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STRATEGIC MANAGEMENT PROCESS AND PERFORMANCE OF REGULATORY AGENCIES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The general objective of this study wass to determine the influence of strategic management process on performance of regulatory agencies in Nairobi City County, Kenya. Specifically, the study sought to determine the influence of environmental scanning on performance of regulatory agencies in Nairobi City County, Kenya and to examine the influence of strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya. This study was guided by Contingency Theory and The Control Systems Theory. This study adopted a descriptive research design. The target population for this study is the regulatory agencies (regulatory State corporations) in Kenya. According to information from PSPMMU (2023), there are forty-eight (48) independent regulatory agencies in Kenya. Therefore, the target population for this study consisted of forty-eight (48) independent regulatory agencies. The regulatory agencies have a total of 336 management employees. The study targeted all the management employees. The study used Yamane (1967) formula to determine the size of the sample. The sample size was 183 respondents. This research used a questionnaire to collect primary data. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The relationship between the study variables was tested using multivariate regression models. The study results were presented through use of tables and figures. The study concludes that environmental scanning has a positive and significant effect on performance of regulatory agencies in Nairobi City County, Kenya. The study also concludes that strategy evaluation has a positive and significant effect on performance of regulatory agencies in Nairobi City County, Kenya. The management of regulatory agencies in Nairobi City County should institutionalize regular and structured environmental scanning practices—specifically integrating SWOT, PESTLE, and SLEPT analyses—into their strategic planning processes. The management of regulatory agencies in Nairobi City County should establish a robust strategy evaluation framework that regularly assesses the effectiveness, progress, and completion of strategic initiatives.

Key Words: Strategic Management Process, Environmental Scanning, Strategy Evaluation, Performance of Regulatory Agencies

Background of the Study

Regulatory agencies are government bodies or organizations established to create, enforce, and oversee rules, standards, and regulations within specific sectors or industries. These agencies ensure that businesses, individuals, and organizations comply with laws designed to protect public health, safety, and the environment, as well as maintain fair competition and economic stability (Maqbool *et al*, 2020). Examples of regulatory agencies include the Environmental Protection Agency (EPA), the Federal Communications Commission (FCC), and the Food and Drug Administration (FDA). Their roles often include monitoring industry practices, issuing licenses, investigating violations, and imposing penalties when necessary (Nayan, 2021). Regulatory agencies play a crucial role in safeguarding public health, safety, and welfare by ensuring that industries and businesses comply with established laws and standards. These agencies are responsible for developing regulations that govern practices within their respective sectors, such as food safety, environmental protection, and financial integrity (Virgiyanti *et al*, 2021). By creating these rules, regulatory bodies help to minimize risks to consumers, the environment, and the economy. For example, the Food and Drug Administration (FDA) ensures that drugs, medical devices, and food products are safe for consumption, while the Environmental Protection Agency (EPA) sets standards to protect air and water quality (Heyder & Theuvsen, 2022).

Regulatory agencies are tasked with enforcing them. They have the authority to inspect businesses, audit operations, and investigate potential violations. When rules are broken, these agencies can impose fines, penalties, or other sanctions to encourage compliance (Mohammad, 2022). This enforcement ensures that companies act responsibly and that any potential harm to the public or the environment is addressed promptly. The Securities and Exchange Commission (SEC), for instance, monitors financial markets to prevent fraud and ensure transparency in the stock market, fostering investor confidence (Okurut & Deya, 2023). Another important function of regulatory agencies is their role in education and guidance. They provide resources, training, and advice to businesses and the public to help them understand and adhere to regulations. These agencies often issue reports, guidelines, and technical assistance to ensure that stakeholders are well-informed about the laws affecting their operations. The Occupational Safety and Health Administration (OSHA), for example, offers guidance on workplace safety standards to prevent injuries and protect employees' well-being (Karangwa & Irechukwu, 2023).

Regulatory agencies serve as a vital bridge between the government and industries. They not only enforce regulations but also engage in policymaking by advising legislators on the need for new laws or revisions to existing ones (Nyenje, Nalumansi & Ogbe, 2021). Agencies like the Federal Communications Commission (FCC) regularly evaluate and update regulations to keep pace with technological advancements and evolving industry practices. In doing so, they contribute to the development of fair, balanced, and effective public policy (Pandisha, Kombe & Kayunze, 2022).

The strategic management process is a series of steps that organizations follow to formulate, implement, and evaluate strategies that help achieve long-term goals and maintain competitive advantage (Andoh *et al*, 2024). It typically involves defining the organization's mission and vision, conducting a thorough analysis of the internal and external environment, setting clear objectives, developing strategies to achieve those goals, implementing the strategies, and continuously monitoring progress and making adjustments as needed (Ongongo & Mang'ana, 2021). Environmental scanning is the process of gathering, analyzing, and interpreting information about the external and internal environments of an organization. It helps to identify trends, opportunities, and threats in the external environment, such as market changes, competitors' actions, technological advancements, and regulatory shifts (Kanyora & Okello, 2022). Additionally, it

involves assessing internal factors like resources, capabilities, and organizational culture. This analysis provides valuable insights that inform the decision-making process, enabling businesses to adapt to changes and align their strategies effectively with the external and internal landscapes (Wambugu & Waiganj, 2023).

Strategy formulation involves developing plans to achieve the organization's long-term objectives. Based on the insights gained from scanning, managers define the company's strategic direction, including setting specific, measurable goals and selecting appropriate strategies to pursue (Ngutu & Kavindah, 2022). Strategy implementation involves translating the formulated strategies into actionable steps. This stage requires allocating resources, assigning responsibilities, and ensuring that the organizational structure, culture, and systems support the execution of the strategy (Noah & Were, 2021). Strategy evaluation is the process of monitoring the performance and outcomes of the implemented strategies to determine whether they are achieving the desired results. It involves assessing progress against goals, making adjustments when necessary, and continuously refining strategies to ensure long-term success in a dynamic business environment (Maqbool *et al*, 2020). This study seeks to determine the influence of strategic management process on performance of regulatory agencies in Nairobi City County, Kenya.

In Nairobi City County, Kenya, regulatory agencies play a crucial role in maintaining order, ensuring compliance with laws, and promoting sustainable development. These agencies are tasked with overseeing various sectors, ranging from environmental management to public health, urban planning, and transportation (Ongongo & Mang'ana, 2021). Their functions are vital to the smooth running of the city, ensuring that the growth and development of Nairobi occur in a controlled and legally compliant manner. One of the prominent regulatory bodies in Nairobi is the Nairobi County Government, which is responsible for managing urban planning, waste management, public health, and social services (Kanyora & Okello, 2022). This body enforces regulations related to zoning, building codes, and land use to ensure that development projects align with city policies and contribute to sustainable growth. The county government also manages health regulations, ensuring that healthcare facilities comply with necessary standards (Wambugu & Waiganj, 2023).

Another key regulatory agency is the Nairobi Metropolitan Services (NMS), which was created to take over specific functions from the Nairobi County Government, such as transport and infrastructure management. NMS has been instrumental in implementing infrastructure projects like roads, drainage systems, and public transport systems to alleviate congestion in the city (Ngutu & Kavindah, 2022). It also oversees the urban renewal projects aimed at modernizing the city's infrastructure to meet the demands of its growing population. The Environmental Management and Coordination Authority (EMCA), a national body, also operates within Nairobi to enforce environmental regulations (Noah & Were, 2021). It ensures that industries, developers, and other stakeholders adhere to environmental guidelines and laws designed to protect natural resources. The EMCA is responsible for monitoring pollution levels, waste management practices, and ensuring that businesses operate within eco-friendly parameters to prevent environmental degradation (Ongongo & Mang'ana, 2021).

The National Transport and Safety Authority (NTSA) plays an essential regulatory role in Nairobi, especially in managing road safety and regulating public transport. The agency ensures that public transport vehicles, including buses, taxis, and boda-bodas (motorcycle taxis), adhere to safety standards and operate under legal frameworks that protect passengers and the general public (Kanyora & Okello, 2022). It also handles issues related to traffic management, road safety campaigns, and vehicle licensing. Additionally, the Kenya Revenue Authority (KRA) operates in

Nairobi, overseeing tax collection and ensuring that businesses and individuals comply with tax laws. The KRA enforces the proper registration and operation of businesses and ensures the collection of taxes, which are essential for funding public services and infrastructure projects in the city (Wambugu & Waiganj, 2023).

Statement of the Problem

Regulatory agencies play a critical role in ensuring the orderly functioning of various sectors within a country, safeguarding public interest, and fostering economic development. In Kenya, regulatory agencies are essential for maintaining standards, enforcing policies, and regulating industries ranging from finance to telecommunications, healthcare, and energy (Ngutu & Kavindah, 2022). They help ensure compliance with laws, promote transparency, and protect consumers, businesses, and the environment. Furthermore, regulatory agencies serve as a key tool for implementing government policies, contributing to social stability, economic growth, and fostering an environment conducive to investment and innovation. By upholding regulatory frameworks, these agencies also ensure that industries operate within ethical boundaries, minimizing risks and creating a level playing field (Noah & Were, 2021).

Regulatory agencies in Nairobi City County, Kenya, face a variety of challenges that hinder their performance. These challenges not only affect the efficiency of these agencies but also impact the overall regulatory environment in the region. In Nairobi City County, regulatory agencies often face significant challenges in providing effective service delivery (Ongongo & Mang'ana, 2021). One of the contributing factors is the slow processing time for approvals, permits, and licenses. For instance, the Nairobi County Government's service delivery survey revealed that only 25% of businesses in Nairobi reported satisfaction with the time it took for regulatory approvals, with 42% citing delays as the most pressing issue (Kanyora & Okello, 2022). According to a 2021 report by the World Bank, Kenya ranks 122nd out of 190 countries in the "Ease of Doing Business" index, which is largely influenced by delays in government services, including regulatory processes. This statistic highlights a systemic issue in service delivery within regulatory agencies (Wambugu & Waiganj, 2023). Furthermore, the Public Service Performance Survey Report (2019) indicated that 30% of Kenyans, particularly those in urban areas like Nairobi, felt that the quality of public services was poor. Delays in issuing essential permits, such as building or operating permits, affect both public safety and economic growth, creating a perception of inefficiency in these agencies (Ngutu & Kavindah, 2022).

A study by the Institute of Economic Affairs (IEA) in 2020 found that 48% of businesses in Nairobi reported challenges in complying with regulatory standards due to inconsistent enforcement by agencies such as the Nairobi City County Government and the National Environment Management Authority (NEMA) (Noah & Were, 2021). Specifically, the lack of reliable data and the failure to regularly inspect and monitor regulated activities were cited as major issues (Ongongo & Mang'ana, 2021). In the construction sector, the regulatory agency responsible for building codes and safety standards, the Nairobi County Government, faces major reliability concerns, as highlighted by a 2020 survey that found over 60% of Nairobi residents felt that building inspections were irregular and did not always follow the established guidelines (Kanyora & Okello, 2022). Additionally, the Kenya Property Developers Association (KPDA) reported in 2021 that 40% of property developers experienced issues with unreliable inspections, causing delays in projects and increasing costs. This lack of reliability impacts public safety and hampers development (Wambugu & Waiganj, 2023).

A 2021 survey by the Kenya Public Service Commission found that 40% of Nairobi residents felt that public agencies, including regulatory authorities, were unresponsive to their concerns (Ngutu

& Kavindah, 2022). Specifically, 37% of respondents indicated that regulatory agencies in Nairobi took longer than six months to address complaints, such as issues related to construction violations, health and safety concerns, and illegal waste disposal (Noah & Were, 2021). Furthermore, the Kenya National Bureau of Statistics (KNBS) reported that 45% of Nairobi residents believed that public health regulations, such as waste management and sanitation, were inadequately enforced, with delays in the response to complaints exacerbating the issue (Ongongo & Mang'ana, 2021). A case study by the Environmental Compliance Institute in 2020 showed that 52% of complaints related to environmental violations in Nairobi remained unresolved for over three months, reflecting the sluggish responsiveness of regulatory agencies. This lack of agility, particularly in high-pressure urban environments like Nairobi, leads to frustration among the public and undermines the effectiveness of the regulatory agencies (Kanyora & Okello, 2022).

The influence of strategic management processes on organizational performance is profound, as it directly shapes the direction, efficiency, and effectiveness of an organization (Wambugu & Waiganj, 2023). Various studies have been conducted in different parts of the world on strategic management process on organization performance. For instance, Oduor and Were (2023) investigated on the influence of strategic management process on performance of intergovernmental organizations. Wambugu and Waiganjo (2021) conducted a study on the effects of strategic management process on organizational performance of construction companies and Dahir and Paul (2020) researched on the effect of strategic management process on organizational performance of state corporations. However, none of these studies focused on environmental scanning, strategy formulation, strategy implementation and strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya. To fill the highlighted gaps, the current sought to determine the influence of strategic management process (environmental scanning, strategy formulation, strategy implementation and strategy evaluation) on performance of regulatory agencies in Nairobi City County, Kenya

General Objective

The general objective of this study is to determine the influence of strategic management process on performance of regulatory agencies in Nairobi City County, Kenya

Specific Objectives

i. To determine the influence of environmental scanning on performance of regulatory agencies in Nairobi City County, Kenya
ii. To examine the influence of strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya

Theoretical Framework

Contingency Theory

Contingency Theory, developed by Fred E. Fiedler in the 1960s often associated with leadership and organizational management, proposes that there is no one-size-fits-all approach to leadership or management practices (Fadzli, Tajuddin & Ahmad, 2023). Instead, the effectiveness of leadership styles, organizational structures, and management strategies depends on the specific context in which they are applied. This theory suggests that different situations require different kinds of leadership and management approaches for optimal performance (Onikoyi, *et al*, 2022). At its core, Contingency Theory asserts that various factors in the external environment and within the organization itself interact to determine the most effective leadership style or management practice. These factors can include the organization's size, its industry or sector, the complexity of

its tasks, its culture, the skills and personalities of its employees, and the external environment such as market conditions or regulatory requirements (Mang'ana, *et al*, 2023).

One of the key principles of Contingency Theory is the idea of fit or match between the leader's or manager's style and the situational demands. For example, in a highly uncertain and rapidly changing environment, a more flexible and adaptive leadership style may be more effective than a rigid, authoritarian approach (Okwemba & Njuguna, 2021). Similarly, in organizations with complex tasks that require specialized knowledge and expertise, leaders who can facilitate collaboration and empower their teams may be more successful than those who rely solely on hierarchical authority (Nyagaki, Munga & Nzioki, 2021). Contingency Theory also emphasizes the importance of understanding the unique characteristics of each situation and tailoring leadership and management practices accordingly. This flexibility allows leaders and managers to adjust their strategies based on the specific challenges and opportunities they face, thereby enhancing organizational effectiveness and performance (Fadzli, Tajuddin & Ahmad, 2023). Critically, Contingency Theory challenges the notion of a universally "best" or "ideal" leadership style. Instead, it encourages leaders and managers to be adaptive and responsive, continuously evaluating and adjusting their approach to align with the evolving needs of the organization and its environment (Onikoyi, *et al*, 2022). By considering the contingency factors and adapting their practices accordingly, leaders can optimize their effectiveness and contribute to the overall success of their organizations (Mang'ana, *et al*, 2023).

One fundamental assumption is that there is no one-size-fits-all approach to leadership or management effectiveness. This implies that the effectiveness of leadership styles and organizational practices varies depending on the specific context, including factors such as the organization's size, industry, task complexity, and external environment (Okwemba & Njuguna, 2021). However, critics argue that this assumption may oversimplify the complexities of leadership and organizational dynamics by neglecting the potential for hybrid or blended approaches that integrate multiple leadership styles to address diverse organizational needs. Another assumption of Contingency Theory is the concept of fit or match between leadership styles and situational demands (Nyagaki, Munga & Nzioki, 2021). It posits that the effectiveness of a leader depends on how well their style aligns with the requirements of the situation. This assumption suggests that leaders should adapt their behaviors and strategies based on the circumstances they face, whether it involves adopting a more participative approach in collaborative settings or a more directive approach in crisis situations (Fadzli, Tajuddin & Ahmad, 2023). However, critiques argue that while fit is important, the theory may not sufficiently address the dynamic and fluid nature of organizational environments, where situational demands can change rapidly and require ongoing adjustments in leadership approaches (Onikoyi, *et al*, 2022). This theory was used to determine the influence of environmental scanning on performance of regulatory agencies in Nairobi City County, Kenya.

The Control Systems Theory

Control Systems Theory developed by James Clerk Maxwell (1868) is a multidisciplinary field of study that involves the analysis and design of systems with the purpose of regulating or managing the behavior of a dynamic system over time. It revolves around the idea of controlling a system's output to achieve desired outcomes by manipulating its inputs (Ridwan & Marti, 2024). This theory is integral to a variety of industries, including engineering, robotics, economics, and even biology, where systems must adapt to internal and external changes. At its core, Control Systems Theory focuses on understanding how systems behave in response to different inputs and how feedback can be used to influence their behavior (Umuhire & Irechukwu, 2023). The theory is

often divided into two broad categories: open-loop and closed-loop control systems. An open-loop control system operates without feedback, meaning it does not adjust its actions based on the system's output (Edewhor & Okuwo, 2024). An example of an open-loop system might be a washing machine with a preset wash cycle. In contrast, a closed-loop system, or feedback control system, continuously monitors its output and adjusts its input accordingly. A common example is a thermostat in a home heating system, which adjusts the heating when the temperature deviates from the set point (Itemere, Kadima & Juma, 2021).

One of the key elements in Control Systems Theory is feedback, which is crucial for maintaining the stability and desired performance of a system. Positive feedback amplifies changes in the system, often leading to instability or runaway behavior, while negative feedback counteracts changes, promoting stability and accuracy in maintaining set values (Awiti, *et al*, 2022). The concept of stability is critical because it ensures that a system remains within safe and predictable limits, preventing it from becoming erratic or uncontrollable. In practical terms, Control Systems Theory involves several mathematical techniques, such as differential equations, linear algebra, and optimization theory, to model and analyze systems (Ridwan & Marti, 2024). These mathematical models help engineers and scientists design controllers that can effectively handle various dynamic behaviors. Control systems are implemented in numerous applications, from industrial automation, where they optimize manufacturing processes, to automotive systems, where they ensure smooth vehicle operations, to aerospace, where they regulate flight dynamics (Umuhire & Irechukwu, 2023). This theory was used to examine the influence of strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya.

Conceptual Framework

A Conceptual Framework is a diagram showing the relationship between the independent variables and the dependent variable (Mugenda, & Mugenda, 2019). In this study the independent variables include; environmental scanning and strategy evaluation while the dependent variable is performance of regulatory agencies in Nairobi City County, Kenya.

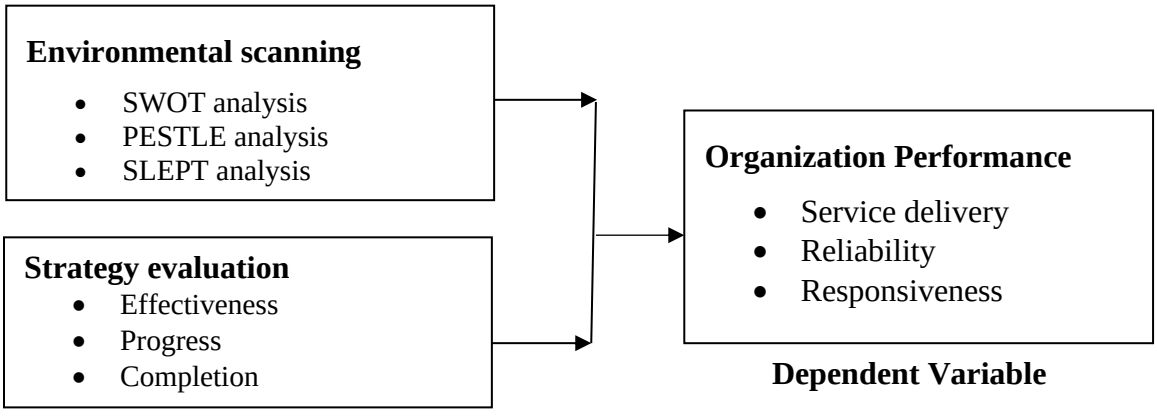

Figure 2. 1: Conceptual Framework

Environmental Scanning

Environmental scanning is the process of systematically gathering, analyzing, and interpreting information about the external environment in which an organization operates. This includes monitoring trends, events, and factors such as economic, political, technological, social, and competitive forces that could impact the organization's performance, opportunities, and threats

(Onikoyi, *et al*, 2022). By conducting environmental scanning, organizations are able to identify potential challenges and emerging opportunities, allowing them to make informed decisions, adapt to changes, and plan strategically. The process helps organizations stay proactive rather than reactive, positioning them to thrive in an ever-changing business landscape (Mang'ana, *et al*, 2023). SWOT analysis is a strategic planning tool used by organizations to identify their internal strengths and weaknesses, as well as external opportunities and threats. The framework involves four key components: Strengths, Weaknesses, Opportunities, and Threats (Okwemba & Njuguna, 2021). Strengths are the internal factors that give the organization an advantage, such as a strong brand, skilled workforce, or technological capabilities. Weaknesses are areas where the organization may be lacking or vulnerable, such as resource limitations or gaps in expertise. Opportunities refer to external conditions that the organization could capitalize on, like market trends or regulatory changes (Nyagaki, Munga & Nzioki, 2021). Threats are external factors that could harm the organization, such as intense competition or economic downturns. By assessing these four dimensions, SWOT analysis helps organizations to leverage their strengths, address weaknesses, seize opportunities, and mitigate potential threats (Fadzli, Tajuddin & Ahmad, 2023).

PESTLE analysis also known as PESTEL or PEST analysis is a framework used to evaluate the macro-environmental factors that could influence an organization. The acronym stands for Political, Economic, Social, Technological, Legal, and Environmental factors (Onikoyi, *et al*, 2022). Political factors examine the impact of government policies, regulations, and political stability. Economic factors focus on the economic conditions, such as inflation rates, employment levels, and economic growth. Social factors consider societal influences like demographics, cultural trends, and consumer behavior (Mang'ana, *et al*, 2023). Technological factors assess advancements and innovations that could disrupt or benefit the organization. Legal factors cover laws and regulations affecting business practices, such as labor laws or intellectual property rights (Okwemba & Njuguna, 2021). Environmental factors look at ecological and sustainability issues, including climate change and natural resource availability. PESTLE analysis provides a comprehensive view of the external environment, helping organizations to identify potential risks and opportunities from a broader perspective (Nyagaki, Munga & Nzioki, 2021). SLEPT analysis is a variation of PESTLE analysis, focusing on the same categories but with a slightly different perspective. The acronym stands for Social, Legal, Economic, Political, and Technological factors. While similar to PESTLE, SLEPT emphasizes the social aspects first, which include societal norms, lifestyle changes, and consumer attitudes (Fadzli, Tajuddin & Ahmad, 2023). Legal factors in SLEPT focus on the impact of laws, regulations, and legal frameworks on the organization. Economic factors look at financial conditions, such as economic stability, inflation, and exchange rates, while political factors consider the influence of political stability, government policies, and international relations (Onikoyi, *et al*, 2022). Technological factors examine the impact of new technologies and innovations on industries and operations. Like PESTLE, SLEPT analysis helps organizations anticipate external factors that could affect their business, enabling them to adapt their strategies accordingly (Mang'ana, *et al*, 2023).

Strategy Evaluation

Strategy evaluation is the process of assessing the effectiveness and performance of an organization's implemented strategies to ensure they are achieving the desired goals and objectives. It involves monitoring and measuring outcomes, comparing actual results with the set targets, and identifying areas for improvement or adjustment (Ridwan & Marti, 2024). Strategy evaluation helps organizations determine if their strategic plans are on track, whether they need modification, or if entirely new strategies are required. This process typically includes analyzing

key performance indicators (KPIs), assessing the external environment for changes, and reviewing internal operations to identify any challenges or opportunities. By regularly evaluating strategies, organizations can stay agile, make data-driven decisions, and ensure continued alignment with their long-term goals and mission (Umuhire & Irechukwu, 2023)

Effectiveness refers to the degree to which an organization's strategies and activities achieve the desired outcomes or objectives. In the context of strategy evaluation, effectiveness is a key measure that assesses whether the implemented strategies are successfully fulfilling the goals set during the strategy formulation phase (Edewhor & Okuwo, 2024). A strategy is considered effective if it produces the intended results, such as increased revenue, market share, or improved operational efficiency. To measure effectiveness, organizations rely on key performance indicators (KPIs) and performance metrics that align with the strategic objectives (Itemere, Kadima & Juma, 2021). Evaluating effectiveness helps determine if the strategy is working as planned or if adjustments are needed to improve performance and outcomes. Progress refers to the ongoing advancements or developments made toward achieving the organization's strategic goals. It is the continuous monitoring and assessment of how well the organization is moving towards its objectives (Awiti, *et al*, 2022). In the strategy evaluation process, tracking progress is essential for determining if the strategies are being executed as planned and if the necessary resources are being allocated effectively. Regular monitoring of progress allows for the identification of any delays, obstacles, or deviations from the plan, providing an opportunity to make corrective actions in real-time. Progress can be measured through milestones, short-term goals, or interim results that give a clear picture of how far the organization has come in its strategic journey (Ridwan & Marti, 2024).

Completion refers to the final stage of the strategy implementation process, where the objectives or goals outlined in the strategy have been fully achieved. In the context of strategy evaluation, completion signifies that the organization has reached the end of the set timeframe or has accomplished the intended outcomes (Umuhire & Irechukwu, 2023). However, it's important to note that completion does not always mean the end of strategic evaluation. After achieving the set goals, organizations should still conduct post-implementation reviews to ensure that the outcomes are sustainable, assess the long-term impacts, and determine if new goals should be set for future strategies. Completion in this sense can also signal a point of transition, where the organization shifts its focus to new challenges or prepares for the next strategic cycle (Edewhor & Okuwo, 2024).

Empirical Review

Environmental Scanning and Organization Performance

Fadzli, Tajuddin and Ahmad (2023) examined on the impact of environmental scanning on the organizational performance of local authorities in Malaysia. A quantitative approach has been used for this study where the data were collected through a mail survey of local authorities in Malaysia. The study found that there is a significant relationship between the environmental scanning (operation) and the overall achievement of the organization's performance. The study concluded that environmental scanning influence organization's performance.

Onikoyi, *et al* (2022) researched on environmental scanning and organizational performance in Unilever Nigeria PLC. The study adopted survey research design and data were collected through a structured questionnaire from a sample size of 227. The study found that internal environmental analyses affects consumer satisfaction and hence have a positive correlation, internal environmental analysis has significant impact on product quality and a positive correlation and a

relationship exist between external environmental analysis and profitability. The study concluded that environmental scanning has impact on non-financial organizational performance.

Mang'ana, *et al* (2023) conducted a study on the influence of environmental scanning on performance of Matatu Savings and Credit Cooperatives in Kenya. This study adopted cross-sectional survey research design. The target population for this study was all Matatu Saccos in Kenya. A total of 635 Matatu Saccos was selected. Sample size of 245 Matatu Saccos was selected for the study. The study found that environmental scanning has a positive relationship with performance of Matatu Saccos. The study concluded that concluded that environmental scanning had a significant influence on performance of Matatu Saccos in Kenya.

Okwemba and Njuguna (2021) assessed on the effect of environmental scanning on performance of Chemelil Sugar Company in Kisumu County, Kenya. The research adopted a descriptive research design. The target population was 60. The study found that environmental scanning practices positively influences performance at Chemelil Sugar Company. The study concluded that environmental scanning is positively and significantly related to performance.

Nyagaki, Munga and Nzioki (2021) investigated on the effect of environmental scanning on organization performance among commercial based parastatals in Kenya. This study adopted descriptive research design and targeted 129 employees of commercial based parastatals in Nairobi County, Kenya. The study was carried out through a census; a questionnaire was used in data collection. The study found that environmental scanning has positive influence on organization performance. The study concluded that environmental scanning influence organization performance.

Strategy Evaluation and Organization Performance

Ridwan and Marti (2024) assessed on the study on strategy evaluation and organizational performance in the regional government owned banks in Indonesia. This study employed a qualitative research method for a framework in this study. The method of data collection used is in-depth semi structured interviews of both head and staff of planning department and non-planning members in their institution. The study found that there is a positive link between strategy evaluation and performance. The study concluded that strategy evaluation influence organizational performance.

Umuhire and Irechukwu (2023) conducted a study on strategy evaluation and organizational performance of media organizations in Rwanda. a case of Igihe Limited. The research used a descriptive research design and targeted a population of 128 employees from Igihe Limited. The study found that strategy evaluation has a positive effect on performance of Igihe Rwanda Limited in Rwanda. The study concluded that there is a significant correlation between strategy evaluation and the performance outcomes of the media organizations.

Edewhor and Okuwo (2024) researched on the analysis of the impact of strategy evaluation on organizational performance of manufacturing firms in Delta State Nigeria. The study employed survey research design. The population consists of employees and management staff of the selected manufacturing firms in Delta State Nigeria namely, Asaba Textile Mill Ltd. Coca-cola Nigeria Plc and Delta Glass Nigeria plc Ughelli, who are 259 in total. The sample size for the study was 157. The study found that strategy evaluation has a significant effect on corporate performance of manufacturing firms in Delta State Nigeria. The study concluded that strategy evaluation has a significant positive impact on organizational performance.

Itemere, Kadima and Juma (2021) investigated on strategy evaluation on service delivery of water department of the county government of Homabay; Kenya. Descriptive research design was adopted for the study. The target population consisted of employees of the water department of the County Government of Homabay; Kenya. The study found that strategy evaluation had an influence on service delivery in the water department of the County Government of Homabay; Kenya. The study concluded that strategy evaluation has significant positive influence on Service Delivery in the Water Department of the County Government of Homabay; Kenya.

Awiti, *et al* (2022) examined on strategy evaluation on performance of HIV and AIDs interventions managed by non-governmental organizations in Nyanza Region, Kenya. This study used a positivist and interpretive paradigms adopting an ex post facto research survey design. The target population for the study was 60 respondents. The study found that there was a significant strong positive relationship between strategy evaluation and the performance of HIV interventions. The study concluded that evaluating strategic options for consonance, consistency, feasibility and adaptability positively influenced the performance of HIV and AIDS interventions.

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive research design. This is a scientific method of investigation in which data is collected, processed, analyzed and presented in order to describe the current conditions, terms or relationships concerning a certain field (Mugenda, 2019). A scientific method involves observation and description of behavior of subject without influencing it in any way. The choice of this research design was influenced by the fact that it caters for qualitative and quantitative data (Cooper & Schindler, 2019).

Target Population

The target population for this study is the regulatory agencies (regulatory State corporations) in Kenya. According to information from PSPMMU (2023), there are forty-eight (48) independent regulatory agencies in Kenya. Therefore, the target population for this study consisted of forty-eight (48) independent regulatory agencies. The regulatory agencies have a total of 336 management employees. The study targeted all the management employees.

Sample Size and Sampling Technique

Kothari (2019) explains that a sample size refers to the number of items to be selected from the universe to constitute a sample while sampling procedures refers to the technique used in selecting the items of the sample. The study used Yamane (1967) formula to determine the size of the sample. The selection formula is as follows:

$$n=\frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

N = is the Target Population (336 respondents)

e = accuracy level required. Standard error = 5%

Sample calculation

$$n=\frac{336}{1+(336)0.05^2}\ n=\frac{336}{1.84}=183$$

From the formula, the sample size was 183 respondents

Data Collection instrument

This research used a questionnaire to collect primary data. According to Grant, (2019) a questionnaire is appropriate in gathering data and measuring it against a particular point of view. It provides a standardized tool for data collection. Structured questions were used to collect primary data from the field. Questionnaires were preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem (Crowther & Lancaster, 2018). According to Kothari (2019), the information obtained from questionnaires is free from bias and researchers' influence and thus accurate and valid data is gathered. The preference for the questionnaire is based on the premise that it gives respondents freedom to express their views or opinions more objectively.

According to Lütfi (2020) questionnaire method of data collection is good because the standardized and impersonal format of a questionnaire has uniformity and help in getting data objectively. In using questionnaires respondents' anonymity and confidentiality is assured and they are able to complete them when it is convenient and in their own time (Sekaran, & Bougie, 2019). The process of data collection started after drafting of the final data collection instruments and receipt of permission from all the relevant authorities. Before embarking on data collection, relevant approvals were obtained.

Pilot Study

Pilot study was administered in order to test for validity, reliability and practicability of the research instruments. The most important issue in the research is to ensure reliability and validity. Joppe (2019) defines reliability as: ―The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The pilot study was carried out on 18 respondents who are sufficient based on Glesne (2019) who stated that 10% of the population is adequate to constitute the pilot test size.

Data Analysis and Interpretation

Before the data could be analysed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacherjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages will be used. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2019). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. The relationship between the study variables was tested using multivariate regression models.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Baggio & Klobas., 2019). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

Environmental Scanning and Performance of Regulatory Agencies

The first specific objective of the study was to determine the influence of environmental scanning on performance of regulatory agencies in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to environmental scanning and performance of regulatory agencies in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that the organization regularly conducts a SWOT analysis to evaluate its internal strengths and weaknesses. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that opportunities and threats in the external environment are frequently identified through a SWOT analysis. Further, the respondents agreed that the organization routinely conducts PESTLE analysis to understand political, economic, social, technological, legal, and environmental factors affecting its performance. This is shown by a mean of 3.911 (std. dv = 0.914).

The respondents also agreed that insights gained from PESTLE analysis are effectively used to adjust the organization's operations and business plans. This is shown by a mean of 3.896 (std. dv = 0.947). With a mean of 3.889 (std. dv = 0.856), the respondents agreed that the organization utilizes SLEPT analysis to assess social, legal, economic, political, and technological factors in its business environment. The respondents agreed that SLEPT analysis helps the organization identify key factors influencing its strategic direction. This is supported by a mean of 3.876 (std. dv = 0.694).

Table 4. 1: Environmental Scanning and Performance of Regulatory Agencies

	Mean	Std. Deviation
The organization regularly conducts a SWOT analysis to evaluate its internal strengths and weaknesses.	3.943	0.981
Opportunities and threats in the external environment are frequently identified through a SWOT analysis.	3.926	0.850
The organization routinely conducts PESTLE analysis to understand political, economic, social, technological, legal, and environmental factors affecting its performance.	3.911	0.914
Insights gained from PESTLE analysis are effectively used to adjust the organization's operations and business plans.	3.896	0.947
The organization utilizes SLEPT analysis to assess social, legal, economic, political, and technological factors in its business environment.	3.889	0.856
SLEPT analysis helps the organization identify key factors influencing its strategic direction.	3.876	0.694
Aggregate	**3.898**	**0.873**

Strategy Evaluation and Performance of Regulatory Agencies

The fourth specific objective of the study was to examine the influence of strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to strategy evaluation and performance of regulatory agencies in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.2.

From the results, the respondents agreed that the organization regularly evaluates the effectiveness of its strategies to ensure they are achieving the desired outcomes. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that the organization effectively measures whether its strategies are aligning with its long-term goals. Further, the respondents agreed that the organization tracks the progress of its strategies using clear and measurable performance indicators. This is shown by a mean of 3.800 (std. dv = 0.605). With a mean of 3.705 (std. dv = 0.981), the respondents agreed that the organization identifies and addresses any obstacles or challenges that hinder progress toward strategic goals.

From the results, the respondents agreed that the organization has a process in place to assess whether strategic goals and objectives are fully achieved. This is supported by a mean of 3.698 (std. dv = 0.872). In addition, as shown by a mean of 3.623 (std. dv = 0.914), the respondents agreed that the organization effectively measures whether the resources and efforts invested in strategy implementation have resulted in desired outcomes.

Table 4. 2: Strategy Evaluation and Performance of Regulatory Agencies

	Mean	Std. Deviation
The organization regularly evaluates the effectiveness of its strategies to ensure they are achieving the desired outcomes.	3.968	0.905
The organization effectively measures whether its strategies are aligning with its long-term goals.	3.859	0.885
The organization tracks the progress of its strategies using clear and measurable performance indicators.	3.800	0.605
The organization identifies and addresses any obstacles or challenges that hinder progress toward strategic goals.	3.705	0.981
The organization has a process in place to assess whether strategic goals and objectives are fully achieved.	3.698	0.872
The organization effectively measures whether the resources and efforts invested in strategy implementation have resulted in desired outcomes.	3.623	0.914
Aggregate	**3.819**	**0.867**

Performance of Regulatory Agencies

The respondents were requested to indicate their level of agreement on various statements relating to performance of regulatory agencies in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.3.

From the results, the respondents agreed that the organization consistently delivers services as promised. This is supported by a mean of 3.984 (std. dv = 0.997). In addition, as shown by a mean of 3.907 (std. dv = 0.831), the respondents agreed that the quality of the organization's services

meets expectations. Further, the respondents agreed that the organization consistently meets deadlines and commitments. This is shown by a mean of 3.828 (std. dv = 0.563). The respondents also agreed that the services offered by the organization are dependable and trustworthy. This is shown by a mean of 3.821 (std. dv = 0.851).

As shown by a mean of 3.798 (std. dv = 0.812), the respondents agreed that the organization responds to inquiries and requests promptly. Further, the respondents agreed that the organization is proactive in addressing issues before they become problems. This is shown by a mean of 3.756 (std. dv = 0.914).

Table 4. 3: Performance of Regulatory Agencies

	Mean	Std. Deviation
The organization consistently delivers services as promised.	3.984	0.997
The quality of the organization's services meets expectations.	3.907	0.831
The organization consistently meets deadlines and commitments.	3.828	0.563
The services offered by the organization are dependable and trustworthy.	3.821	0.851
The organization responds to inquiries and requests promptly.	3.798	0.812
The organization is proactive in addressing issues before they become problems.	3.756	0.914
Aggregate	**3.829**	**0.818**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (environmental scanning and strategy evaluation) and the dependent variable (performance of regulatory agencies in Nairobi City County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4. 4: Correlation Coefficients

		Organization Performance	Environmental Scanning	Strategy Evaluation
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	162		
environmental scanning	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	162	162	
strategy evaluation	Pearson Correlation	.856**	.185	1
	Sig. (2-tailed)	.000	.078	
	N	162	162	162

From the results, there was a very strong relationship between environmental scanning and performance of regulatory agencies in Nairobi City County, Kenya (r = 0.836, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The

findings are in line with the findings of Brown and Hyer (2021) who indicated that there is a very strong relationship between environmental scanning and organization performance.

The results also revealed that there was a very strong relationship between strategy evaluation and performance of regulatory agencies in Nairobi City County, Kenya (r = 0.856, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Zimmermann, *et al* (2021) who revealed that there is a very strong relationship between strategy evaluation and organization performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (environmental scanning and strategy evaluation) and the dependent variable (performance of regulatory agencies in Nairobi City County, Kenya)

Table 4. 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940	.884	.885	.582

a. Predictors: (Constant), environmental scanning and strategy evaluation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (performance of regulatory agencies in Nairobi City County, Kenya) could be explained by independent variables (environmental scanning and strategy evaluation).

Table 4. 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.027	2	6.01	72.20	.000[b]
	Residual	6.568	159	.0418		
	Total	18.595	161			

a. Dependent Variable: Performance of regulatory agencies
b. Predictors: (Constant), environmental scanning and strategy evaluation

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 72.20 while the F critical was 2.429. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of environmental scanning and strategy evaluation on performance of regulatory agencies in Nairobi City County, Kenya.

Table 4. 7: Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.311	0.082		3.793	0.003
	environmental scanning	0.387	0.091	0.388	3.593	0.003
	strategy evaluation	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: Performance of regulatory agencies

The regression model was as follows:

$Y = 0.311 + 0.387X_1 + 0.392X_2 + \varepsilon$

According to the results, environmental scanning has a significant effect on performance of regulatory agencies in Nairobi City County, Kenya β_1=0.387, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Brown and Hyer (2021) who indicated that there is a very strong relationship between environmental scanning and organization performance.

In addition, the results revealed that strategy evaluation has significant effect on performance of regulatory agencies in Nairobi City County, Kenya β1=0.392, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Zimmermann, et al (2023) who revealed that there is a very strong relationship between strategy evaluation and organization performance.

Conclusions

The study concludes that environmental scanning has a positive and significant effect on performance of regulatory agencies in Nairobi City County, Kenya. Findings revealed that SWOT analysis, PESTLE analysis and SLEPT analysis influence performance of regulatory agencies in Nairobi City County, Kenya

The study also concludes that strategy evaluation has a positive and significant effect on performance of regulatory agencies in Nairobi City County, Kenya. Findings revealed that effectiveness, progress and completion influence performance of regulatory agencies in Nairobi City County, Kenya.

Recommendations

The management of regulatory agencies in Nairobi City County should institutionalize regular and structured environmental scanning practices—specifically integrating SWOT, PESTLE, and SLEPT analyses—into their strategic planning processes. By doing so, agencies can proactively identify emerging opportunities and threats, align internal capabilities with external demands, and enhance their adaptability and overall performance in a dynamic regulatory environment.

The management of regulatory agencies in Nairobi City County should establish a robust strategy evaluation framework that regularly assesses the effectiveness, progress, and completion of strategic initiatives. By implementing performance monitoring tools and feedback mechanisms, agencies can identify gaps, make timely adjustments, and ensure continuous improvement in achieving their organizational objectives

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