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Effects of Strategic Planning on Organizational Growth. (A Case Study of Kenya Medical Research Institute, Kemri)

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Abstract- This study's main objective was to determine the effects of strategic planning activities on organizational growth. Issues had been raised by employees that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affected organization adversely. They perceived strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not linked with actions. The Researcher in the study therefore sought to analyze the effects of strategic planning on organization growth. The specific objectives of the study was to establish the effect of setting objectives on organization growth ,to assess the effect of budgetary allocations on organization growth, to determine the effect of organization structure on organization growth and lastly to analyze the effect of performance review on organization growth. Descriptive research design was used which included questionnaires to be distributed and filled with various top managers, heads of department, middle level managers and general staff members of KEMRI. Target population in this research was Kenya Medical and Research Institute Management. The target population was divided into various management groups including Heads of departments, middle level managers and general staff members. Stratified random sampling method was used. The target population was two hundred employees. Stratified sampling method was used to draw the Sample size of 50 employees and data analyzed by use of Spss.

The findings of the study revealed that strategic planning if well implemented in the organization is effective towards growth. Strategic planning was appropriate, suitable, and reasonable and accepted to the organization. It clearly indicated that strategic planning exist at KEMRI and helped the organization evaluate its business by identifying its long term goals, objectives, organized workforce, monitor performance and allocating resources thus enhancing performance in terms of growth. The researcher recommendations are that set objectives be clear, precise and measurable, organizations to seek more funds which should be directed to research instead of administration, create structures that enable individual teams deal with specifications, Performance review process should enable the actual performance be easily measured and reviewed and in future KEMRI should strive to attain ISO standards to support continuing improvement.

Index Terms- Strategic planning, strategic management Performance review ,Organization growth

I. INTRODUCTION

Background of the Study

Most firms desire growth in order to prosper and not just to survive. Organizational growth, however, means different things to different organizations. Indeed, there are many parameters a company can select to measure its growth. The most meaningful yardstick is one that shows progress with respect to an organization's stated goals. The ultimate goal of most companies is profit, so net profit, revenue, and other financial data are often utilized as "bottom-line" indications of growth. Other business owners, meanwhile, may use sales figures, number of employees, physical expansion, or other criteria to judge organizational growth. Many firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. (Cole,2002)

Ultimately, success and growth of an organization will be gauged by how well a firm does relative to the goals it has set for itself. Strategic planning is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. Strategic planning should be reviewed and we stopped looking at what is happening in other strategies and start looking at best Strategic planning practices in large corporates. (Crosby, 1999).

Caplow(2009) States that Problems encountered with organization growth are that business owners seeking to guide their organizations through periods of growth, whether that growth is dramatic or incremental often encounter difficulties. After all, when a firm is small in size, the entrepreneur who founded it and usually serves as its primary strategic and operational leaders can often easily direct and monitor the various aspects of daily business. In such environments, adds that the small business owner can also "understand a larger proportion of the relationships subordinates have with each other and with outsiders. Organizational growth, however, brings with it an inevitable dilution of that "hands-on" capability, while the complexity of various organizational tasks simultaneously increases. "As the organization grows," said Caplow, "control becomes more complex by the mere accretion of numbers. There are ways of reducing the complexity by delegating responsibility.

According to Crosby (1999), organizational growth also triggers an almost inevitable "diminution of consensus about organizational goals." He attributed this "in part to the inherent difficulty of getting a larger number of people who know each other less well to agree about anything, in part to the importation of new people and ideas, but mostly to the brute fact that as an organization grows, its relationships to its members and to the environment necessarily change.

Caplow,(2009) points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed .Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance strategic planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

Strategic planning has been defined as the process of formulating, implementing and evaluating business strategies to achieve future objectives. Formal Strategic Planning began in the 1950's in the United States of America with leading authorities being Drucker.(Drucker,1970). Ansoff (2007) viewed strategy planning as the common thread in an Organization's business growth and the product scope of an organization. All managers are involved in planning but the nature of policies and plans set out by supervisors will vary with each manager's authority. While senior executives plan the direction of the organization, managers at various levels prepare plans for their own section which are part of the overall aims of the organization. Strategic planning involves selecting enterprise goals and department objectives, then finding ways of achieving them. Plans depend upon the existence of alternatives and decisions have to be made regarding what to do, how to do it, when to do it and by whom it is to be done. A plan is a pre determined course of action which helps to provide purpose and direction for members of an organization. Strategic planning are general and take place at a higher level in the organization and usually have a longer time horizon ranging from three to five years or more with annual updates when need be. (Kreither,2006).

To develop a strategic plan, the plan should contain statement of organization mission and goals, strategies for obtaining and utilizing the necessary technological, marketing, and financial and human resources to achieve organization goals. Strategies for manufacturing process and conducting research and development and utilizing organization and employee competencies. The evolution of the field of strategic planning since its inception has been impressive. From its "humble" beginnings as the limited content of a capstone general management course in the business school curriculum, strategic management is now a firmly established field in the study of business and organizations. During a relatively short period of time, this field has witnessed a significant growth on organizations. (Barney, 2014; Wenefelt,2004).

Therefore it should be noted that organization growth are marked by either rapid increases in revenues, company shares, profitability and prospects of it to sustain itself in future. Organization growth has its basis to a larger extend on strategic planning of the organization. It's with this respect that strategic planning should be employed by organization to enhance their growth.(Cole, 2002)

KEMRI.

The Kenya Medical Research Institute (KEMRI) is a state corporation established through the Science and Technology (Amendment) Act of 1979, as the national body responsible for carrying out health research in Kenya. Since its inception, KEMRI has developed a critical mass of scientists and technical personnel, to enable it mount a competitive research infrastructure to rank as a leading centre of excellence in health research both in Africa as well as globally.

KEMRI Vision is to be a leading centre of excellence in research for health and its mission is to improve human health and quality of life through research, capacity building, innovation and service delivery. KEMRI has a motto that is to be In Search of Better Health towards the realization of the above stated mission.

The core values of the institute are Purity, uphold purity/sanctity of life. Innovativeness, to be committed to promoting and supporting creativity and innovation. Customer focus, value customers, and we endeavor to be customer focused. Teamwork, believing there is strength in teamwork and therefore, encourages team spirit in what we do. Uprightness/Integrity, upholding zero tolerance to corruption. Respect & fairness, upholding the philosophy of respect and fairness to all and finally Excellence, committed to excellence and highest standards of professionalism.

KEMRI mandates is to carry out research in human health, cooperate with other research organizations and institutions of higher learning on matters of relevant research and training, work with other research bodies within and outside Kenya carrying out similar research, cooperate with the Ministry of Public Health and Sanitation, the Ministry of Medical Services, the National Council for Science and Technology(NCST) and the Medical Sciences Advisory Research Committee in matters pertaining to research policies and priorities and lastly to do all things as appear to be necessary, describe or expedient to carry out its functions.

KEMRI has a service charter that aims to highlight the role of the Institute, promotes its corporate image. KEMRI promotes public awareness and services as per specifications. It responds to all matters promptly and reply to correspondence of all nature within a week unless specified otherwise. They uphold high standards of professionalism in service delivery and zero tolerance to corruption. Their performance is measured through quarterly and annual performance reviews; Act of feedback and comments provided by clients and lastly, review of service charter every three years or earlier as necessitated. By implementing of this Charter all staff members of KEMRI work

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collectively towards the implementation of this charter. All departmental heads are responsible for all its implementation and monitoring. The public relations office responsible for monitoring the levels of compliance with Charter. website: Http://www.kemri.co.ke

1.2 Statement of the Problem

There has been scarce research on whether parastatals apply strategic planning on their management, (Brendan, 2008). This is partly due to the fact that less attention on quality of services being provided by government bodies. This trend changed due to government refocusing its effort on improvement of public services by implanting strategic planning at their organizations. However, despite claims relating to improvement of public sector through strategic planning implementation, concern has been raised that not all organizations attempting to develop strategic plans are pleased with the process. Its observes also that the executives implementing the planning strategies forgot to match its plans with the monetary resources which had to be factored in their organization which hindered growth. (Stonner,2008).

Issues have been raised by employees that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affect organization adversely. They perceive strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not being linked with actions. (Brendan, 2008)

This study sought to establish whether planning strategies were linked with actions in government agencies. The study explored ways in which KEMRI adapted to turbulence environment, questions of how strategic plans at KEMRI are flexible, were addressed and highlighedt the role of heads of department that had direct link at planning and implementation of the strategies set. The study therefore sought to identify the effects of strategic planning on organization growth.

Objectives of this Study

General Objective

The main objective of this study was to determine the effects of strategic planning activities on organizational growth.

Specific Objectives.

The specific objectives of this study were:-

1. To establish the effects of setting objectives on organization growth.
2. To assess the effects of budgetary allocations on organization growth.
3. To determine the effects of organization structure on organization growth.
4. To analyze the effects of performance review on organization growth.

II. RELATED LITERATURE

Theoretical framework

Strategic planning

Strategic planning was about success and failure, about the ability to plan wars and win them; big mergers perhaps the most visible sign of strategic planning can transform the performance of an organization, make fortunes for shareholders or change the structure of an industry (Scholes, 2002). Ineffective strategic planning can bankrupt companies and win careers of chief executives thus hindering organization growth. Appleby (1994) defines a strategic plan as deciding on major organizational goals and guidelines or policies used in achieving those goals. This planning relies on an unpredicted long term forecast from senior levels of the organization.

According to Campbell (1999) and Thompson and Stickland (2007), a strategic plan is a process that involves assessment of treats and opportunities of an organization, determining weakness and strengths in changing environment. They continue saying that a strategy is laid down to cope with the problem at hand, considering the goals, objectives of the organization. They further defines strategic planning as management tool that continually and systematically evaluate a business, identify its long-term goals and quantifiable objectives, develops a plan to implement, monitor performance, allocated resources, redefine the plan where need be, to ensure the organizational members work towards the defined goals in changing environment. Torok (1997),observes that strategic plan should ask the questions; Why do organizations exists, what it does, where it should go and how it is going to get there. Torok (1997) adds that a strategic plan should encompass, a vision, mission and organizational values. A vision is an insight into the long-term future, which should be short, understood by everyone, describes a static stage. A mission is the route followed to achieve a vision.

Appleby (1994), continues to define a mission as an organization clear objectives depicting its activities hence a narrow purpose. Campbell (1999),further classifies strategic planning into three levels namely corporate, business and functional, which are rated according to time, scope, resources and area. Corporate is the highest level with a span of five to ten years and clearly defines the area of organizational operation and the overall strategic direction. Business is the mid level with a three to five years span involving entry exit guidelines. These strategies not only involve creating of effective and efficient practices and procedures but also suitability and cost effectiveness of this program. The lowest level is the functional level which is short term ranging a year or less and involves entry, exit, and procedures. This stage involves day to day implementation of the program.

Bennett (1996), summarizes the benefit of having strategic plan as follows:- It formulates strategy for the future action and criteria for the future actions. It makes it easier the coordination of divisions, subsidiaries and other component parts of the organisation hence act as the focal point for all operations in the organisation, the organisation can analysis its position through strategy formulation hence know its internal weaknesses and hence how to get a remedy. It makes decision in response to predictable changes, identification of external treats and opportunities. The organisation through speculation of future events may lead to influencing the future for the benefit of the organization growth and after considering all facts important decisions can be made hence avoiding crisis situations.

Strategic Planning Models

The following models provide a range of alternatives from which organizations might select an approach and begin to develop their own strategic planning process (McNamara, 2000). An organization might choose to integrate the models, e.g., using a scenario model to creatively identify strategic issues and goals, and then an issue-based model to carefully strategize to address the issues and reach the goals.

Basic Strategic Planning model

This very basic process is typically followed by organizations that are extremely small, busy, and have not done much strategic planning before. The process might be implemented in the first year of the non-profit organization to get a sense of how planning is conducted, and then embellished in later years with more planning phases and activities to ensure well-rounded direction for the non-profit. Planning is usually carried out by top-level management.

The basic strategic planning process includes: Identify the purpose (mission statement).This is the statement(s) that describes why the organization exists, i.e., its basic purpose. The statements will change somewhat over the years. Select the goals the organization must reach if it is to accomplish its mission. Goals are general statements about what the organization needs to accomplish to meet its purpose or mission, and address major issues facing the organization. Identify specific approaches or strategies that must be implemented to reach each goal. The strategies are often what change the most as the organization eventually conducts more robust strategic planning, particularly by more closely examining the external and internal environments of the organization. Identify specific action plans to implement each strategy. These are the specific activities that each major function (for example, department, etc.) must undertake to ensure its effectively implementing each strategy. Objectives should be clearly worded to the extent that people can assess if the objectives have been met or not. Lastly, Monitor and update the plan. Planners regularly reflect on the extent to which the goals are being met and whether action plans are being implemented.

Issue - Based (or Goal - Based) Planning model

Organizations that begin with the «basic» planning approach described above often evolve to using this more comprehensive and more effective type of planning. The following depicts a rather straightforward view of this type of planning process, but an organization may not do all of the following activities every year. Thus , External/internal assessment to identify «SWOT» (Strengths, Weaknesses, Opportunities, Threats).Strategic analysis to identify and prioritize major issues/goals. Design major strategies (or programs) to address issues/goals. Design/update vision, mission and values(some organizations may do this first in planning).Establish action plans (objectives, resource needs, roles and responsibilities for implementation).Record issues, goals, strategies/programs, updated mission and vision, and action plans in a Strategic Plan document, and attach SWOT, etc. Develop the yearly Operating Plan document (from year one of the multi-year strategic plan). Perhaps the most important indicator of success of the organization is positive feedback from the organization's customers. Develop and authorize Budget for year one (allocation of funds needed to fund year one).Lastly, Monitor/review/evaluate/update Strategic Plan document

Conceptual Framework

Independent variables

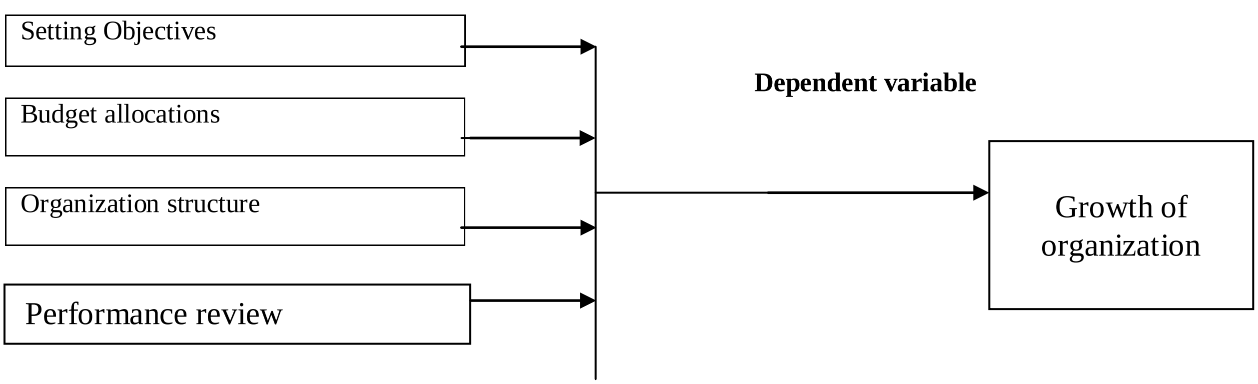

Figure 2.1 Relationships between variables

Growth of Organization

Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. HR is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporates. (Crosby, 1999).

Caplow points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed .Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

Setting Objectives.

Weinrich, (2007) defines objectives are goals or aims which the management wishes the organization achieve. These are the end points or pole-star towards which all business activities like organizing, staffing, directing and controlling are decided. Only after having defined those points can the manager determine the kind of organization, the kind of personnel and their qualification, the kind of motivation, supervision and direction and the kind of control techniques which he must employ to reach those points. Weinrich further states that objectives should be distinguished from three other words ‘vision’ ‘purpose’ and ‘mission’. The ‘vision’ is the dream that an entrepreneur creates in his dream that an entrepreneur creates in his waking hours of his preferred future. In fact it is the root of all objectives. The purpose of an organization its primary role defined by the society in which it operates. Purpose is therefore a broad aim that applies not only to a given organization but to all organizations of its type in that society. The mission of an organization the unique aim that sets the organization apart from others of its type. Objectives are the specific targets to be reached by organization. They are translation of an organization mission into concrete terms against results can be measured.

Bernard (2004) identifies the benefits of setting objectives as follows; it provides a basis for planning and developing other types of plans such as policies, budget and procedures. It acts as motivators for individuals and departments of an enterprise mobilizing their activities with a sense of purpose, it helps in development of effective control that measure results and lead to corrective actions, it facilitates coordination behavior of various groups which otherwise may pull in different directions, they function as a basis for managerial control by serving as standards against which actual performance can be measured, provides legitimacy to organization activities and finally it facilitate better management of organization by providing a basis for leading, guiding, directing and controlling the activities of various departments.

Hugh and Michael (2002) argues that the one or two sentences vision statements most companies make available to the company of course provide only a glimpse of what executives are really thinking and the strategic course they have chartered. Company personnel really have much better understanding where the company is headed and why is revealed in the in the official vision. But the real purpose of strategic vision is to serve as management for giving the organization a sense of direction. Like any tool, it can be used properly or improperly, either clearly conveying a companies strategic course or not.

Hugh and Michael further raise shortcomings in company vision statements which include: Being vague or incomplete sometimes since is short on specifics about where company is headed or what the company is doing to prepare for future. Being not forward looking because it does not indicate whether or how management intends to alter the company’s focus. Being too broad since it is umbrella-like and all inclusive that the company could head in most any direction by pursuing or enter most business. Being uninspiring since it lacks the power to motivate company personnel or inspire shareholder confidence about company’s direction or future prospects.

Budget Allocations

Murugan (2006) defines budget as a statement of expected results expressed in numeral terms. It may be called a “quantified” plan. A budget may be expressed in financial terms; in terms of labour hours, units of product, or machine hours; or in any other numerically measurable terms. It may deal with operations, as the capital expenditure budget does, show cash inflow, as cash budget does. However, making a budget is clearly planning. He states that budgeting is a significant part of both planning and the controlling processes and widely used by managers to plan, monitor and control various activities at every level of the organization.

Tosi (1975) identified some of characteristics of efficient budgetary system which include budget oriented towards results, budgetary system should be more effective if the duties and responsibilities for all operations are well defined and rightly assigned budget should be simple and understandable, fair and objective. Budget should be based on documentable information and not simple guesswork and judgment. A quick and two-way communication should be adopted so that the managers get timely information on deviations. Lastly, budget should be viewed as positive and be conducive to self control.

Otley (1998) summarizes the benefits of budgets as follows:-

Budget help managers in integrating personnel efforts within the organization towards a common goal, it acts as a control devices to correct any deviation, it helps in the just measurement of performance, it helps management learn from past experiences, it induces the management to shift attention to future operation since it is part of planning process and forces managers to anticipate and forecast the trend and changes in the external environment and lastly it facilitates communications throughout the organization.

However this Arthur, Shane & Mondy (1990) argue that despite its benefits, budgeting has become crucial to the planning process because budgets are often too rigid and restrictive because HR supervisors are given little free hand in managing their resources, budget may be changed too often or not at all making it difficult for employees to meet performance levels, furthermore, funds are allocated for various activities may not be transferable from one account to another. Budgets are used to evaluate the performance and result but the causes of failures and success are not thoroughly investigated, budgets may used punitively whereby employees regards budgets simply as rating tool for catching their mistakes which lower their morale and

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dilute their sense of dedication, budgets make some managers believe that all funds allocated in a budget for a given activity must be spent on that activity which may be detrimental to the organization's effectiveness. Budgeted goals may be perceived as too high often misused particularly during the evaluation of action with the plans and strategies in the light of the latest information. (Otley, 1998)

Organization Structure

Mullins (1996) defines an organization structure as a pattern of relationships among the positions in the organization and among employees of an organization. Bennett (1996) refers to an organization structure as the system for breaking down the totality of forms work into units and for allocating those units to people and departments. They are means by which organization achieve their objectives and framework through which activities occur. The organization structure has to keep changing with organization objectives.

Mullins (1996) continues to say that the structure helps in division of work among members, activities are coordinated therefore achieving, the organizational goals and objectives. Channels of communication tasks and responsibilities, work roles and relationships are defined in organization structure. Mullins states further structures are preferred and have occurred due to staff being greatly involved and participative, improved efficiencies and competitiveness.

Source: Bennett R, 1996- "Corporate strategy and business planning" fig 7.1

Figure 2.2 Steps in Determining Organization structure

Bennett (1996) considers the following issues as important in structuring an organization:-The firms should have departments, either for functions like personal or marketing, product for geographical regions which. Individual teams deal with its specifications. Best organizations structure as regards needs hierarchical levels of authority and the number subordinate under the control of each line managers should duties and responsible overlap or should each member be held responsible for single functions and specialize in it, should be a decentralizing and centralizing of decision making, activities groupings, departmental sizes, system of appraising and controlling departments, sections and individuals, management hierarchy shape, employees be left with complete already defined duties alone or closely supervised and lastly coordination of activities like delegation of work to lower levels, communication system and who will coordinate.

Mullins (1996) summarizes the objectives of organizational structures as follows: -

Economic and efficient performance and the level of resources utilization, activities of an organization are monitored, accountability of work done by groups or individuals of an organization, coordination of different parts or areas of work in an organization, leads to flexibility which leads to response to future demand and development and adapting to influences of environment.

Manifestation of inappropriate organization structure identified by Bennett (1996), as follows:-Internal communications being poor, bad decisions occurring frequently and slow decision making, demotivation amongst staff, work in various decisions being poorly coordinated, inefficient or effort duplication resulting to high administrative costs, line and staff managers relying badly, true objectives of the organization not being known to the staff, strategic plans may not be implemented, individuals may pursue personal goals other than organization goals therefore a conflict between the two may occur, activities may be poorly coordinated and lastly people may not be sure of what is expected of them resulting to the number of meetings being excessive.

Performance Review

Performance review is defined as process of monitoring the progress of implemented strategy in order to ensure that it is operating properly. Monitoring involves establishing control mechanism so that the feedback from the actual implementation of the strategic plan at each step can be analyzed and evaluated. The monitoring system would also indicate if there are any deviations from the actual expectations so that reasons for such deviations can be investigated and appropriate measures to correct them. (Bateman & Snell, 2004)

Thompson, Strickland and Gamble, (2007) further state that performance review as process of evaluating performance and initiating correcting adjustments. This is monitoring new external developments, evaluating the companies' development and making corrective adjustments, this is the trigger point for decision whether to continue to change the companies' vision, objectives, strategy or strategic executive methods. A company direction, objectives and strategies have to be revised any time internal or external conditions warrant. It is to be expected that a company will modify its strategic vision, direction, objectives and strategy over time.

Brendan (2006) states performance review as a process of controlling and assessing results. He adds that if the plans haven't produced the desired results managers and teams may need to change controls, mission, goals or plans themselves since the lack of planning can lead to paralysis by analysis.

Thompson (2007) argues that it is not unusual for a company to find that one or more of its strategic planning, implementation and execution going as intended, it is achieved unevenly coming quickly in some areas and providing restlessness in others. It is both normal and desirable to periodically assess the strategic execution to determine which aspects are working well and which ones need improvement and then making corrective adjustments through performance review.

RESEARCH METHODOLOGY

The researcher used a descriptive research design. Amin (2005) stated that descriptive research is the most commonly used research design and is used to collect data from a sample population at a given time. Further the choice of using descriptive design was preferred since the methods of data collection it utilizes, that was questionnaires were applicable to the study and aided in collecting precise information. It included collecting information by administering questionnaires to KEMRI employees to be able to compile data, analyze and interpret the data from the contents and measuring tools to authenticate this research study. The targeted populations in this research study were 200 employees staff members.

According to Mugenda (2003), for any meaningful and representative research, a sample of at least above 10% is representative enough. Sampling methods involved taking at random a predetermined quantity from a batch of the same kind, a quantity considered adequate and representative of the whole batch. The target population was divided in various management groups including top managers, heads of department, middle managers and general staff members. In this study stratified random sampling methods was used so as to obtain 4 strata's of the top management, Heads of department, middle level management and General staff members who made up a total of 50 respondents.

III. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Response Analysis

The study targeted 50 respondents who are from top level managers, head of departments, middle level managers and general staff. The researcher distributed questionnaires to the respondents and only 40 out of the 50 sample respondents filled-in and returned the questionnaires making a response rate of 80% this means that the sample was well represented in the questionnaire filled and returned as per Table 4.1 below.

On the response rate, the findings were as follows:-

Table 1.0 Response rate

Respondents	Frequency	%
Responded	40	80
Did not respond	10	20
Total	**50**	**100**

From above table 50 questionnaires were issued to the respondents. 80% responded and 20% did not respond. This response was considered to be representative. According to Mugenda (2003), for any meaningful and representative research, a sample of at least above 10% is representative enough.

Effects of strategic planning on organization growth

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that strategic planning affects organization growth.

Table 1.1 Effects of strategic planning on organization growth

	N	Minimum	Maximum	Mean	Std. Deviation
Does KEMRI apply strategic planning in its operation?	40	1	5	4.60	.955
Does Strategic planning enable KEMRI focus ahead and plan appropriately to achieve goals?	40	1	5	4.70	.853
Does Strategic planning assists in gauging its performance?	40	1	5	4.75	.840
Does Strategic planning helps in setting targets to be achieved base on performance?	40	1	5	4.65	1.027
Does Strategic planning enable organization to use effectively organization resources by focusing the resources on key priorities?	40	1	5	4.68	.859
Does Strategic planning help in gearing all departments for one goal and thereby results oriented?	40	1	5	4.58	.903
Valid N (list wise)	40				

From the above table, respondents strongly agreed that KEMRI apply strategic planning in its operation with a mean score of 4.60 and a standard deviation of 0.955. Respondents strongly agreed that strategic planning enabled KEMRI to focus ahead and plan appropriately to achieve goals with a mean score of 4.70 and a standard deviation of 0.853. Respondents strongly agreed on the statement that strategic planning assists in gauging its performance with a mean score of 4.75 and a standard deviation of 0.840. Respondents also strongly agreed that strategic planning helps in setting targets to be achieved based on performance with a mean score of 4.65 and a standard deviation of 1.027.Respondents again strongly agreed that strategic planning enables organization to use effectively organization resources by focusing the resources on key priorities with a mean score of 4.68 and a standard deviation of 0.859.It was further strongly agreed by respondents that strategic planning helped in gearing all departments for one goal and thereby results oriented with a mean score of 4.58. This clearly indicates that strategic planning affects organization growth in KEMRI from the study findings.

Organization met objectives

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with given statement that KEMRI have met any of the organization objectives through strategic planning implementation.

Table 1.2 Organization met objectives

	N	Minimum	Maximum	Mean	Std. Deviation
Has KEMRI met any of the organization objectives through strategic planning implementation?	40	1	5	4.70	.853
Valid N (list wise)	40				

From the above table, respondents strongly agreed that KEMRI have met some of its organization objectives through strategic planning implementation with a mean score of 4.70 and a standard deviation of 0.853 since KEMRI has been able to carry out research in human health, cooperate with other research organizations and institutions of higher learning on matters of relevant research and training, work with other research bodies within and outside Kenya carrying out similar research, cooperate with the Ministry of Public Health and Sanitation, the Ministry of Medical Services, the National Council for Science

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and Technology(NCST) and the Medical Sciences Advisory Research Committee in matters pertaining to research policies and priorities and lastly to do all things as appear to be necessary, describe or expedient to carry out its functions.

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that setting objectives affects organization growth.

Effects of setting objectives on organization growth

Table 1.3 Effects of setting objectives on organization growth

	N	Minimum	Maximum	Mean	Std. Deviation
Does Setting objectives assists in performance improvement?	40	1	5	4.68	.859
Does setting objectives helps in facilitating better management by providing a basis for leading ,guiding ,directing and controlling activities of various departments?	40	1	5	4.63	.868
Does setting objective enables organization to aim higher to enhance KEMRI growth?	40	1	5	4.48	.960
Does setting objectives bring necessary ground for required changes for growth?	40	1	5	4.35	1.099
Does setting objectives guides organization to achieve its overall goals thus enhance work performance?	40	1	5	4.65	.864
Does setting objectives influence organization growth at KEMRI?	40	1	5	4.72	.847
Valid N (list wise)	40				

From the above table, respondents strongly agreed that setting objectives assists in performance improvement with a mean score of 4.68 and a standard deviation of 0.859.Respondents strongly agreed with the statement that setting objectives helps in facilitating better management by providing a basis for leading, guiding, directing and controlling activities of various departments with a mean score of 4.63 and a standard deviation of 0.868. Respondents also agreed that setting objectives enables organization to aim higher to enhance KEMRI growth with a mean score of 4.48 and standard deviation of 0.960. Respondents agreed again that setting objectives bring necessary ground for required changes for growth with a mean score of 4.35 and a standard deviation of 1.099.Respondents strongly agreed with the statement that setting objectives guides organization to achieve its overall goals thus enhance work performance with a mean score of 4.65 and a standard deviation of 0.864.Respondents further strongly agreed that setting objectives influence organization growth at KEMRI with a mean score of 4.72 and a standard deviation of 0.847. This clearly indicates that setting objectives affects organization growth in KEMRI from the study findings.

Budgetary allocation match with the plans set

The respondent were asked on a three point Likert scale where 3 is Not sure ,2 No and 1 Yes to state if they agree with the given statements that budgetary allocations at KEMRI match with the plans set in the organization.

Table 1.4 Budgetary allocation match with the plans set

	N	Minimum	Maximum	Mean	Std. Deviation
Do you think budgetary allocations at KEMRI match with the plans set in the organization?	40	1	3	1.85	.483
Valid N (list wise)	40				

From the above table, majority of respondents stated that budgetary allocations at KEMRI don’t match with the plans set in the organization with a mean score of 1.85 and a standard deviation of 0.483 since they have there is limited resources as funds provided for the operations so cannot achieve all that it sets to achieve, more funding allocations not directed to research instead to administration, therefore little emphasis given to the main objectives of the institution and planning process requires a lot of finance which is not sufficiently provided.

Effects of budgetary allocations on organization growth

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that budgetary allocation affects organization growth.

Table 1.5 Effects of budgetary allocations on organization growth

	N	Minimum	Maximum	Mean	Std. Deviation
Does budgetary allocation encourages further growth by realizing places that requires more funds for further growth?	40	1	5	4.65	.834
Does budgetary allocation enable KEMRI set targets which are met since every item is budgeted for?	40	1	5	4.50	.961
Does budgetary allocation assists KEMRI in coordination therefore achieving goals and objectives?	40	1	5	4.68	.859
Does budgetary allocation act as a control device to correct any deviations at KEMRI?	40	1	5	4.55	1.037
Does budgetary allocation influence growth in KEMRI?	40	1	5	4.60	.871
Valid N (list wise)	40				

From the above table, respondents strongly agreed that budgetary allocation encourages further growth by realizing places that requires more funds for further growth with a mean score of 4.65 and a standard deviation of 0.834,respondents strongly agreed with the statement that budgetary allocation enabled KEMRI set targets which are met since every item is budgeted for with a mean score of 4.50 and standard deviation of 0.961,respondents also strongly agreed that budgetary allocation assists KEMRI in coordination therefore achieving goals and objectives and again strongly agreed that budgetary allocation act as a control device to correct any deviations at KEMRI. Respondents further strongly agreed that budgetary allocation influence growth in KEMRI with a mean score of 4.60 and a standard deviation of 0.871. From the findings above this clearly indicated that budgetary allocation affects organization growth.

Roles /positions tailored for growth

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that roles /positions in KEMRI are well-tailored for its growth.

Table 1.6 Roles /positions tailored for growth

	N	Minimum	Maximum	Mean	Std. Deviation
Are roles /positions in KEMRI well-tailored for its growth?	40	1	5	4.63	.868
Valid N (list wise)	40				

From the above table, respondents strongly agreed that roles /positions in KEMRI are well-tailored for its growth with a mean score of 4.63 and a standard deviation of 0.868.This clearly indicates that roles and positions are well structured in KEMRI.

Effects of organization structure on organization growth

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that organization structure affects organization growth.

Table 1.7 Effects of organization structure on organization growth

	N	Minimum	Maximum	Mean	Std. Deviation
Does organization structure assist in channels of communication, task and responsibilities that enables work roles be well defined?	40	1	5	4.55	.876
Does organization structure enable division of work among members activities be coordinated therefore achieving organization goals and objectives?	40	**1**	**5**	4.35	1.099

Does structures enable staff to be fully involved hence reducing the KEMRI structural of hierarchy thus fully creative for organization growth?	40	1	5	4.60	.900
Does an organization structure enable accountability of work done by each staff?	40	1	5	4.52	1.037
Does organization structure in KEMRIs affects its growth ?	40	1	5	4.70	.853
Valid N (list wise)	40				

From the above table, respondents strongly agreed that organization structure assist in channels of communication, task and responsibilities that enables work roles be well defined with a mean score of 4.55 and a standard deviation of 0.876. Respondents agreed that organization structure enables division of work among members activities be coordinated therefore achieving organization goals and objectives with a mean of 4.35 and a standard deviation of 1.099.Respondents also strongly agreed that organization structures enables staff to be fully involved hence reducing the KEMRI structural of hierarchy thus fully creative for organization growth with a mean score of 4.60 and a standard deviation of 0.900,respondents also strongly agreed that organization structure enables accountability of work done by each staff with a mean of 4.52 and a standard deviation of 1.037 and respondents further strongly agreed that organization structure in KEMRI affects its growth with a mean score of 4.70 and a standard deviation of 0.853. From the findings above this clearly indicated that organization structures affects organization growth.

Reviewing plans

The respondent were asked on a four point Likert scale where 4 is not at all,3 annually,2 semi-annually and 1quarterly to state how they agree with the given statements on how often KEMRI review its already made plans after making them.

Table 1.8 Reviewing plans

	N	Minimum	Maximum	Mean	Std. Deviation
After making plans, how often do KEMRI review its already made plans?	40	1	4	2.55	.749
Valid N (list wise)	40				

From the above table, respondents stated that after making plans, KEMRI always review it's already made plans annually with a mean score of 2.55 and a standard deviation of 0.749.This clearly indicates from the findings that KEMRI review its plan annually.

Effects of performance review on organization growth

The respondent were asked on a five point Likert scale where 5 is strongly agree,4 agree,3 neutral,2 disagree and 1 strongly disagree to state how they agree with the given statements that performance affects organization growth.

Table 1.9 Effects of performance review on organization growth

	N	Minimum	Maximum	Mean	Std. Deviation
Does performance review assist in promoting experience, qualifications and better services?	40	1	5	4.25	1.214
Does performance review enable consistency and coherence, thus ensuring the most appropriate and corrective actions taken for organization growth?	40	1	5	4.52	1.037
Does performance review enable KEMRI indicate weak areas and immediate actions taken to correct them?	40	1	5	4.60	.871

Does performance review enable management be able to tell where it has snags or rectify such situations pave way for high standards of growth?	40	1	5	4.55	.876
Does performance review enable KEMRI make corrective adjustments/evaluates and issues redirected to critical areas?	40	1	5	4.35	1.099
Does performance review indicates if there are any deviations from actual expectations so that reasons for deviation can be investigated and corrective measures taken to correct them?	40	1	5	4.43	.874
Does performance review enable KEMRI monitors new external development evaluating organization development and making corrective adjustments?	40	1	5	4.55	.876
Does performance review modify KEMRI vision, direction and objectives?	40	1	5	4.23	1.143
Does performance review affect KEMRI growth?	40	1	5	4.05	1.218
Valid N (list wise)	40				

From the above table, respondents agreed that performance review assisted in promoting experience, qualifications and better services with a mean score of 4.25 and a standard deviation of 1.214.Respondents strongly agreed that performance review enabled consistency and coherence, thus ensuring the most appropriate and corrective actions taken for organization growth with a mean score of 4.52 and a standard deviation of 1.034.Respondents strongly agreed that performance review enabled KEMRI indicate weak areas and immediate actions taken to correct them with a mean score of 4.60 and a standard deviation of 0.871.Respondents strongly agreed with the statement that performance review enabled management be able to tell where it has snags or rectify such situations pave way for high standards of growth with a mean score of 4.55 and a standard deviation of 0.876.

Respondents agreed that performance review enabled KEMRI make corrective adjustments/evaluates and issues redirected to critical areas with a mean score of 4.35 and a standard deviation of 1.099. Respondents also agreed that performance review indicated if there were any deviations from actual expectations so that reasons for deviation could be investigated and corrective measures taken to correct them with a mean score of 4.43 and a standard deviation of 0.874. Respondents strongly agreed that performance review enabled KEMRI monitor new external development evaluating organization development and making corrective adjustments with a mean score of 4.55 and a standard deviation of 0.876. Respondents again agreed that performance review modify KEMRI vision, direction and objectives with a mean score of 4.23 and a standard deviation of 1.143. Respondents further agreed that performance review affects KEMRI growth with a mean score of 4.05 and a standard deviation of 1.218. From the findings above this clearly indicated that performance review affects organization growth.

Coefficient of Correlation

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation (r). This is as depicted on Table 4.15 below. According to the findings, it was clear that there was a positive correlation between organization growth and setting objectives shown by a correlation figure of 0.989; organization growth and budgetary allocation shown by a correlation figure of 0.983; there was also a positive correlation between organization growth and organization structure with a correlation value of 0.986; also a positive correlation between organization structure and performance review was noted with a correlation figure of 0.979; A positive correlation was noted between setting objectives and budgetary allocations, organization structure and performance review. There was also positive correction between budgetary allocations with organization structure and performance review. Also there was positive correlation between organization structure and performance review. This showed that there was a strong positive correlation highest being noted in setting objectives and lowest positive correlation in performance review.

Table 1.10 Correlation

	Organizational Growth	Setting Objectives	Budgetary Allocation	Organization Structure	Performance Review
Organizational Growth	1				
Setting Objectives	.989	1			
Budgetary Allocation	.983	.993	1		

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Organization Structure	.986	.996	.994	1	
Performance Review	.979	.977	.969	.985	1

Coefficient of Determination (R2)

Table 4.16 showed that the coefficient of determination was 0.981. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Organizational growth) that is explained by all independent variables. From the findings this meant that 98.3% of organizational growth is attributed and determined by combination of the four independent factors investigated in this study.

Table 1.11 Coefficient of Determination (R2)

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	.992[a]	.983	.981	.12276	.983	516.687	4	35	.000

a. Predictors: (Constant), Performance Review, Budgetary Allocation, Setting Objectives, Organization Structure

ANOVA

The study used ANOVA to establish the significance of the regression model from which f-significance value of p less than 0.05 was established as shown in Table 4.8. The model was statistically significant in predicting organization strategy implementation that the regression model had a probability of less than 0.05 of giving a wrong prediction. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results obtained.

Table 1.12 ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.146	4	7.786	516.687	.000[b]
	Residual	.527	35	.015		
	Total	31.673	39			

a. Dependent Variable: Organizational Growth

b. Predictors: (Constant), Performance Review, Budgetary Allocation, Setting Objectives, Organization Structure

Multiple Regressions

The researcher conducted a multiple regression analysis as shown in Table 4.18 so as to determine the relationship between organization growth and the four variables investigated in this study. The regression equation was:

$Y = 0.000 + 0.918X1 + 0.320X2 + -0.657X3 + 0.416X4 + \varepsilon$

Where

α: is a constant term,

βn: coefficients to be determined

e: the error term.

Y: the dependent variable (organization growth) measured by the factors influencing organization.

X1: setting objectives index.

X2: Budgetary allocation index.

X3: organization structures index.

X4: performance review index.

According to the regression equation established shown in Table 4.18, taking all factors constant at zero, organization growth will be 0.000. The data findings analyzed also shows that taking all other independent variables at zero; a unit increase in setting objectives will lead to a 0.918 increase in organization growth; A unit increase in budgetary allocations will lead to a 0.320 increase in organization growth; a unit decrease in organization structure will lead to a -0.657 decrease in organization growth; a unit increase in performance review will lead to a 0.416 increase in organization growth. This therefore implies that four variables have a positive relationship with organization growth contributing most to the dependent variable

Table 1.13 Multiple Regression Analysis

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.120		-.004	.997
	Setting Objectives	.918	.260	.904	3.530	.001
	Budgetary Allocation	.320	.231	.317	1.386	.175
	Organization Structure	-.657	.355	-.676	-1.852	.073
	Performance Review	.416	.130	.454	3.200	.003

a. Dependent Variable: Organizational Growth

IV. CONCLUSION AND RECOMMENDATIONS

Conclusions

Strategic planning makes decision in response to predictable changes, identification of external threats and opportunities. The organization through speculation of future events may lead to influencing the future events influencing the future for the benefit of the organization growth and after considering all facts. Important decisions can be made hence avoiding crisis situations. It makes it easier for the coordination of divisions, subsidiaries and other component part of the organization hence act as a focal point for al operation in the organization, the organization can analyze its position through strategy formulation hence know its internal weakness and hence how to get a remedy.

From findings, it was concluded that strategic planning if well implemented is effective. Strategic planning was appropriate, suitable, reasonable and accepted to the organization. It clearly indicated that strategic planning exist at KEMRI and helped the organization evaluate its business by identifying its long term goals, objectives, monitor performance and allocating its resources thus enhancing performance in terms of growth. The researcher therefore conclude that in order for a company to enhance its growth it should enable the organization to implement an effective strategic planning so that it can be able to increase its profits, revenue, number of customers, employees thus leading to its growth.

Recommendations

After careful analysis of the respondents in research survey, the following recommendations were made that the objectives set should be sound objectives. They should be both clear and attainable, should support one another, must be precise and measurable because the more precise the objective is, the more measurable goal it is and easier to achieve it, and should always remain valid. The objectives should convert the strategic vision into specific performance targets, results and outcomes the company management wants to achieve and then use these objectives as yardsticks for tracking the company's progress and performance.

On budgetary allocations the organization should seek more funds which should be directed to research instead of administration so that a lot of emphasis given to main objectives of institute so that it may be able to achieve all that it sets to achieve. Major act should be emphasized on budgetary allocations at KEMRI when initiating the planning process, so that there is no confusion between budgetary allocation and strategic planning process. Budget should be based on documentable information and not simple guesswork and judgement. It should be viewed as positive and be conducive to self-control. Budgetary allocation system should be more effective if the duties and responsibilities for all operations are well defined and rightly assigned. Budget should be simple and understandable, fair and objective.

Organization structures should enable individual teams deal with specifications. The organization structure should have hierarchical level of authority and the number of subordinate under the control of each line managers, should duties and responsibilities overlap or should each member be held responsible for single functions and specialize in it. It should be a decentralized and centralized of decision making, activities groupings, departmental sizes, system of appraising and controlling departments, sections and individuals, management hierarchy shape, employees be left with complete already defined duties alone or closely supervised and coordination of activities like delegation of work to lower levels, communication system and who will coordinate.

Performance review process should enable the actual performance be easily measured and reviewed. Monitoring system should be able to indicate if there are any deviations from the actual expectations so that reasons for such deviations can be investigated and appropriate measures taken to correct them.

In future KEMRI has also to strive to attain ISO standards as these are worldwide organized standards. The certificates awarded under this program ensure quality of service is maintained. This may go hand in hand with the strategic planning operation at KEMRI for them to be able to sustain itself in future thus enhancing further growth.

Further Studies

This study is not conclusive and as such it is recommended that further research be undertaken in this area in order to build a cost effective, time saving and quality implementation of strategic planning process to improve organization growth further. There is need to examine further any effort that can enable strategic planning be more effective towards organization growth.

The study proposed further research in the following areas; factors to be considered during strategic planning implementation process for it to be effective towards growth and ways of overcoming factors that undermine planning process towards organization growth.

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