describe situations in which a firm (or its units) needed to establish dual organizational structures to manage the tensions that arose during the initiation and implementation stages of innovation activity. Because firms need to shift structures to initiate and then execute innovation, tensions are created both in the shift itself and in the fact that the necessary structures are themselves very different. The firm's ambidexterity is defined by its capacity to manage these tensions. Companies now have the challenge of maximizing the use of existing knowledge resources while also discovering new ones in order to increase performance (Cohendet and Laurent 2007; He and Wong 2004).

According to the 'ambidexterity theory' (He and Wong, 2004), companies that strike a balance between exploration and exploitation earn performance benefits that outperform competitors who are bogged down by excessive experimentation or refining. The fundamental adaptive challenge facing firms, then, is to maximize the use of existing assets, resources, and capabilities to refine products, services, and processes while also exploring new technologies, discoveries, and ideas to generate new products, services, and processes so that the firm does not become obsolete as markets and technologies change (O'Reilly and Tushman, 2013). Adaptive systems maintain themselves by a mix of exploitation and exploration (March, 2006), and it is this balance that determines ambidexterity. The shift to mobile connectivity and collaboration, in particular, exacerbates rather than alleviates the need for businesses to develop frameworks that allow for the exploration of new information while also leveraging existing knowledge at the individual level (Bresciani *et al.*, 2018; Cash *et al.*, 2008).

To empirically explore whether performance is impacted by ambidextrous knowledge seeking and ambidextrous knowledge offering differ depending on the degree of project innovativeness present in organizational units, The parallels to exploitation and exploration are readily apparent: the former involves improving and reapplying established capabilities and practices to problems as it yields reliable, standard, predictable outcomes; the latter involves novel, unconventional and less-predictable actions (March, 2006). This further parallels the tension between exploration and exploitation: because the returns to exploration are more unpredictable, distant and uncertain, firms tend to favour exploitation owing to the greater certainty of its rewards this study gives the first empirical insights into whether and how ambidexterity might be exploited to improve successful knowledge in OP.

The County Government of Turkana (CGT) has been given the capacity to explore and exploit resource in order to improve on Infrastructure development activities such as road construction, and street lighting. Furthermore, the county's personnel have been restructured to improve service delivery, and agriculture would be exploring and exploiting to create new farming enterprises (County Development Integrated Development Plan 2013-2017, CIDP). Turkana County Government's strategic planning process is to improve efficiency and effectiveness in order to improve performance and strengthen the strategy formulation and execution process. The financial expense of strategic planning results in a consensus on the county's goals, which has numerous advantages. The strategic planning and organizational performance of the County Government of Turkana would increase stakeholder participation in the planning and implementation process, allowing the county to channel more investment, train staff, and work on development with long-term benefits



in terms of capacity building in advocating on exploration and exploitation of resources.

STATEMENT OF THE PROBLEM

Strategic planning is the process of determining corporate performance and generating business strategy by reviewing and implementing business goals. It is a centre for developing long-term organizational goals in the creation and implementation of formulated plans and their achievement, according to (Aldehayyat, 2011). The County Government of Turkana is among the counties receiving the largest amounts of money from the National Transfer Fund and Reparation Fund to culminate the gap in marginalization. The study by the Kenya National Bureau of Statistics (KNBS), (2020) found that the Turkana County government has an absolute poverty rate of 79.4%, with an index value of 0.559 indicating greater inequality.

The provision of sufficient resources was intended to ensure that the necessary infrastructure for the social and economic development of the county was in place and the goal was to have projects 55% complete in 2020. However, according to the Fiscal Strategy Paper (2018), most projects have stopped and only 33% completed. The county's key initiatives were also prioritized due to existing policy loopholes related to sales volatility. This has led to poor capacity building and inefficient use of resources in all sectors. The result has increased the risks for stakeholders faced with the rescue of the delayed transformation model. Hence, the Turkana County Government is required to step up strategies that include achieving set performance standards, as argued by (Bwaisa, 2013) and (Thomposon & Strickland, 2007) that organizations meet environmental challenges when well-designed strategies are appropriate at all levels. Several studies have been undertaken in connection with this research; however, there is little documented evidence of the County government of Turkana. Therefore, this study sought to fill the gap by undertaking strategic planning and organizational performance in the County Government of Turkana.

THEORETICAL FRAMEWORK

The study was guided by the following theories:

Resource Based View Theory

The resource-based view is a growing and influential section of strategy literature that addresses the subject of an organization's identity, focusing on the source and nature of strategic capabilities. It is one of the most widely accepted theories of strategic management. In a direct response, Barney (2001) agrees with the observation that resources are defined to be all-inclusive. However, he rejects the conclusion that this hinders the prescriptive implications of the RBV. On the contrary, Barney states that prescriptive implications are even enhanced by an all-inclusive resource definition

When a firm increases more economic value for its customers than its competitors, it gains a competitive edge. The difference between the perceived benefits acquired by purchasers of goods and services and the firm's economic cost is defined as economic value (Peteraf and Barney, 2003). Implementing one or more methods not currently used by competitors to improve firm positioning and value can provide a competitive advantage (Bone and Saxon, 2000). Competitive advantage can also be gained by outperforming the competitors in terms of strategy execution, speed, agility, and resource implementation. It is meant to find out the relative influence of a firm's resources (i.e. employees and assets) and capabilities (effective use of the resources to produce more profit or add more value to the firm) on financial performance using the resource-based view (RBV) of the organization as a theoretical foundation.



The model considers resource utilization to be crucial to an organizational goal. In this case, the County Government of Turkana should eminently recuperate resource-based view and exploit internal opportunities using existing resources to acquire new skills that will enable them exploit the future resources. It should emphasize the importance of the internal environment in gaining a competitive advantage. As a result of this element, the county government will be able to work out a new plan for the future use of the available resources. In this way, a comparative resource advantage can lead to a competitive advantage in the market position. The county government should develop a strategy and choose the strategy or competitive position that best utilizes internal resources to increase skills in comparable development opportunities. Given that strategic resources are a complex network of interconnected assets and capabilities, the county can hold a number of competitive positions that can help the county's performance. As a result, the theory encourages the use of concerted methodology that focuses on internal rather than external factors in order to improve organizational performance in Turkana County administration.

Open System Theory

Open system theory is a strategy that has been around since the early twentieth century. Strategy was borrowed into business with the start of the industrial revolution and the military vocabulary to signify resource arrangement to acquire an advantage over competitors (Yabs, 2007). An open system is one that communicates with its surroundings on a frequent basis. A system is a part of the world that is recognized as a unit and can preserve its identity despite changes in the environment (Colbin, 2009). Nonetheless, a system is a collection of interconnected pieces, or a collection of entities that share something in common. The borders, the external environment, and equality are all crucial aspects of open systems. The inputs, processes, and outputs of a system, as well as a feedback loop, are all part of the open system theory concept (Swanson and Holton, 2001).

Because it tends to focus only on the behaviour and events associated with workplace problems, rather than the systems and structures that caused the problems in the first place, open systems is more effective problem solving in strategic planning and organizational performance of the County Government of Turkana. A systems perspective provides a comprehensive picture of the "big picture." A systems approach helps the Governor, county executives, ministers, chief officers, county directors, and MCAs to fully comprehend the county's overall structures and dynamics, as well as what needs to be done to help the county achieve its strategic vision and goals. It also appears to be effective in ensuring the success of any system throughout the firm. Sporadic and poor communications are some of the first signs that an organization is in peril. People typically fail to see beyond their own roles in the company in these scenarios. As a result, people are far less productive than they could be. It's impossible to know what to say in different parts of the county without a thorough understanding of the pieces of an organization and how they interact. As a result, the theory provides an open-ended perspective on performance measurements.

For planners, a systems perspective makes the planning process much clearer and more orderly. It encourages a focus on the county's overall goals. People are the primary distinction between firms that succeed and those that fail in today's business world, when change is constant, technology is cheap, and skill shortages are prevalent. As a result, it is prudent that the employee training program system plays a critical part in pushing an organization ahead. To close the information gap in the domains of system theory and employee training programs, county organization management should apply



system theory to employee training programs. The theory also serves as a reference point for staff training programs and provides a clear picture of how systems theory is applied to organizational performance at the county level.

Stakeholder Theory

The stakeholder theory is a business ethics and organizational management theory that deals with management morals and values such as corporate social responsibility, the market economy, and social contract theory. According to Freeman (1984), stakeholder theory refers to "those groups without whose support the organization would cease to exist." Freeman (2004) uses a modified version of this term: "those groups that are critical to the organization's existence and success." A common technique for categorizing the various categories of stakeholders is to consider groups of people who have classifiable links with the organization. According to Friedman, (2006) the definitions of what stakeholders are and the identification of who the stakeholders are inextricably linked. The key stakeholder groups are as follows: Stakeholders include customers, employees, local communities, suppliers, and distributors, to name a few.

Stakeholder Management in Turkana County Government Strategic Planning and Operations aims to develop strategies for managing the many groups and relationships that have resulted in a strategic manner. Another stakeholder approach to strategic management contends that managers must design and implement processes that satisfy all and only those stakeholder groups. This process's primary goal is to ensure the company's long-term success by managing and integrating the relationships and interests of shareholders, employees, customers, suppliers, communities, and other stakeholders. A stakeholder approach to business planning focuses on actively managing the corporate environment, relationships, and promoting common interests.

Those stakeholders who have a genuine stake in the organization's performance should be included in strategic planning. Members include employees, unions, customers, suppliers, shareholders, regulators, owners, supply chain partners, community members, and others who rely on and/or provide services to the company. Everyone has a different perspective on what the organization requires to succeed. The perspectives and ideas of external stakeholders are especially valuable early in the planning process, when they aid in developing a better understanding of the operating environment and a vision for the company's future. Employees are familiar with the companies. The stakeholder theory is well-known in both business ethics and organizational theory. This is one of the frameworks used in practices of corporate social responsibility. ISO 26000 and GRI, for example, use stakeholder analysis (Global Reporting Initiative). Weiss (2014) shows how stakeholder analysis can be used in conjunction with management concerns to investigate social, organizational, and human dilemmas in business ethics.

EMPIRICAL LITERATURE REVIEW

Tapinos, Dyson & Meadows (2010) conducted a study to determine whether using a Balance Score Card (BSC) in the strategy creation process improves the process's quality and efficiency. According to a survey of 427 managers, BSC users are putting in more effort to translate strategies into specific tasks and effectively disseminate them throughout the company. Furthermore, BSC users believe that the scope of the measures and the ability to quantify goals are more appropriate than non-users. The authors concluded, however, that these effects may not be due to the BSC itself, because BSC users came from much larger companies and used far more alternative information systems at the same time.



For example, Glykas (2013) conducts two case studies in retail banking and deconstructs the BSC for various management hierarchies. Instead of using mechanistic cause-effect correlations, he proposed using strategy maps based on neural networks and fuzzy logic to demonstrate the relationship between management activity and financial performance. This allows them to identify the process perspective as the most important in their particular situation. Maina, Munga & Njeru (2020) conducted a study on the Influence of strategy formulation on performance of state corporations in Kenya. The main objective of this study was to establish the influence of strategy formulation on performance of State Corporations in Kenya. Target population comprised of managers of 187 State Corporations with a sample of 77 managers. Primary data was collected by using questionnaires. Descriptive statistics was used in preliminary analysis of data. Inferential statistics was used to establish predictive equation and tests its combined and individual significance. Results revealed that in terms of leadership, top management makes decisions in consultation with employees and there is delegation of authority and responsibility. It was revealed that in terms of mission and vision the organization possessed a formal mission to pursue its objectives and also organization focused on what really matters to the stakeholders. Firm resources indicated that firm are a learning organization and has a well understood culture by employees embedded in values. This study therefore informs Policy makers to put more emphasis on strategy formulation as important strategy for organizational performance.

He and Wong (2004) on exploration and exploitation conducted a study to investigate the determinants of innovation according to radical and incremental attributes. They indicated that in today's competitive environment, firms cannot remain competitive without the implementation of proper innovations. The main aim was to explore the main determinants of innovation applied in the hotel industry and investigate the influence of different hotels and market characteristics on radical and incremental innovations. A questionnaire was developed to investigate the abovementioned relationships. A total of 239 Taiwanese hotel employees participated in this study. Data were analysed through Probit model. The results indicated that radical and incremental innovations seem to be interrelated. In addition, the main determinants of innovation are the internal resources and market behaviours in the hotel trade that include management style, market strategy, hotel size and location of the two fundamentally different approaches to organizational learning. The study indicated that there is need for firms to achieve a balance between the two. This balanced the view that was embedded in the concept of ambidextrous organizations.

Simsek (2009) on Organizational ambidexterity, Exploration, Exploitation, Profitability and Sales growth investigated the effect of the exploration and exploitation dimensions on profitability and growth in sales by exporting companies. The resource-based view (RBV) theory supported the research findings. The survey involved 132 exporting companies in the state of Paraná/PR. Structural equation modelling was applied with the aid of the AMOS software (Analysis of Moment Structures). The results reinforce the multidimensional concept of organizational ambidexterity and characteristic of exporting companies inserted in a dynamic environment. Thus, it is necessary to develop new organizational skills and competences, aiming to develop structures and mechanisms related to organizational ambidexterity.



According to the study by Moorman & Kyriakopoulos (2004), a study conducted on trade-offs in marketing exploitation and exploration strategies that overlooked role of market orientation. This indicated that marketing strategy can improve a firm's current expertise (marketing exploitation strategy) and/or require the development of new knowledge and skills (marketing exploration strategy). Research in strategy and organizational learning suggests that utilizing both approaches may compromise firm effectiveness in each individual area and reduce firm financial performance. They argued that a firm's market orientation allowed to combine marketing exploitation and exploration strategies effectively by providing a unifying frame of reference focused on customer goals, facilitating market information flows between the two strategy processes, and integrating the two activities by serving as a dynamic market linking capability.

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Nwakoby *et al.* (2017) investigated the relationship between SWOT analysis and the performance of selected manufacturing firms in Nigeria. In study he sought to determine the nature of the relationship between SWOT analysis and manufacturing organization performance in Nigeria. The study used a survey research design using a questionnaire as the primary instrument. Using the Statistical Program for Social Sciences (SPSS) version 20.0 software package, the questionnaire was processed and the study's hypotheses were tested using the Correlation coefficient. SWOT analysis has a major impact on the performance of business organizations in Nigeria, according to the study, and its implementation would enable a firm to seize opportunities while avoiding risks in the environment. As a result, it suggests, among other things, that the organization's management continue to invest more effort into maintaining a well-motivated workforce, which is the driving force behind the organization's creativity. Organizations achieve this balance through reviewing new programs and services in order to improve overall performance. SWOT analysis is a pre-decision-making tool that prepares the groundwork for this project.

Mutisya (2020) conducted a study on the mediation by organizational design in the influence of organizational ambidexterity on the performance of large manufacturing firms in Kenya. He sought to establish the role of organizational design in the organizational ambidexterity - performance relationship among large manufacturing firms (LMFs) in Kenya. The studies linked ambidexterity to organizational performance is less and with mixed findings. The research was founded on dynamic capabilities and configurations theories. The study was guided by positivist philosophy. The population of the research was the entire 107 Kenyan large manufacturing firms (LMFs). Cross-sectional research design was used. Primary data in respect of predictor variables was used and was collected using a structured questionnaire. The respondents were the senior managers of the large manufacturing firms (LMFs) in Kenya. Descriptive statistics, correlations, linear, multiple and hierarchical regressions were applied in the data scrutiny and interpretation.



The study results showed partial organizational design mediating role in the organizational ambidexterity - performance association of LMFs in Kenya. The few studies indicated that there was no clear ambidexterity - organizational performance relationship. This indicated that the mediating role of organizational ambidexterity would be operationalized to acumen the required result. Mutisya (2020) on his article organizational ambidexterity and performance of large manufacturing firms in in Kenya indicated that linking ambidexterity to organizational performance are scanty and with mixed findings. The few studies that have been done indicated that there is no clear ambidexterity -organizational performance relationship. The research was founded on dynamic capabilities theory. Positivism provided philosophical foundation. The population was the entire 107 Kenyan large manufacturing firms; therefore, a census was conducted. Cross-sectional research survey design was used. Primary data was collected using a structured questionnaire. The respondents were the senior managers of the large manufacturing firms in Kenya. The results showed positive and statistically significant influence of organizational ambidexterity on the performance of Kenyan large manufacturing firms. The result was comparable of linking ambidexterity strategic planning and organizational performance which has a positive significance.

The Drivers of Sustainability in High-Tech Firms was investigated by Peng (2019). The high-tech industry was formed as the centre of gravity of industrial development in each country, covering the development of new goods and the extension to new consumers and markets, in order to increase national competitiveness and sustainability. This research focused on Taiwanese electronics manufacturing companies that are involved in the creation of innovative high-tech products. 1000 questionnaires were to Taiwanese electronics manufacturers and received 228 genuine responses. The findings indicated that exploitation has a favorable influence on performance and that exploration/exploitation has an inverse U-shaped relationship with performance. Ambidexterity, in conjunction with its relationship with market orientation, has been demonstrated to have a favorable impact on organizational performance. The significance was on resources and their impact on organizational effectiveness. The coexistence of exploration and exploitation, according to this research, is critical to organizational effectiveness.

Kisilu, Okumu & Mathenge (2019) on the effects of strategic planning on financial performance of small and medium enterprises in Kenya: a case of Makueni County. The goal of this research was to see if there was a link between strategic planning and SMEs' financial performance in Makueni County. A cross sectional research design was used in the study, and a sample was used to represent the entire population. Questionnaires were utilized to collect data, which was then statistically analyzed and the results analyzed using a regression model. The regression model was an effective statistical tool in this study since it demonstrated how the variables were interdependent by validating the correlation analyses' findings. The findings confirmed that strategic planning had an impact on financial performance, and the study showed that strategic planning techniques had a 71.6 percent impact on SMEs' net profits in Makueni County. Organizational features also had a beneficial effect on how SMEs make strategic decisions that affect their financial performance, implying that organizational characteristics had an impact on the financial performance of Makueni County's SMEs.

RESEARCH METHODOLOGY

This study was guided by a case study research design. This allows a researcher to apply a variety of tools to a single topic, reducing bias and increasing the trustworthiness of the results obtained. The data were analysed using content analysis. This design was based on the factual content and the observation that the study was interested in evaluating



strategic planning, moderated with organization ambidexterity and accessing the new wording that would improve OP in the County Government Turkana within a period of one year may, 2020 / 2021 fiscal year. The target population of 2,830 Turkana County Government employees in 10 County Sectors and County Assemblies was targeted (see Table 1). The sample size for this study was calculated using the proportionate Stratified Random Sampling Formula: $n_h = \frac{Z^2PQ}{e^2}$

Where:

n_h = sample size for h^{th} stratum

Z^2 = population size for h^{th} stratum

e^2 = Confidence Level

The study Assumed there was a large population but that we do not know the variability in the proportion that would adopt the practice; therefore, it assumed $p=.5$ (maximum variability). Furthermore, supposed that we desired a 95% confidence level and $\pm 5\%$ precision. The resulting sample size was demonstrated in Equation below:

$$n_h = \frac{(1.96)^2 (0.5)(0.5)}{[0.05^2]}$$

$$= 384.16$$

This implied to a total of simple probability sampling of 14 %| (384.16) which was used proportionately to compute the sample size for each sector to represent the entire population of the study. The sample size selected from Turkana County sectors by a proportionate Yamane method ($n_h = \frac{Z^2PQ}{e^2}$) was 400:

Table 1: Sample Size

Stratum	County Sectors/Assembly	Sampling Calculation	Final Sampling Size Result
1	Office of the Governor/County Assembly	60*0.14	08
2	Finance & Planning	240*0.14	37
3	Road & Transport	140*0.14	19
4	Health Services	990*0.14	137
5	Water Services	270*0.14	38
6	Land & Physical Planning	180*0.14	25
7	Education	180*0.14	25
8	Pastoral Economy	185*0.14	26
9	Energy & environment	130*0.14	18
10	Public Service	155*0.14	23
11	Trade & Tourism	300*0.14	44
	Total		400

Source: CGT, 2020

The study analysed numerical data gathered through closed-ended questionnaires using both descriptive and inferential statistical data analysis methods. The data analysis process was primarily comprised of coding and categorizing data



using the SPSS IBM version 26. The data was cleaned, coded, and categorized for each variable before being analysed using content analysis. The quantitative data were analysed descriptively using percentage frequencies, mean (\bar{X}) and standard deviation (Std. Dev.) The Pearson's correlation coefficient and a simple linear regression analysis were used in the inference which was also used to test hypotheses

The model involving moderation (Organization Ambidexterity) was:

$$Y = \beta + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \epsilon$$

Where Y is OP of the CGT, X_1 , X_2 , and X_3 is strategic planning and X_4 , while Z is Organization Ambidexterity (moderating variable).

RESEARCH FINDINGS AND DISCUSSION

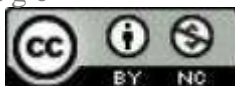
Description of Organization Ambidexterity

In order to determine the moderating influence of organization ambidexterity on the relationship between strategic planning (Situation analysis, strategic mapping and strategic formulation) and organizational performance of the County Government of Turkana. The study looked at organization ambidexterity as a measure of County Government of Turkana organization performance on a Likert scale of 5-1; where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, and 1=strongly disagree. The objective prompted to confirm with different factors whether there was measurement of strategic planning on organizational performance in time with given short-term and long –term benefits. See results in Table 2. The study revealed that in the County Government of Turkana organizational resources are strengthened by the organizational ambidexterity to deliver positive performance where the average \bar{X} of the objective for various factors had a \bar{X} of 3.99 and an average Std. Dev. Of 1.35 implying that organizational ambidexterity had a strong correlation with the county OP as indicated in Table 2:

Table 2: Description of Organization Ambidexterity

Details	5	4	3	2	1	\bar{X}	Std. Dev.
There are new strategies, operations, and dissemination with the existing one that involves radical innovation.	209 (55.7%)	34 (9.1%)	23 (6.1%)	96 (25.6%)	13 (3.5%)	3.88	1.395
There is exploration and broadening of existing and new knowledge and departure from existing knowledge.	239 (63.7%)	28 (7.5%)	26 (6.9%)	71 (18.9%)	11 (2.9%)	4.10	1.312
There is research, variation, flexibility, experimentation and risk taking in decision making, financial obligations and implementation	202 (53.9%)	39 (10.4%)	13 (3.5%)	118 (31.5%)	3 (0.8%)	3.85	1.374
There is regular improvement, regular check on production measuring and implementation of county organization operations	221 (58.9%)	29 (7.7%)	36 (9.6%)	74 (19.7%)	15 (4.0%)	3.98	1.356
There is measurement of performance in time with given short-term and long –term benefits	244 (65.1%)	27 (7.2%)	21 (5.6%)	72 (19.2%)	11 (2.9%)	4.12	1.315
Total	223 (59.46%)	31.4 (8.38%)	23.8 (6.34%)	86.2 (22.98%)	10.6 (2.82%)	3.99	1.350

Source: Survey data, (2021)



Moderation Results using Organization Ambidexterity as a Moderator on the Relationship between Strategic Planning organizational performance of the County Government of Turkana

The overarching goal of the study was to look into the impact of strategic planning on the OP in the County Government of Turkana. A multiple regression analysis was performed on the variables to determine the relationship between the dependent and independent variables. Table 3 in Model 1 The second multiple regression analysis was performed to investigate the moderating effect of organizational ambidexterity as a measure of organizational performance in the County Government of Turkana. The results were summarized in Table 3, Model 2.

Table 3: Moderation Results of Organization Ambidexterity on the Link between Strategic Planning and Organizational Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 ^a	.522	.518	.64969	.522	135.189	3	371	.000
2	.770 ^b	.593	.589	.60035	.071	64.484	1	370	.000
ANOVA		Sum of Squares		df	\bar{X} Square	F	Sig.		
1	Regression	171.187		3	57.062	135.189	.000 ^b		
	Residual	156.596		371	.422				
	Total	327.782		374					
2	Regression	194.428		4	48.607	134.863	.000 ^c		
	Residual	133.355		370	.360				
	Total	327.782		374					
Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	.474	.200			2.373	.018	.081	.867
	Situational analysis	.531	.051	.583		10.400	.000	.430	.631
	Strategic mapping	.097	.065	.089		1.488	.138	-.031	.224
	Strategic formulation	.255	.047	.215		5.445	.000	.163	.347
2	(Constant)	.104	.190			.549	.583	-.270	.478
	Situational analysis	.283	.056	.311		5.029	.000	.173	.394
	Strategic mapping	.078	.060	.072		1.299	.195	-.040	.196
	Strategic formulation	.231	.043	.194		5.314	.000	.145	.316
	MODERATOR	.375	.047	.393		8.030	.000	.283	.467
a. Dependent Variable: Organizational Performance									
b. Moderator- Interaction Term-Organization Ambidexterity									
a. Dependent Variable: OP									
b. Predictors: (Constant), Situational analysis, Strategic mapping and Strategic formulation									
c. Predictors: (Constant), Situational analysis, Strategic mapping and Strategic formulation and Organization Ambidexterity									

Table 3, Model 1 shows a correlation coefficient (R) of 0.723, implying that organizational ambidexterity had a strong positive relationship with OP of the CGT. An R-square of 0.522 implying that 52.2% of the change observed in OP of the CGT was as result of Organizational Ambidexterity. The hypothesis (H₀₁) stated that the organization's ambidexterity had no significant moderating influence on the relationship between strategic planning and the OP of the CGT. According to the findings, the $p < 0.05$, this meant that there was a statistically significant relationship with $F = 135.189$ between the



moderating effect of organizational ambidexterity and strategic planning on the OP of the CGT. The null hypothesis was rejected, while the alternate hypothesis was accepted. The following model was made based on non-standardized beta coefficients and the constants:

$$Y = 0.474 + 0.531X_1 + 0.097X_2 + 0.255X_3$$

Where Y was the OP of the CGT, X_1 is situational analysis, X_2 is strategic mapping and X_3 is strategic formulation (strategic planning). From the model, should situational analysis be modified by one unit, there will be related shift in OP of the CGT by 0.531 units keeping strategic mapping as well as strategic formulation constant. Should strategic mapping be modified by one unit there will be a related shift in OP of the county government by 0.097 units keeping situational analysis and strategic formulation constant. Should strategic formulation be modified by one unit, there will be a related shift in OP of the CGT by 0.255 units keeping situational analysis and strategic mapping constant.

The study introduced organizational ambidexterity as the moderator on the association between strategic planning and OP, the result was summarized in model 2 Table 1.2, that indicated a correlation coefficient $R=0.770$, implying that strategic planning moderated by organizational ambidexterity has a strong positive association to OP of the CGT. This was accounted for by strategic planning moderated by organizational ambidexterity. $R^2=0.593$ implies that 59.3% of the change was observed in OP of the CGT justifying that strategic planning moderated by organizational ambidexterity, the result had a positive shift in R-square change by 0.071.

The null hypothesis (H_0) clearly assumed that organizational ambidexterity had no significant moderating influence on the association between strategic planning and CGT's OP. The results indicated that organizational ambidexterity had a statistically significant statistically moderating effect on the association of strategic planning and OP of the CGT ($F = 134.863$; $p < 0.001$). The second multiple regression model was obtained using non-standardized beta coefficients and the constants as follows:

$$Y = 0.104 + 0.283X_1 + 0.078X_2 + 0.231X_3 + 0.375X*Z$$

Based on the above equation, Y is OP, X_1 -situational analysis, X_2 -strategic mapping, X_3 -strategic formulation (strategic planning) and $X_4(Z)$ a moderating factor that was organization ambidexterity. All predictors (situational analysis, strategic mapping, and strategic formulation) constant at $0.023 < 0.05$, organizational ambidexterity was modified by 0.375. According to the regression analysis, holding all independent variables constant, the change in situational analysis was 0.283, strategic mapping was 0.078, and strategic formulation was 0.231. If the correlation coefficient is greater than zero, both variables are moving in the same direction. If the value is +1, it indicated that the two variables being compared had a perfect positive relationship; when a variable of the same size moves up or down. The introduction of the moderating factor organization ambidexterity, a positive shift was created in the correlation coefficient from $R=0.723$ to $R=0.770$. The R-square also shifted from $R^2=0.522$ to $R^2=0.593$. Further the adjusted R-square shifted positively from $R^2=0.518$ to $R^2=0.589$. The interface between organization ambidexterity and OP of the CGT was $\beta_1=0.375$, $p \leq 0.05$. According to Chandrasekaran *et al.* (2012), the ability to undertake exploration and exploitation simultaneously was associated with higher performance.



The CGT is executing strategic plans to improve efficiency and effectiveness in order to achieve enhanced performance and strengthen the strategy development and implementation process, according to the County Development Integrated Development Plan 2013-2017 (CIDP). Organizations with abundant resources can simultaneously exploit and explore, but firms with limited resources may not be able to afford such a complex approach, according to (Kyriakopoulos & Moorman, 2004). As a result, it was critical for the OP of the CGT to be aligned with the right approaches to release an equitable share of the expected resource and thus reduce budgeting and planning weight, which leads to delays in the start and completion of projects that are expected to transform the economic model of the CGT.

SUMMARY OF FINDINGS

The moderating influence of organization ambidexterity was examined as a measure of the OP in the CGT. The null hypothesis (H_0) stated that the organization had no significant moderating influence on the relationship between strategic planning and the OP of the CGT. The findings, however, revealed that organization ambidexterity had a statistically significant impact on the association between approaches to competitive advantage and efficiency in CGT OP where ($F = 134.863$; $p < 0.001$). The introduction of the moderating variables (organizational ambidexterity) led to a positive shift in the correlation coefficient from $R = 0.723$ to $R = 0.770$. The R-square also shifts positively from $R^2=0.522$ to $R^2=0.593$. The adjusted R-square also shifted positively from $R^2=0.518$ to $R^2=0.589$. The interaction of organizational ambidexterity in the operation of the CGT was $\beta_1 = 0.375$, which indicates a positive correlation between the variables. This result is closely related to March (2006); and Uotila *et al.* (2008) on their exploitation at the cost of exploration.

CONCLUSIONS

According to hypothesis (H_0), there was no statistically significant moderating influence of organizational ambidexterity on the relationship between strategic planning and OP of the CGT. However, the results revealed that organizational ambidexterity had a statistically significant influence on the relationship between approaches to competitive advantage and efficiency on CGT OP ($F = 134.863$; $p < 0.001$). The introduction of the moderating variables (organizational ambidexterity) leads to a positive shift in the correlation coefficient, whereby $R = 0.723$ to $R = 0.770$. The interaction of organizational ambidexterity on the link between strategic planning and OP of the CGT was $\beta_1 = 0.375$. The null hypothesis was rejected and the alternative supported, implying that high levels of organizational ambidexterity in an organization could positively translate to improved strategic planning and OP.

RECOMMENDATIONS

The relationship between strategic planning and OP in CGT is statistically moderated by organizational ambidexterity. This included exploration and exploitation, both of which lead directly to higher OP in CGT. Organizations that embrace both exploitation and exploration build on and extend core competencies while also allowing for growth and adaptation through the search for new opportunities and resources while competing for scarce organizational resources. As a result of these findings, organizational ambidexterity is assumed to require respondents to switch between exploratory and exploitative tasks. Contributions to current knowledge: The study's findings were consistent with a body of research that regards exploitation and exploration as temporally and organizationally coexisting, mutually interconnected, and potentially constitutive dimensions (Cao *et al.*, 2009; Gupta *et al.*, 2006; Raisch *et al.*, 2009).



AUTHOR CONTRIBUTIONS

Job Masenge Mogoi sought for the study authorization from the relevant government institutions like Graduate School of Kibabii University and National Commission for Science, Technology and Innovation. He developed the study methodology that comprised of research instruments that were used in data collection. He further analyzed, interpreted and discussed the data. He undertook a literature review that included the background information on the study concepts and the theoretical context. He trained and supervised the research assistants as well as coordinated primary data collection. He also coded the collected questionnaires and thereafter undertook data entry and analysis using SPSS software. Dr. Kadian Wanyama Wanyonyi and Dr. Umulkher Ali Abdillahi ensured that the published article conformed with the journal's formatting guidelines.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this Manuscript. In addition, the ethical issues; including plagiarism, informed consent, misconduct, data fabrication and/ or falsification, double publication and/or submission, redundancy has been completely observed by the authors.

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