

Effect of Strategy Implementation Practices on The Performance of civil Registration Department in Trans Nzoia County, Kenya

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Abstract: The purpose of this study was to assess the effect of strategy implementation practices on the performance of Civil Registration department, Kenya; a case study of TransNzoia County. The specific objective of the study was to determine the effect of accessibility of staff on the performance of Civil Registration department in Trans Nzoia County. The study was grounded on public administration theory and contingency theory. The study employed a descriptive survey research design. The target population for the study comprised of 69 respondents including employees and applicants for birth and death certificates in Trans Nzoia County, Kenya. The study did not sample but took the entire population because the target population was small therefore it used census. Data collection instrument was questionnaire. A 5 Likerts scale was used. A pilot study was carried out in West Pokot County to test the validity and reliability of the data collection instruments. Validity was tested through supervisor's comments and advice while their reliability was ensured through Cronbach's alpha. The data collected was analyzed using descriptive and inferential statistics and represented in tables and figures. Regression analysis was used. The study results revealed that there was a significant relationship between accessibility of staff and performance of Civil Registration department. The study concluded that proper training of staff (employees) provides them with the required skills and knowledge hence improved standards of services to clients. The study recommended that the Civil registration department should ensure that the organizational culture is aligned to its goals in terms of customer satisfaction through effective performance. The Civil registration department should ensure that it aligns its training needs of staff to organization goals and objectives. The study will be of significance to the management of the department of Civil Registration since it will give them insight on how they can utilize strategy implementation practices to improve on the levels of performance in terms of service delivery to the public.

Keywords: strategy implementation practices, Civil Registration department, employees.

1. INTRODUCTION

In the modern world, the pursuit of service quality (SQ) is considered to be an essential strategy in all public and private sector. Many public service institutions are responding to the promise of the strategic impact of quality, treating it as a valuable tool (Koskey, 2013). Delivering quality service to customers is critical for success and survival of any organization in today's environment. Many government institutions subscribe to the fact that high-level performance will lead to citizen's confidence and trust (Koskey 2013). To achieve service quality, government institutions consider a number of strategic issues to influence their operations and to make them remain relevant in serving their citizens (Scott, 2006).

As the service sector has become more demanding, institutions feel increasing pressure to achieve and sustain customer service. Strategy implementation practices have become a crucial driver of success, sustainability, and growth (Forbes, 2012). The need for these institutions to expand their portfolio through provision of services to a huge number of customers at the same time achieving their corporate social mission becomes the urgent call (Forbes, 2012). Organizations may utilize a variety of operational management skill to enable increase, plus expanding current operations, setting decisions and actions that result in the formalization and implementation of plans designed to achieve organization's objectives (Robinson, 2005).

Therefore, it is paramount for any institution private or public to understand strategy implementation practices and implement them effectively (Mangere & Daruh, 2014). Strategy implementation practices as part of a planning process that coordinates operational goals need to be analyzed to understand the basis of these strategy implementation practices (Mangere & Daruh, 2014). There are however a number of factors that determine these strategy implementation practices and any institution whether private or public has to learn, adapt and reorient themselves to the changing environment to curb the effects of these determinants. The institution will pro-actively involve themselves in tactics that will enable them to react to the needs of the customers (Bijapurkar, 2007).

The service sector plays an increasingly important role in the economy of many developed countries; therefore, delivering quality service is considered an essential strategy for success (Kwame, 2012). While referring to World Bank report of 2009 Kwame noted current cities are faced with many urgent challenges in terms of registering citizens as a result of the prolonged procedure of registering and delay in issuance of the registration documents. This has necessitated the implementation of new intelligent performance systems to tackle these problems by countries like USA and Russia (Dyson, 2000). According to Hofer and Schendel (2005), strategy implementation practices are organizational processes concentrating on controls of inputs and outputs. Inputs concern building the organizational capabilities required for successful strategy execution and establishing a strategy supportive budget through installation of administrative support systems by allocating resources to the strategy execution effort. Johnson, Scholes and Whittington, (2008), concede to the significance of having skilled work force and asserts that what's more important is the need for direction on what to do through momentary targets which are quantifiable and result attainable in one year. Likewise they ought to create brilliant objectives analysing zones of item execution, aggressive execution, and quality improvement, execution of business forms, consumer loyalty, client faithfulness and maintenance. Functions within the organizations must have the resources needed to carry out their part of the strategic plan. Resources are factors that a business needs to put in place to pursue its chosen strategy and can be divided into financial, human, physical and intangible resources. Financial resources concern the ability of the business to finance its chosen strategy while intangible resources are concerned with goodwill and reputation (McAdam & Bailie, 2002). Policies are directives designed to guide the thinking decisions and actions of managers and subordinates in implementing organizations' strategy (Nikols, 2008). They in addition promote uniformity in handling similar activities which help reduce friction and, institutionalize basic aspects of organization behaviour which assists in establishing consistent patterns of action.

Performance in the national registration process has been accepting much conspicuousness recently because of its undeniable relationship to delay, client disappointment and inadequacy of the enlistment system (Bijapurkar, 2007). Administration quality situated government to concentrate on learning resident view of administration quality and consequently formulating devices and procedures to convey the equivalent (Pits & Lie, 2003). Most of the public institutions in the developing countries including Nigeria, Ghana, and Cameroon have recognized that performance in relation to the registration of their citizens is a critical determinant of accessing their population and monitoring illegal immigrant. Therefore, these countries have adopted emerging IT registration system, customer satisfaction modalities, manpower empowerment and restructuring their institutions as strategy implementation practices to enhance quality performance (Bijapurkar, 2007).

Strickland, (2004) noted that in South Africa concluded that leadership and especially strategic leadership role of providing direction during strategy implementation process is important in influencing organization performance. Kwame (2012), found out that managers' commitment to strategy (which refer to the extent to which a manager comprehends and supports the goals and objectives of a strategy) and individual manager's role performance (the degree to which a manager achieves goals and objectives of a particular role) positively influences the success of strategy implementation effort and performance in an organization. Other practices identified in the literature include job security, employees'

autonomy, hiring of new personnel on a selective basis, creation of self-managed and cross functional teams, initiating structures that support decentralization of decision making, a relatively high compensation in line with the performance of the organization, extensive training of personnel, reduced status distinctions and barriers, including dress, language, office arrangements, wage differences, and extensive sharing of information throughout the organization, incentives and information technology (Dyson 2000, Hofer & Schendel, 2005). The development of the Internet and different parts of productivity have incited the Kenya government to tackle the capacity of the Internet and different channels of correspondence to offer the quality services in birth and death certificates issuance to its citizens. According to the Kenyan e-Government Strategy (2004), the aim of utilizing Information Communication Efficiency (ICE) is to promote productivity among public servants, encourage participation of citizens in government and give power to Kenyans via the use of e-Government applications. This approach to performance by the government is supported by Kwame (2012) who notes that more governments are using efficiency especially the Internet or web-based network to provide services between government agencies and citizens. Service quality can additionally be viewed as a key precursor to fruitful natives' connections, and to an improved economy, productivity and viability (Johnson, Scholes, & Whittington, 2008).

The core functions of the department of civil registration include; production and issuance of secure identification documents; management of a comprehensive database of all registered persons; detection and prevention of all illegal registrations. Obviously, an obstacle to simple access to basic archives like the birth and passing endorsements which improve the satisfaction of opportunities and privileges of residents implies an encroachment of these very rights. For all Kenyans to be assured their full pleasure in rights and opportunities, it is important that the enlistment of people be made straightforward and open without hindrance by complex procedures. A strategy implementation practice is the execution of tactics both internally and externally so that the organization moves in the desired strategic direction. It is an iterative process of implementing strategies, policies, programs and action plans that allow a firm to utilize its own resources to undertake the lead of opportunities in the aggressive environment (Nikol, 2008). Strategy usage practices assume a noteworthy job in controlling and checking of technique by measuring execution against plan, every now and again surveying system vigorously and building an association culture which ought to be adjusted to the methodology. It is likewise vital to distinguish suitable assets and skills to help the system, apportion assets properly and control execution. In this manner the association needs prepared and roused supervisors, responsive frameworks and structure to guarantee association ideal execution (McAdam & Baile, 2002).

Despite the importance that accrues from effective strategy implementation practices such as increased profits, employee morale, customer satisfaction, diversification, efficiency and effectiveness in service delivery, there have been complaints from members of the public of inefficiencies, ineffectiveness and lawlessness in service delivery to the customers. There have also been complaints of inaccessibility to key government services, poor record keeping practices and bureaucracies in service delivery. There has also been dissatisfaction of customers, lots of complaints, time wastage and outdated systems of work in service delivery. Therefore, the study sought to analyze the effect of strategy implementation practices on Civil Registration department performance in Trans Nzoia County with a specific objective of determine the effect of accessibility of staff on the performance of Civil Registration department in Trans Nzoia County, Kenya

2. ACCESSIBILITY OF STAFF AND PERFORMANCE OF CIVIL REGISTRATION DEPARTMENT

Measures of availability are more easily operationalized than measures of access which, in addition to availability, also entail complex concepts such as affordability, cultural and social acceptability (Schraeder, 2002). Although civil registration services must be available to everyone in the population, there are no exact guidelines on how many CRO a country should have. They should, however, be sufficiently staffed, equipped and organized to deliver quality services and to not fall behind schedule in timely delivery. Availability of civil registration services can be measured in several ways. The simplest measure of availability is the percentage of people living in districts that have at least one CRO. Among the 160 districts enumerated in Kenya's 2009 census, 106 (66%) of them had a CRO in 2012; this corresponds to 70% of the total population who live in a district that has a CRO. A slightly higher percentage of the population, 74%, live in a district with a CRO or/and informants (Gok, 2009)

Laman and Ravondo (2008) carried out a study on assessment of organizational structures on performance. While studies on performance recognize the influence of organizational structure and relationship quality on the service offered to customers. The study argued that since effective performance is a core factor of every industry organizational structure is

a key factor to it achieving. The study tested the effects of organizational structure on performance using data from Australian firms. The results indicated that hierarchical structure directed the connection among maltreatment and occupation execution with the end goal that exceedingly profitable employees working in more naturally organized divisions submit less cases of injurious practices. Camisón, Boronat, and Villar (2007) carried out a study on large accessibility what's more, execution: the intervening impact of information based abilities. This examination meant to give an exact proof of the relationship that exists between the openness and execution by considering the information based particular skills that the availability is fit for producing as an intervening variable. The investigation utilized an example of Spanish mechanical firms. The outcomes discoveries demonstrate that the connection among accessibility and execution is intervened by the age of information based particular skills; and that the commitment of the support in the plan structure to the development of the company's execution adequacy relies upon its formation of advancement abilities.

Mangere and Daruh (2014) completed an investigation on openness on execution of retail firms in Kiambu County, Kenya. The motivation behind this investigation was to set up the impact of availability on firm execution and the directing impact of firm size in retail firms in Kiambu County. Asset Dependency Theory was utilized to manage the investigation. The investigation received the illustrative research structure. Surveys were utilized to gather information from an example of 216 respondents through stratified just as basic irregular testing strategy. The examination utilized inferential insights to test theories. Study discoveries showed that effectiveness, condition, procedure, measure, objectives, rationality, and culture sway authoritative structure and a distinct affiliation is between various leveled amplexness and institutional learning structure. Also, the results demonstrated that institutional learning structures impact various leveled execution essentially through advancement and institutional getting the hang of learning. Haessler and Higgins (2014) did an investigation on openness: adequacy of execution relying upon availability/structure. The examination tried to reach out earlier research by investigating the connection between firm openness and gains in terms of execution. The discoveries showed that this link was important because the accessibility has been shown to performance outcomes. Using data based on a survey of efficiency firms, the study found that both current and future model of accessibility provides strong explanatory power for understanding firm performance trends.

Civil registration is principally completed for the arrangement of authoritative archives and measurable purposes, and is constrained to the accumulation and enlistment of live births and fatal deaths, relational unions, divorces, marriage dissolutions, legal partitions, selections, lawful changes of name and acknowledgment of youngsters. Populace enlistment incorporates a few (or all) of the occasions secured by common enrolment, yet in addition incorporates a more extensive scope of occasions, for example, the establishment of a place of living course of action and change of area (Olivier, 2011). Enrolment in Kenya is done by the Department of Civil Registration (enlistment of births and deaths) and The National Registration Bureau (issuance of character cards), both in the Ministry of Interior and Coordination of National Government. Enlistment of births and deaths was presented without precedent for Kenya in 1904 and connected just to the Europeans and Americans. In 1928 Act CAP.149 was ordered. This Act accommodated the obligatory enrolment of deaths of Africans however not for their births. After autonomy in 1963 mandatory enlistment all things considered and death was reached out in stages to different pieces of the nation starting with Nairobi and Nyeri on first March 1963. On first September 1971 it ended up obligatory to enrol all births and deaths happening in Kenya. Other than the above cited charges as the official government expense for common enrolment administrations, there is a great deal of restrictive expense towards getting a birth declaration from particular area common recorders' office that has hampered birth enlistment.

The most widely recognized restrictive expense of acquiring a birth endorsement is the separation required between the most distant places of the locale to the area common recorder office at region base camp. This long separation combined with awful streets make transport passages to be high subsequently nobody tries to catch up on their endorsement even after enlistment. The other factor is government administration which has made numerous individuals to modest far from applying for enrolment of births of their youngsters where a candidate is made to travel more than a few times to the locale central station to apply for a birth testament. This has made numerous individuals not to worry about enlisting their youngsters and applying for their introduction to the world authentication notwithstanding the tell stories they have gotten notification from the individuals who have had an affair previously (Nasser and Abuzaid, 2014). Another factor which is the best yet never given consideration by the legislature is absence of data and mindfulness. This absence of data has reproduced deception with respect to birth enrolment. Though defilement is an exceptionally shifted term and does not just allude to fixes as well as preference it isn't surprising to locate, that two unique candidates with a similar arrangement

of records for either birth enlistment/birth declaration application one is dismissed for absence of some necessity while another is served and issued with the a birth testament (Muthoka&Oduor, 2014). In different occurrences one is served at the Central Division Registry while the other candidate is dismissed to go to his locale of birth. In the expressions of a previous Principal Civil Registrar, it is some help to be given administration at the Central Division Registry at Sheria House on the off chance that you are not conceived in Nairobi.

Another factor is the prerequisite that all births happening outside the nation must be enlisted at Sheria House in Nairobi. This has hampered enlistment of births of kids happening in neighbouring nations since occupants of outskirts locale not just share more distant families over the neighbouring states yet in addition pleasantries like emergency clinics and different offices. This administration ought to be spread the nation over to be rendered by all the District Civil Registrars since it has been surpassed by conditions it was implied serve 80 years back in this period of worldwide town (Robbinson, 2005) Trickery of workplaces, for example, the organization between Principal Civil Registrar and Medical Officer of Health has given the City Council of Nairobi researcher and an unlimited free pass to pull back cash from the open energizes of to a bewildering Kshs.3500 for enrolment of current demise so as to issue an internment grant. This along these lines makes Medical Officer of Health the main enlistment aide who charges for enrolment of death in the whole nation as opposed to the births and deaths guidelines. Another instance of equivocalness with the common enrolment division administrations is Nyandarua District which has its managerial base camp in Ol-Kalou with separate administration office situated at Nyahururu.

While the library office is situated at Nyahururu, its administration sanction guides one to Ol-Kalou. This absence of data and mindfulness with respect to common enrolment office in regards to the enlistment of births is the best impediment of all. Whereas there is consistency of statutory structures for enlistment of a wide range of birth, there are a few exemptions which candidates just turned out to be mindful of just at the District Civil Registrars' workplaces. A portion of these structures incorporate B3 for late enlistment presented in 1982, survey which is intended for inhabitants originating from fringe regions, structure for Principal Immigration Officer and the structures for re-enrolment in this way LO1 and LO2, while the utilization of the initial two structures other than the ones referenced in structure GP. 138A for the late birth enrolment is justifiable, the structure for Principal Immigration Officer deciding one's migration status of Kenyan residents before being enlisted for late birth is unnecessary. As per International Organization of Migration (I.O.M) site, a worldwide movement warning association, no individual can go starting with one nation then onto the next without a legitimate voyaging record which is endless supply of birth endorsement as the required and essential recognizable proof archive by the issuing nation. We in this way think that its biased to force a candidate legitimately enrolled under the Registration of Persons Act to demonstrate his/her movement status as an essential before being issued with a birth authentication for it beats the reason for which he was issued with a National ID in any case (Nthaka,2016)

The statutory sworn statement shapes for re-enrolment which are issued by the Principal Civil Registrar that is LO1 and LO2 must be marked by a supporter and magistrate of promises before the application birth is re-enlisted. The expense paid for this administration changes starting with one supporter then onto the next and is subsequently exorbitant to poor guardians who might want to legitimize enlistment of their kid. This job ought to be taken over by the Principal Civil Registrar as is finished by the Registrar of Marriages to pad guardians from superfluous and restrictive expenses. Ali (2010), while referring to Ombati work on identification of Kenyans and its challenges of issuance of critical identification documents, reveals that though greater part of Kenyans owe their citizenship status to the nation by birth, declaration of birth is issued to every single individual who is conceived and enlisted inside the regional limits of our country. This hence implies that simply like any individual who claims Kenya citizenship by birth through their Kenyan guardians, kids conceived of non-Kenyan guardians in Kenya additionally meet all requirements for Kenyan citizenship by birth contingent upon their occupant status. However, the above doesn't matter to kids conceived of strategic and universal non-legislative association staff in Kenya as they appreciate conciliatory resistance which isn't delighted in by different outsiders in Kenya. Ali, further observed though it's a requirement to be issued with birth certificate that the services are not available to every individual at birth. This have affected enrollment of individual to various institution in Kenya.

3. METHOD

The study adopted a descriptive survey research design and targeted 7 top management, 12 middle management and 50 Birth and Death certificate applicants per fortnight in the Civil Registration department in Trans Nzoia County, Kenya. Since the target population is small (69), entire population was taken to be the sample of the study hence census was used.

Data collection instrument was questionnaire. Piloting was done to test validity and reliability of the research instrument. The data collected was analyzed using descriptive as well as inferential statistics. Descriptive statistics which were used include percentages, frequencies, mean and standard deviation. The investigation utilized SPSS to aid in the analysis of collected data. The inferential statistics involved the use of multiple regression analysis was used.

4. DISCUSSION

The study sought to investigate the effect of accessibility of staff on performance Civil Registration department in Trans Nzoia County, Kenya. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total.

From table 4.1 below, the respondents were asked whether conduciveness of the organizational structure to the management working environment is a key factor to performance. The distribution of findings showed that 29.0 percent of the respondents strongly agreed, 40.8 percent of them agreed, 20.8 percent of the respondents were neutral, 9.4 percent disagreed while 0 percent of them strongly disagreed. These findings implied that conduciveness of the organizational structure to the management working environment is a key factor to performance.

The respondents were also asked whether institution policy design should be aimed at improving performance. The distribution of the responses indicated that 36.5 percent strongly agreed to the statement, 46.4 percent of them agreed, 8.0 percent of them were neutral, 7.0 percent of them disagreed while 2.3 percent of them strongly disagreed to the statement. These findings implied that institution policy design should be aimed at improving performance.

The respondents were also asked whether the organizational culture should be aligned to the organizational goals in terms of customer satisfaction through effective performance. The distribution of the responses indicated that 40.3 percent strongly agreed to the statement, 38.5 percent of them agreed, 6.0 percent of them were neutral, 5.9 percent of them disagreed while 9.3 percent of them strongly disagreed to the statement. These findings implied that organizational culture should be aligned to the organizational goals in terms of customer satisfaction through effective performance.

Finally, the respondents were asked whether accessibility of staff enhances high performance and achievement of goals. The distribution of the responses indicated that 45.7 percent strongly agreed to the statement, 29.3 percent of them agreed, 20.5 percent of them were neutral while 4.5 percent and 0 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that accessibility of staff enhances high performance and achievement of goals.

Table 4.1: Effect of accessibility of staff on performance of Civil Registration department in Trans Nzoia County, Kenya

statements		SA	A	N	D	SD	T
Conduciveness of the organizational structure to the management working environment is a key factor to performance	%	29.0	40.8	20.8	9.4	0	100
Institution policy design should be aimed at improving performance	%	36.5	46.4	8.0	7.0	2.3	100
The organizational culture should be aligned to the organizational goals in terms of customer satisfaction through effective performance	%	40.3	38.5	6.0	5.9	9.3	100
Accessibility of staff enhances high performance and achievement of goals	%	45.7	29.3	20.5	4.5	0	100

Inferential Statistics

Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.2 illustrates the findings of the study.

Table 4.2: Correlation Matrix

		Performance of Civil Registration department
Accessibility of staff	Pearson Correlation	.722**
	Sig. (2-tailed)	.000
	N	66

As shown on Table 4.2 above, the p-value for accessibility of staff was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The results indicated that Pearson Correlation coefficient (r-value) of 0.722, which represented a strong, positive relationship between accessibility of staff and performance of Civil Registration department in Trans Nzoia County, Kenya.

Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.613. This means that there is a positive correlation between strategy implementation practices and performance of Civil Registration department in Trans Nzoia County, Kenya. The coefficient of determination (R Square) indicates that .327% of employee performance in the Public Service in Trans Nzoia County is influenced by strategy implementation. The adjusted R^2 however, indicates that 28.3% of performance of Civil Registration department in Trans Nzoia County, Kenya, is influenced by strategy implementation practices leaving 71.7% to be influenced by other factors that were not captured in this study.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.327	.283	6.0321

a. Predictors: (Constant), accessibility of staff

Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value of 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how strategy implementation practices affect performance of Civil Registration department in Trans Nzoia County, Kenya. The F – test was 32.213. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.546	3	224.504	32.213	.000 ^b
	Residual	2309.281	203	20.860		
	Total	2751.827	206			

Regression Coefficients

From the Coefficients table (Table 4.9) the regression model can be derived as follows:

$$Y = 66.412 + 0.379X_2$$

The results in table 4.5 indicate that all the independent variables have a significant positive effect on the performance of Civil Registration department in Trans Nzoia County, Kenya. The influential variable is accessibility of staff with a coefficient of 0.391 (p -value = 0.021). According to this model when all the independent variables values are zero, performance of Civil Registration department in Trans Nzoia County, Kenya, will be at a score of 66.412.

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	66.412	8.320	24.604	.000	
	Accessibility of staff	.391	.177	.292	3.546	.021

Hypothesis Testing

Ho₁: accessibility of staff does not have a significant effect on performance of Civil Registration department in Trans Nzoia County, Kenya.

From Table 4.5 above, accessibility ($\beta = 0.391$) was found to be positively related to performance of civil registration department in Trans Nzoia County, Kenya. From t-test analysis, the t -value was found to be 3.546 and the ρ -value 0.021. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that accessibility of staff affects performance of Civil Registration department in Trans Nzoia County, Kenya.

5. CONCLUSION AND RECOMMENDATION

In conclusion basing on the findings, accessibility of staff ($\beta = 0.391$) was found to be positively related to performance of Civil Registration department in Trans Nzoia County, Kenya. From t-test analysis, the t -value was found to be 3.546 and the ρ -value 0.021. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that accessibility of staff affects performance of Civil Registration department in Trans Nzoia County, Kenya. The study recommends that the management of the Civil Registration department of Trans Nzoia County should come up with strategies fit to enable better provision of civil registration services to their customers. They should also come up with training programmes and refresher courses to enable the effectiveness of their services to their customers. Further still, the management of the Civil Registration department of Trans Nzoia County should provide its employees with a supportive work environment that enhances high and quality services to their customers.

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