



STRATEGIC TRANSFORMATION MANAGEMENT AND PERFORMANCE OF PUBLIC ORGANIZATIONS IN TRANS NZOIA COUNTY, KENYA

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ABSTRACT

The purpose of the study was to establish the relationship between strategic transformation management and performance of public organizations in Trans Nzoia County, Kenya. The specific objectives were: defining strategy and integration strategies of transformation. This study was anchored on different relevant theories. The research study used descriptive research design, where both qualitative and quantitative research were applied. The target population was 122 respondents from the concerned organizations in Trans Nzoia County, Kenya. The researcher carried out a census survey since respondents were manageable. The research technique was purposive random sampling technique to all the respondents. A pilot test of 10% from the entire elements was done for validity and reliability of the research instrument, Data was analyzed using descriptive statistics and inferential statistics with the help of Statistical Package for Social Science version 28 and the same presented in form of tables and figures. Pilot test showed that the research instruments had over 0.7 for reliability and over 0.5 for content validity results. The study can now confidently conclude and recommend that defining strategy and integration strategy had a strong effect on performance of public organizations in Trans Nzoia County, Kenya. Therefore, there was need to do more research in the area of strategic transformation management and performance of public organizations in Trans Nzoia County and Kenya at large. A unit change in defining strategy would thus lead to a .463 effect on performance of public organization in Trans Nzoia County in Kenya sector ceteris paribus; further unit change in integration strategy would lead to .254 increase in effect on performance of public organization in Trans Nzoia County in Kenya. The study recommend that Defining strategy formalizes relations between processes within a robust legal framework, but is much more besides; it is an opportunity to define the arrangements that encompass every aspect of what outcomes the Trans Nzoia County in Kenya wants from the strategic and how it wants the relationship to work.

Key Words: Strategic Transformation Management, Performance of Public Organizations, Defining Strategy, Integration Strategies of Transformation

Background of the Study

The historical development of strategies transformation management can be identified as originating from the 1950s and 1960s, during which corporations began to acknowledge the necessity of a more methodical and rationalized approach to the process of decision-making. Throughout its history, strategies transformation management has undergone various stages of development, which include: During the 1950s and 1960s, the field of strategies transformation management placed significant emphasis on the aspects of long-term planning and control. The aforementioned methodology encompassed the establishment of specific targets and aims, formulating strategies transformation to attain them, and overseeing progress to guarantee the efficient transformation of said strategies transformation. The evolution of strategies transformation management in the 1970s and 1980s led to an increased emphasis on strategies transformation planning. The methodology employed encompassed an examination of the exogenous factors, discerning prospects and challenges, and formulating tactics to capitalize on the prospects and alleviate the challenges (Barney & Hesterly, 2015)

Strategies transformation management is defined as the process of evaluation, planning, and transformation designed to maintain or improve competitive advantage. The process of evaluations concerned with the external and internal environments. Planning involves developing business models, corporate direction, competitive tactics, international strategy, acquisitions, and collaborative action. The transformation phase requires leadership to build the appropriate public organizational structure, develop management culture, control the strategies transformation processes, and steer the public organization through corporate governance. Firms are observed to use two perspectives when going through the strategies transformation management process of analysis: planning and transformation. Resource-based view. This perspective suggests that arm's unique internal resources are the critical determinant of strategies transformation competitive-ness. If arm's resources are unique, difficulty imitates, and without close substitutes that competitors can adopt, they will create competitive advantage. When these conditions are maintained over time, the arm's resources will create the foundations for sustainable long-term competitive advantage. Industrial public organization. This is the second perspective, which assumes that the external environment determines the strategies transformation actions arm can deploy. The corollary of this concept is that arm should identify and seek to operate in environments that allow strategies transformation activity creating competitiveness and profitability (Ivančić, 2013).

Public organization needs a strategy in carrying out management, please note that strategies transformation management in the company is applied and can be in accordance with the wishes of the upper leadership, please note that in strategies transformation management there is a concept used by the public organization or company in developing and implementing which effective strategy will be implemented. Strategy management involves identifying the public organization's resources, strengths, and weaknesses, and creating an action plan that enables the public organization to achieve their long-term goals. Strategies transformation management has become an essential part of business in today's dynamic and competitive environment. Strategies transformation management consists of three separate processes that are interconnected and influence each other. This process includes - strategies transformation planning, strategies transformation execution and strategies transformation control. Research conducted in companies has shown that the most important and underrated part is strategies transformation execution Mišanková & Kočišová, 2014). Explanation of strategies transformation management from the first of (Until, 2011a) Strategies transformation management is a system as a whole, connected to one of several existing components, influencing each other while moving together in one direction (Lynch, 2019)

In this regard, tactical and operational planning should be structured and systematic to ensure the successful execution of business strategies transformation. Fifth, evaluation and monitoring of business strategies transformation must be carried out periodically. Evaluation assesses

whether the business strategy implemented achieves the objectives that have been set. At the same time, the transformation of business strategies transformation and improvements in case of deviations or transformations in operating conditions are monitored (Barney & Hesterly, 2015). The concept of strategies transformation management will at any time develop in accordance with the results of the development of this science itself, in addition to the concept of strategies transformation management the need for transformation as a basis run by public organizations and companies, strategy transformation is part of strategies transformation management, whose success depends on its managers, employees, its public organization, and transformations in corporate culture. The main task of strategy transformation is to bring the strategy into the company's day-to-day decision-making process. It is important to find suitable indicators that describe the company's operations and measurement systems in order to eliminate the shortcomings of strategies transformation (Mišanková & Kočíšová, 2014), With respect to strategies transformation, it is important to define strategy as a central part of the company's strategies transformation management.

Strategy becomes the operational policy that determines how resources are allocated and how business objectives are achieved (CISKO & KLIEŠTIK, 2009). But there is also a state in his research that the main reason for transformation failure, according to Alexander, is that practical managers, supervisors and managers do not have a practical model to base transformation. Without a proper model, they try to implement strategies transformation without a good understanding of the many factors that often need to be considered simultaneously for successful transformation (Okumus, 2003). Expectations for success in running well strategies transformation management depends on human resources running in the public organization or company, measurement in accordance with existing indicators in strategies transformation management, the level of success depends on the existing industry, indicators that are often used in strategies transformation management are: Sales growth: Increased sales can show the effectiveness of the strategy by increasing sales or increase market share. Survival: Increased profitability can indicate that the public organization can generate more profits at lower (Barney & Hesterly, 2015).

Statement of the Problem

Over the years, there has been notable and often alarming nonperformance of public organizations in Kenya, leading to either closure or privatization. This can be attributed to implementation of poor strategies that fail to effectively guide the operations, resource allocation and decision making of these organizations. These inadequate strategies often result in inefficiencies, low productivity and inability to meet organizational goals. Consequently, the organizations struggle to deliver quality services to the public leading to diminished trust and underachievement in their mandates. The challenge lies in identifying and addressing the strategic gaps that hinder optimal performance and fulfillment of the public sector objective. . The public organization demands have grown tremendously and have less into liberalization of provision of services to the public, hence the need to adapt to strategic transformation management. Public organizations managers should step in to bridge the gap in organizations through revolution of strategies transformation management (Jackson, 2019). Application of technology integration is one of the hot areas of resilience costs up to 20% and a strategies transformation upgrade from the strategies transformation systems (Mrope, 2018). According to Suleiman (2015) “strategies transformation management plays a key role that helps reduce the operation costs, increase efficiency and significantly reduce lead times. Public organization providers like other organizations should embrace strategies transformation to take advantage of the accruing benefits.

Despite the benefits that strategies transformation generates, literature provides that performance of public organizations to the stakeholders and public has taken a dip. Challenges in strategies transformation processes have significantly strained the availability of the necessary transformation for management operations (Rotich & Okello 2015). The significant number of complaints that firms are blamed for in the strategy process varies (Nzuve (2013).

The inconveniences caused by inefficient strategy process in the management systems explain “the client due to delays from poor strategy systems decision making process (Ongeri & Osoro, 2021). These concerns peg the question on the role of strategic transformation managers in each public organization in the provision of service to the public. It’s in the foregoing that this study seeks to examine the effect of strategic transformation management on performance of public organizations in Trans Nzoia County, Kenya.

Objectives of the Study

The general objective was to examine the relationship between strategic transformation management and performance of public organizations in Trans Nzoia County, Kenya. The study was guided by the following specific questions:

- I. To examine the effect of defining strategy on performance of public organizations in Trans Nzoia County, Kenya
- II. To examine the effect of integration strategy on performance of public organizations in Trans Nzoia County, Kenya

LITERATURE REVIEW

Theoretical Framework

Transaction Cost Economics (TCE) Theory

The early studies of transaction cost theory as described in the works of Coase and others had paid little attention to the internal operation of the public organization further expanded the application of transaction cost theory by highlighting the role of transaction cost theory in promoting vertical integration and trust in public organizations (Bratton, 2003). These aspects of transaction cost theory are supporting evidences for the role of strategic transformation management in public organizations. Transaction cost economics (TCE) offers a natural fit with strategic management research because it focus on the “make or buy” decision whether a firm should make a product within the confines of its public organizational boundaries or purchase it from an outside provider. TCE argues that, during any economic ex-transformation, the cost of the product or service should include all hidden costs. The overarching goal is to maximize performance by minimizing transaction costs among and between public organizations. Given the natural fit and previous use of the TCE in strategic research, TCE was a popular theory in this special issue as well. Whether we look at strategic transformation management, as a network or as an integrated process, the transaction cost theory explains the vertical connection and integration of various elements of public organizational transformation management (Carver, 1996).

Transaction costs are the expenses generated by identifying fair market prices, negotiating, and carrying out economic transformation (Bratton, 2003). Under some conditions, internalizing an activity minimizes such costs, while under others, buying a product or service from another firm is best. Strategic managers should balance these contingencies to seek out a suitable balance of relationships across management. Consequently, TCE makes assumptions about how relationships are structured, and the development of ensuing forms of leverage.

Systems Theory

Ludwig von Bertalanffy provided seminal contribution to the development of systems theory specifically throughout the 1950s. His researches before the 1950s were largely from biology perspective that led to development of organism system theory. After the 1950s, his analysis was mostly around the methodology development of science that led to the development of general system theory (Carver, 1996). Bertalanffy challenged classical modelling, that were based on mathematical view of the systems, and argued that these open systems are affected by the time issue. They argued that the neoclassic economic theories were dominant during the

period of 1950s and 1970s. Throughout this era, the main focus was one “total cost” and “trade-offs”. However, since the 1970s systems theory has become the dominant theory for explaining the domain and functioning of public organization management. The post 1970s era itself witnesses a shift of focus (Penrose, 1959). Whereas the balance of cost and service as well as trade-offs were the center of attention till 1985, the main focus of the idea was shift around 1985 to explain efficiencies and the role of processes (Yin, 2012). This latter period continues to date.

Conceptual Framework

A conceptual framework is an underrated methodological approach that should be paid attention to before embarking on a research journey in any field, be it science, finance, history and psychology. A conceptual framework sets forth the standards to define a research question and find appropriate, meaningful answers for the same (Yin, 2012). It connects the theories, assumptions, beliefs, and project behind your research and presents them in a pictorial, graphical, or narrative format. Conceptual framework establishes a link between the dependent and independent variables, factors, and other ideologies affecting the structure of your research.

Independent Variables

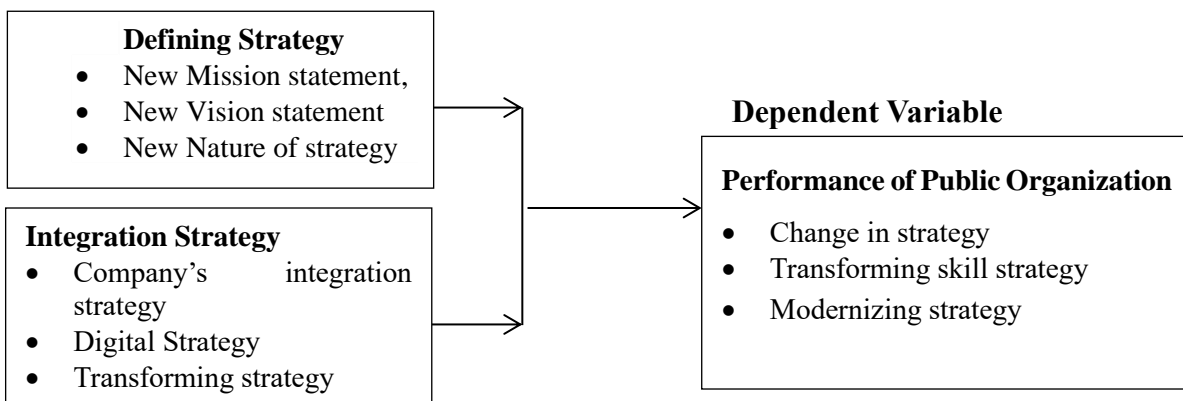


Figure 2.1: Conceptual Framework

Defining Strategy

The public organizational structure comprises of a corporate entity and distinct strategies transformation business units (STBUs). The proposed approach involves an examination of the corporate and strategies transformation business unit (STBU) levels. It is important to acknowledge that variations exist even within functional domains such as marketing, finance, and production. Hence, it is imperative to have operational level tactics in place, not only at the public organizational level but also at the strategies transformation business unit level. Alignment and integration are required for these elements. Corporate-level strategy refers to the overarching strategy or plan of action at the public organizational level aimed at achieving the overall goals of the company (Ongeri & Osoro, 2021). The proposed scope of analysis would encompass the diverse tactics and operational roles executed by distinct Strategies transformation Business Units (STBUs). It is imperative that the strategy aligns with the company's objectives. Therefore, the allocation of resources to each Strategies transformation Business Unit (STBU) and the development of functional strategies transformation at a high level would be necessary. In order to achieve this objective, it would be necessary to establish coordination among the various business units (STBUs). The strategies transformation plan for STBU (Strategies transformation Business Unit) will be aligned with the achievement of objectives for each STBU, which are derived from and consistent with the overall corporate or company objectives. The proposed plan encompasses the distribution of resources across various functional domains, in conjunction with functional strategies transformation that align with those of the corporate level (Chatterjee & Kar, 2020).

Optimization requires coordination between corporate and STBU-level objectives and functional strategies transformation. The functional strategy implemented at the strategies transformation business unit (STBU) level pertains to a more limited scope, outlining goals for a particular function within the STBU context, such as marketing, finance, production, operations, and so forth. Most companies formulate strategies transformation plans at three distinct levels. However, it may be necessary for larger corporations to develop strategies transformation at additional levels. Multinational corporations, such as conglomerates, that operate various businesses across different nations often require a higher level of public organizational structure for the entire group (Ongeri & Osoro, 2021). Occasionally, even modestly sized public organizations may require a series of tactics that operate at a tier beyond the corporate level. This pertains to what is commonly referred to as strategies transformation for society. A societal strategy refers to a broad perspective of a company's self-perception in relation to its role in society or a given country/countries. This perspective is often informed by a company's vision/mission statement or a specific set of needs that it aims to address. The formulation of corporate-level strategies transformation is based on the societal strategy. In light of the ever-changing business landscape and its intricate nature, it is imperative to establish strategies transformation at a lower tier, specifically one level below the functional level, which are commonly referred to as operational level strategies transformation. The proposed items would exhibit greater specificity and delineation of scope (Chatterjee & Kar, 2020).

Operational Level strategies transformation is derived from Functional strategies transformation. Functional strategies transformation operates under the STBU-level .STBU-level strategies transformation are put into action under the corporate-level strategy. Corporate level is derived from the societal-level strategy of a corporation. Public organizations typically employ a three-tiered approach to strategy, consisting of multiple levels; The corporate-level strategy pertains to determinations concerning the comprehensive trajectory and extent of the public organization (Ongeri & Osoro, 2021). The domain of corporate-level strategy pertains to matters such as mergers and acquisitions, diversification, and the distribution of resources among various business units. The formulation of corporate-level strategy is commonly undertaken by upper-level management, including the Chief Executive Officer and the Board of Directors; The business-level strategy pertains to the determination of the public organization's approach to competition within a specific industry or market segment. The strategy at the business level pertains to matters such as competitive advantage, differentiation, and positioning. The formulation of business-level strategy is commonly undertaken by high-ranking executives, such as leaders of business units or divisions; the functional-level strategy pertains to the determination of the manner in which each department or function of the public organization will make a contribution to the overarching strategy (Dello & Yoshida, 2017 June).

The functional level strategy pertains to matters such as the distribution of resources, enhancement of processes, and measurement of performance metrics. The formulation of functional-level strategy is commonly undertaken by mid-level managers, including departmental leaders (Ongeri & Osoro, 2021). In general, the tripartite tiers of strategy exhibit interdependence and necessitate congruity to effectively attain public organization's aims and objectives. The corporate-level strategy establishes the general course of action for the public organization, while the business-level strategy outlines the approach that the public organization will adopt to compete in a specific market or industry. The functional-level strategy, on the other hand, specifies the manner in which each department or function will make a contribution to the overall strategy. Through the alignment of various levels of strategy, public organizations can attain a unified and integrated approach towards the development and execution of their strategies transformation (Hajir, 2021).

Due to the complexity of situations, simplistic thinking may not yield desired outcomes. The requirement for originality and differentiation in decision-making may necessitate the

application of creativity. However, decision-making can also be influenced by situational factors and circumstances, leading to potential variability (Ongeri & Osoro, 2021). The strategies transformation decision-making process can present difficulties due to a range of factors, such as: The business environment is characterized by inherent uncertainty, and the process of strategies transformation decision-making necessitates selecting courses of action for the future while operating with incomplete information. The presence of ambiguity can pose difficulties in discerning advantageous and disadvantageous circumstances, as well as in appraising the possible consequences of various strategies transformation alternatives. and provide guidance. They are the link between the company and the environment; Role of Chief Executive Officer – the most important strategist and responsible for all the aspects right from formulation / implementation to review of strategic transformation management. The CEO is chief architect of public organizational purpose, the leader and builder, motivator and mentor. CEO is the link between the company and the BoD and also is responsible for managing the external environment and relationships; Role of Entrepreneurs – they are the ones who start new businesses, are independent in thought and action. Often even internally, a company could promote the entrepreneurial spirit. Thus this view and attitude can also be inside public organization. Often they provide a sense of direction and are active in implementation; Role of Senior Management – they would either look after strategic transformation management as responsible for certain areas or as part of teams and are answerable to the BoD and the CEO. Role of SBU-level Executives; they would be more focused on their product line / business and also on coordination with other SBU and with senior management. They would be more in the implementation role. 6. Role of Corporate Planning Staff; would normally provide administrative support, tools and techniques and be a coordination function; Role of Consultant; often consultants may be hired for a specialized new business or expertise or even to get an unbiased opinion on the business and the strategy. 8. Role of Middle Level Managers; they are the vital link in strategizing and implementation. Though they are not actively involved in formulation of strategies, they are often developed to be the future top management (Hajir, 2021).

Integration Strategy

The growing integration strategy of companies with public life and their increasing impact on society has made corporate governance a crucial consideration. Managers must prioritize the enhancement of good governance practices in order to effectively address this issue. The concept of lateral thinking (Ongeri & Osoro, 2021).. Professionals in strategies transformation management must acquire the ability to effectively navigate unpredictable circumstances and comprehend the intricate interplay among decision-making factors. The boundaries between businesses and countries are becoming increasingly smaller. Therefore, there is a requirement for a worldwide understanding and expertise. In order to effectively navigate the complexities of global business, managers must cultivate a heightened awareness and sensitivity to the unique cultural preferences, business protocols, and market conditions that exist across different regions and countries. In the face of increasing complexity and uncertainty, it is imperative for managers to exhibit courage in their decision-making processes (Hajir, 2021).

Digital transformation strategy offers several opportunities for organizations to improve and advance their progress. Some of the key opportunities include: Enhanced Efficiency: Digital transformation can help organizations automate routine tasks, streamline processes, and eliminate manual errors. This can lead to increased efficiency, productivity, and cost savings. Improved Customer Experience: Digital technologies strategy can help organizations personalize and improve customer experiences, providing more convenient and seamless interactions with customers (Ongeri & Osoro, 2021). This can increase customer loyalty and retention, as well as drive new business growth. New Revenue Streams: Digital transformation strategy can help organizations create new products, services, and business models, opening up new revenue opportunities. This includes opportunities to enter new markets, launch new products, and monetize digital assets. d) Data-Driven Insights: Digital technologies can help

organizations gather, analyze, and act on data, providing valuable insights into 101 Digital Transformation in Strategic Management customer behavior, market trends, and operational performance. This can help organizations make better-informed decisions and optimize their operations. e) Competitive Advantage: Digital transformation can help organizations gain a competitive advantage by improving their agility, speed, and innovation capabilities. This can enable organizations to respond more quickly to market changes and customer demands, and stay ahead of competitors. Overall, digital transformation offers significant opportunities for organizations to improve their progress and stay competitive in the digital age. By embracing digital technologies and leveraging them effectively, organizations can achieve new levels of efficiency, innovation, and growth (Okumu & Bett, 2019).

It is imperative for managers to cultivate the bravery to make non-traditional choices. The concept of social responsibility. It is imperative for managers to uphold elevated ethical principles in the realm of commerce and prioritize social accountability. Therefore, it can be asserted that Strategies transformation Management serves multiple purposes (Ongeri & Osoro, 2021). Achieving success in the realm of business necessitates a comprehensive perspective, thereby requiring the amalgamation of knowledge acquired from diverse functional domains within the field of management. The adoption of a generalist approach to problem solving is necessary for managers, particularly those in senior management positions. To effectively navigate public organization, it is necessary to comprehend the intricate interconnections within it by utilizing a systems-based approach to decision-making. Additionally, it is important to connect these internal factors to the external environmental shifts that are occurring (Hajir, 2021).

One strategy is to identify untapped opportunities in the market, such as loose bricks or neglected clusters of businesses and customers, which can provide a competitive advantage and enable market entry (Ongeri & Osoro, 2021). Frequently, modifying the rules of engagement can provide a novel outlook on the overall approach to conducting business. One can commence on a comparatively equitable basis instead of being in a disadvantaged position. On certain occasions, competition may involve cooperative efforts rather than a direct confrontation. Analogous to the martial art of judo, it is possible for individuals of smaller stature to leverage the physical dimensions of their opponents to their advantage. The aforementioned cartography suggests a novel perspective on the concept of strategy. The implementation of a consistent resource allocation strategy over an extended period of time can provide stability and predictability, while directing efforts towards achieving medium-term goals. Additionally, such a strategy can mitigate potential risks in the short term. Frequently, adhering to the leader's directives or conforming to the industry leader's standards can result in detrimental consequences for one's competitiveness (Okumu & Bett, 2019).

Public organizations integration that possess sound strategic intent recognize the significance of recording instances of failure. However, rather than engaging in a blame game and singling out individuals, they prioritize understanding the underlying management factors and established beliefs that may have contributed to the failure. The concept appears straightforward, yet it appears to be inadequately implemented. During unfavorable economic conditions, a viable option may be to divest from a struggling business. This approach is frequently employed; however, it may result in surrendering markets and profits to rival companies. The challenge entails not only surviving and reversing the situation, but also identifying market niches and establishing novel spaces that are tailored to the company's strengths, often situated outside conventional boundaries (Hajir, 2021).

Today's fast-changing, competitive corporate climate requires strategic management and digital transformation. Strategic management encompasses goal-setting, strategy creation, and implementation. Digital transformation integrates digital technology into all elements of public organization's operations to improve efficiency, innovation, and customer happiness. Strategic management and digital transformation bring possibilities and difficulties for enterprises. Public organizations may win market share by optimizing operations and customer experience

using digital technology (Ongeri & Osoro, 2021). Digital transformation must be planned and executed to meet the public organization's strategic goals. Strategic management guides digital change. Public organizations may link their digital transformation activities with their goals by creating a clear and comprehensive plan that utilizes digital technology. Public organizations may also improve their performance and competitiveness by monitoring and assessing their digital transformation activities. In the digital age, firms must integrate strategic management with digital transformation. Public organizations may maintain success and development by controlling strategic goals and using digital technology to improve operations (Ominde, Osoro & Monari, 2022).

Performance of Public Organization

Public organizations with high levels of control tend to exhibit lower levels of aggressiveness in their utilization of marketing-oriented strategies. Conversely, public organizations with flatter structures tend to be more innovative and marketing-oriented. The cost structure of a business can be analyzed through various factors, including direct labor cost, the relative cost of raw materials and purchased components, investment in inventories, plant and equipment, sales level, and the number of plants with locations. Factors that impede or prevent a company from leaving a particular market or industry are known as exit barriers. The company possesses specialized assets such as plants and equipment, which are crucial for its operations. Additionally, the company incurs fixed costs such as labor agreements and maintenance of parts for the existing equipment (Dello & Yoshida, 2017, June). Online tendering and evaluation for public organization in Tanzania. In 2017 18th. The association with other businesses can be determined by various factors such as the firm's reputation, utilization of common resources, distribution networks, or sales personnel. The presence of government and social barriers can impede economic decision-making. For instance, long-term public government incentives may be linked to a specific time period of existence or public service obligation. Additionally, managerial pride or emotional attachment to a business or employees may also affect economic decisions. In the realm of competitive analysis, it is imperative to evaluate the strengths and weaknesses of rival entities. This process can be facilitated through the utilization of a checklist that outlines the various strengths and weaknesses of competitors. The concept of innovation encompasses technical, product, or service superiority, as well as the ability to introduce new products. It also involves research and development, technologies, and patents. The manufacturing industry encompasses various factors such as cost structure, flexible production operations, equipment, and access to raw materials, vertical integration, workforce attitude, motivation, and capacity (Hajir, 2021).

The management of public organization is a crucial factor that affects its overall performance. The quality of top and middle management, their knowledge of the business, and the public organizational culture are some of the key aspects that determine the success of public organization (Ongeri & Osoro, 2021). Additionally, the strategic goals and plans, entrepreneurial thrust, planning and operation system, and employee loyalty are also important factors that contribute to the effectiveness of management. Furthermore, the quality of strategic decision making is a critical aspect that determines the success of public organization's management. The marketing domain encompasses various factors that contribute to the success of a product. These factors include the reputation of the product's quality, its differentiation from other products, the recognition of its brand name, the breadth of its product line, its customer orientation, its segmentation and focus, its distribution strategy, its relationship with retailers, its advertising and promotion skills, the effectiveness of its sales force, and the quality of its customer service and product support (Jayawardhena & Jayaratne, 2019).

The customer base of a business can be evaluated based on various factors, including its size and level of loyalty. Additionally, market share is another important metric that can be used to assess the strength of a company's customer base. Finally, the growth of segments served is also a crucial indicator of the overall health and potential of a business's customer base. The primary aim of strategic transformation management is to cultivate the capacity to effectively

surpass and outperform competitors (Dello & Yoshida, 2017 June). Online tendering and evaluation for public organization in Tanzania. In 2017 18th. The core values of a public organization are a reflection of its deeply ingrained beliefs and principles that remain unaffected by the prevailing industry trends and managerial fashions. An approach to ascertain the status of a value as a core value is to evaluate whether it would persist in its endorsement even if the conditions were altered and it was perceived as a hindrance. If the response indicates that the item in question would be retained, then it can be considered a fundamental principle. An alternative approach to identifying core values involves envisioning the scenario where the public organization transitions into an entirely distinct sector (Hajir, 2021).

The fundamental values of the public organization would be transferred to the emerging industry. The fundamental principles that guide a company's actions and decisions, commonly referred to as core values, remain constant despite any shifts in the industry within which the public organization operates (Ongeri & Osoro, 2021). In the event that the industry undergoes a shift in which the fundamental principles are no longer valued, it would be advisable for the public organization to explore alternative markets where its core values are perceived as a valuable commodity. In the event that a company's core value of innovation becomes less valued by its current customer base after a decade, it is advisable for the company to refrain from altering its values. Instead, the company should explore alternative markets where innovation is still considered advantageous. The fundamental *raison d'être* of a company is its core purpose. The fundamental objective is articulated through a meticulously crafted declaration of purpose. Similar to the core values, the core purpose of a company remains relatively constant and can persist for several decades or even centuries. The establishment of a purpose distinguishes the firm from its counterparts within the industry and provides a trajectory for the firm's future actions. The fundamental objective is a philosophical rationale for existence. Although the primary objective of firms is to generate profits, emphasizing the profit motive in the mission statement may not offer substantial guidance to the employees of the public organization (Hajir, 2021).

Empirical Review

Defining Strategy

Strategies transformation management is essential for public organizations of all sizes and industries for several reasons: Provides a clear direction: Strategies transformation management helps public organizations to define their vision, mission, goals, and objectives, which provides a clear direction for all employees. This clarity enables everyone in the public organization to understand what they need to do to contribute to the achievement of the public organization's objectives; Increases efficiency and effectiveness: Strategies transformation management enables public organizations to allocate resources, including human, financial, and technological, in the most efficient and effective way (Ongeri & Osoro, 2021). This ensures that the public organization uses its resources optimally and achieves maximum output with minimum input; Enhances competitiveness: Strategies transformation management enables public organizations to identify and respond to transformations in the external environment, such as transformations in customer preferences, technology, or competitors' action; By adapting to these transformations, public organizations can remain competitive and maintain their market position. Promotes innovation: Strategies transformation management encourages public organizations to be proactive in identifying and exploiting opportunities for innovation. By encouraging innovation, public organizations can develop new products, services, or processes that meet the changing needs and expectations of customers. Facilitates decision-making: Strategies transformation management provides a structured and systematic approach to decision-making. This approach enables public organizations to make informed decisions based on an analysis of the internal and external environment, as well as the public organization's strengths and weaknesses (Hajir, 2021).

Improves performance: Strategies transformation management helps public organizations to measure and evaluate their performance regularly. By monitoring performance, public organizations can identify areas for improvement and take corrective action to address any deficiencies. Overall, strategies transformation management plays a critical role in helping public organizations to achieve their objectives, remain competitive, and adapt to transformations in the business environment. By implementing strategies transformation management processes, public organizations can make informed decisions, allocate resources effectively, and achieve sustainable success over the long term (Ongeri & Osoro, 2021). The field of Strategies transformation management is expansive and inclusive of all public organizational functions, with the aim of integrating the knowledge and expertise acquired from diverse management domains. This facilitates comprehension and interpretation of the intricate interplay among diverse functional domains. Strategies transformation management is concerned with addressing the various limitations and intricacies that exist in practical situations. Strategies transformation management transcends the confines of specific functional domains in order to construct an original theoretical framework. Consequently, this facilitates comprehension of the process of policy formulation and fosters recognition of the intricacies of the context that senior management encounters during policy formulation (Jayawardhena & Jayaratne, 2019). The following are definitions of strategic management provided by scholars and practitioners in the discipline;

As per Peter Drucker's perspective, strategic management is not merely a collection of techniques or a set of tactics. Analytical thinking and allocation of resources towards action are essential components. However, the ultimate measure of the effectiveness of a strategy is determined by its real-world outcomes; According to Michael Porter, strategic management pertains to the process of devising and executing significant objectives and endeavors by the upper echelon of a corporation, acting on behalf of its proprietors (Jayawardhena & Jayaratne, 2019). This process involves taking into account the resources available to the public organization, as well as evaluating the internal and external environments in which it operates and competes;

Integration Strategy

The concept of strategic intent suggests that public organization must aim for significant expansion or growth. The existing capacities and available resources are inadequate. This will necessitate ingenuity in optimizing available resources. The widespread implementation of competitive intelligence will induce a sense of urgency and foster a competitor-centric approach at all public organizational levels (Jayawardhena & Jayaratne, 2019). The corporations shall allocate resources towards the development and education of their personnel, equipping them with the necessary competencies to perform their duties efficiently. The management will continue to present challenges while also avoiding the imposition of unreasonable pressures and demands on employees. The public organization is provided with a period of time to assimilate a particular challenge prior to the initiation of another challenge. The milestones are unambiguous and effectively communicated, and there are review mechanisms in place to monitor their progress. Reciprocal responsibility is a crucial parameter. During unfavorable circumstances, it is common for the lower-level employees and junior managers to bear the brunt of the consequences, such as job loss and salary reductions. Conversely, during favorable times, the upper management tends to receive recognition and reward themselves with substantial bonuses and salary increments. Reciprocal responsibility refers to the notion that both blame and credit are distributed equally. Establishing credibility and fostering motivation are crucial components in achieving success. Rather than engaging in blind attacks and direct confrontations with competitors, companies should utilize their available resources. Consequently, they seek methods to foster competitive innovation. One strategy is to establish a layered approach to gain an advantage (Hajir, 2021).

The process of digital transformation entails the integration of digital technologies into all facets of an public organization's operations with the aim of enhancing efficiency, innovation,

and customer experience. As per the analysis of professionals, there exist various fundamental theories that serve as the basis for the implementation of digital transformation within enterprises (Okumus, 2003). The concept of Disruptive Innovation, which was formulated by Clayton Christensen, posits that the advent of novel technologies and business models can potentially cause a significant upheaval in established industries, resulting in the emergence of new market entrants and the decline of established incumbents. The adoption of digital transformation can facilitate public organizations in embracing disruptive innovation and maintaining a competitive edge; The Platform Economy theory posits that the intrinsic worth of digital technologies lies in their capacity to establish platforms that facilitate the interconnection of users, producers, and suppliers. Public organizations can utilize digital technologies to establish novel business models and revenue streams by adopting the platform economy. Agile methodologies refer to a collection of principles and practices that emphasize collaboration, adaptability, and customer contentment. The implementation of agile methodologies can enhance an public organization's capacity to promptly adapt to evolving market conditions and customer requirements, thereby facilitating a competitive edge (Jayawardhena & Jayaratne, 2019).

The concept of network effects pertains to the notion that the worth of a digital platform augment with the growing number of users who participate and make contributions to it. Public organizations can attain sustainable growth and competitive advantage by creating digital ecosystems that produce value for all participants through the utilization of network effects (Okumus, 2003). Various digital transformation frameworks exist, including the 4 Ps of Digital Transformation, which offer a systematic methodology for executing digital transformation. The aforementioned frameworks place significant emphasis on the crucial role played by individuals, procedures, technological infrastructures, and outcomes in the attainment of a triumphant digital transformation. In general, the concepts of disruptive innovation, platform economy, agile methodologies, network effects, and digital transformation frameworks offer a valuable viewpoint on the procedure of digital transformation within public organizations. Through the adoption of these theoretical frameworks and the utilization of digital technologies, entities are capable of attaining enduring expansion, a superior market position, and triumph in the contemporary digital era (Hajir, 2021).

RESEARCH METHODOLOGY

The research adopted descriptive survey research design for the purpose of this study. For this study, target population was 122 respondents from public organizations in Trans Nzoia County, Kenya, they comprised of the top level managers, head of strategy management and head of administration in the in Trans Nzoia County, Kenya. Data was collected using open and closed ended (structured) questionnaires. The completed questionnaires was edited for accuracy and completeness before being processed using Statistical Packages for Social Sciences (SPSS) version 28 (Mugenda & Mugenda, 2008). Descriptive statistics such as means, frequencies, and percentages was used to analyze the quantitative data. Tables, figures, and charts was used to display the information. The research study assumed a linear relationship between the independent variables and the dependent variable by adopting the Ordinary Least Square Method of estimation (OLS)

RESEARCH FINDINGS AND DISCUSSION

The researcher managed to distribute 110 questionnaires to the respondents, 89 of them were dully filled and picked after two weeks; yielding a response of 89.5%. This was considered to be a very reliable response rate for the generalization of study findings is in line with Sharma (2015), states that a response rate of 70% and above is believed to be a reliable response rate. This was less 21 (10%) respondents who were pilot tested.

Descriptive Statistics

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

Defining Strategy

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

Respondents were requested to give their opinion on the variable Defining strategy. From table 4.1, the respondents unanimously agreement that Defining strategy ensured performance of public organization and periodic review in Trans Nzoia County in Kenya viable with agreement of a mean was 3.741, and Standard Deviation of 1.0601; Through their experience in Trans Nzoia County the respondents gave neutral response with a mean of 3.532 and Standard Deviation of .9219; their skill has contribution to the quality and innovation of the defining strategy with strongly agree a Mean of 3.902, and Standard Deviation of .9004; level of education in Defining strategy it is important to put in place and maintain strategic management the respondents gave a strongly agree with a Mean of 4.060, and Standard Deviation of .8948; The management of Trans Nzoia County in Kenya implements performance of public organization award the respondents disagreed with a Mean of 3.540 and SD=1.3017); and Defining strategy enhances performance of public organization at Trans Nzoia County in Kenya, they agreed with a Mean of 3.565, Standard Deviation of .7014. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Defining strategy, enhance effective performance of public organization in Trans Nzoia County, Kenya.

Table 1: Defining Strategy

Statement	Mean	Std. Dev.
In trans Nzoia County we ensures their experience Sharing through Real time basis	3.369	1.059
Through their skill in Trans Nzoia County Kenya has been able to make decisions on timeliness	3.530	.9219
Level education has contribution to performance Ofpublic organization, Kenya	3.901	.9003
By Quick, frequent & accurate driving strategy It is important to put in place Defining strategy	4.060	.8948
The management of defining strategic in virtual integration	3.540	1.3017
Defining strategy enhances performance of public organization, Kenya.	3.565	.8011

INTEGRATION STRATEGY

Respondents were asked to give their responses in regard to integration strategy on performance of public organization in Trans Nzoia County in Kenya i.e. 5 point likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Their responses are presented in table 4.2 below: From table 4.2, respondents, respondents agreed that integration strategy ensure performance of public organization Trans Nzoia

County in Kenya; the respondent gave a Mean of 4.036 and Standard Deviation of .7307; decision making on performance of public organization Trans Nzoia County in Kenya, they gave strongly disagree with a Mean of 4.002 and Standard Deviation of .7307; output of integration strategy can affect performance of public organization in Trans Nzoia County in Kenya; they gave strongly agree with a Mean of 4.204, Standard Deviation of .8907; In cases of health workers systems to embrace a better performance of public organization in Trans Nzoia County in Kenya they gave a Mean of 4.109 and Standard Deviation of .8073; Alternative integration strategy to performance of public organization in Trans Nzoia County in Kenya; most of the respondents were neutral with a Mean of 3.925 and Standard Deviation of .7304; and to enhance market share results, our county has in recent time conducted modern sensitivity resolution towards performance of public organization in Trans Nzoia County in Kenya; they gave a Mean of 4.101 and Standard Deviation of .7053.

These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of integration strategy are the best value reaction to sort out non-performance of, after Integration strategy, for resolving return on investment. The problem areas giving rise to disputes are mainly related to Trans Nzoia County's matters.

Table 4.2: Integration Strategy

Statement	Mean	Std. Dev.
The county can embrace integration strategy on performance of Public organizations in Kenya.	4.036	.7307
The county can embrace decision making change on performance of Public organizations in Kenya.	4.204	.8907
The county can embrace output doctrine on performance of Public organizations in Kenya	4.109	.8973
In cases of integration strategy on performance of Public organizations in Trans Nzoia County in Kenya	3.925	.7304
Alternative integration strategy for money process on performance of public organization Trans Nzoia County in Kenya	4.104	.8055
To enhance integration strategy processes on performance of Public organizations in Kenya	4.101	.7103

Performance of Public Organization in Trans Nzoia County

Respondents gave their level of agreement on various statements relating with performance of public organizations in Trans Nzoia County, Kenya. The results were as presented in Table 4.3 below:

From the research findings, respondents were in agreement that performance of public organizations in Trans Nzoia County in Kenya is being affected by strategic management agility, they gave 63%; when asked about customer satisfaction and its effect on performance of public organization in Trans Nzoia County in Kenya they gave strongly agree of 66%; When the respondents were asked to show their level of agreement on how less complaints affects performance of public organizations in Trans Nzoia County in Kenya they gave strongly disagreed of 34%; When also the respondents were asked to show their level of agreement on return on investment of the in Kenya government on performance of public organizations in Trans Nzoia County in Kenya they gave They gave agreed of 59%; The outcome is in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public strategic management as corruption, delayed payments, poor planning, statutory amendments, insufficient use strategic evaluation low public participation, and improper payment procedures negatively affects performance of public organization Trans Nzoia County in Kenya in Kenya.

Table 4.3: Performance of Public organizations in Trans Nzoia County

Statements	Yes (%)	No (%)
Customer Satisfaction can affect performance of Public organization In Trans Nzoia County, Kenya	53	47
No. of public organizations can affect their performance of Public organization in Kenya	66	34
Access to less complaints can affect performance of Public organization in Kenya	44	56
Strategy issues can affects performance of Public organizations in Trans Nzoia County, Kenya	59	41
strategic management can affects performance of public organizations in Trans Nzoia County, Kenya	43	57
performance of public organizations in Trans Nzoia County in Kenya	74	26

Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors such as Defining strategy and Integration strategy and performance of public organizations in Trans Nzoia County, Kenya.

Table 4. 4: Correlation Coefficients

		Performance of public organization	Defining strategy.	Integration strategy
Performance Of Trans Nzoia County	Pearson correlation	1		
	Sig. (2-tailed)			
Defining strategy	Pearson correlation	.532*	1	
	N. Sig. (2-tailed)	.000		
Integration strategy.	Pearson correlation	.159*	.240	1
	N. Sig. (2-tailed)	.000	.035	
			89	89

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between defining strategy and performance of public organization in Trans Nzoia County in Kenya ($r = 0.532$) and the weaker relationship found between Integration strategy and performance of public organization in Trans Nzoia County ($r = 0.159$). This is tandem with the findings of Ongeru and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To establish the degree of the effect of strategic management for a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship between the independent variables and dependent variable for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation.

Table 4.5 Regression coefficient Results

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(constant)	-.132	.060	-1.144	4.004	.002
Defining strategy	.463	.132	.555	5.472	.003
Integration strategy.	.254	.115	.321	2.657	0.001

b. Dependent Variable: performance of public organization in Trans Nzoia County in Kenya

A unit change in defining strategy would thus lead to a .463 effect on performance of public organization in Trans Nzoia County in Kenya sector *ceteris paribus*; further unit change in integration strategy would lead to .254 of sector. This finding is in line with the findings of Ogeri and Osoro (2021). This implies that among other factors, Defining strategy, and Integration strategy are significant determinants of performance of public organization in Trans Nzoia County, Kenya.

Conclusion

Defining Strategy

The study concludes that there is a positive relationship between Defining strategy and Performance of public organization. Specification identification, periodic design assessment, continuous improvement and proactive assessment are among the Defining strategy factors that significantly influenced the performance of public organization in Trans Nzoia County, Kenya. The study further concludes that by implementing Defining strategy has enhanced performance of public organization in Trans Nzoia County, Kenya, leading to operational increase in efficiency and effectiveness. Therefore, the study concludes that public organization in Trans Nzoia County, Kenya has significantly increased their strategic ' quality management in the In Kenya government in strategic management processes.

Integration Strategy

The researcher concludes that there is a positive relationship between Integration strategy and performance of public organization in Trans Nzoia County, Kenya. Partnership enforcement policy, collective bargaining, alternative dispute resolution processes, free expression of concerns by involved processes are among the coordination factors that significantly influenced the performance of public organization in Trans Nzoia County, Kenya. The researcher further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at Trans Nzoia County in the level of performance of public organization in Trans Nzoia County has increased. Therefore, the study concludes that Trans Nzoia County in Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the strategic management processes.

Recommendations

Defining Strategy

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

Integration Strategy

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

Areas for Further Studies

This research focused on defining strategy and integration strategy and performance of public organization in Trans Nzoia County, Kenya. The study therefore recommends a further study to be conducted to other counties in Kenya. Then get their findings and compare with this and agree or disagree. The study also recommends replication of the study in other sectors such as manufacturing sector and public sector to allow comparison of research findings. Future researchers an investigate the factors affecting strategic management best processes broadly in all areas of concern in this profession on performance of public organization the strategic management processes.

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