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Strategic Planning and Organizational Digitization of
Kisumu Law Courts, Kisumu County, Kenya



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ABSTRACT

Purpose: This study evaluated the effects of strategic planning on organizational digitization at Kisumu law courts. The study specifically sought to assess the effects of organizational environmental scanning, organizational direction, management participation and strategy implementation on organizational digitization of Kisumu law courts.

Methodology: A descriptive research design was used. The target population comprised of 130 respondents comprising of judicial staffs working in in Kisumu law courts. A census approach was applied where all the respondents were involved in the study. The study used questionnaires to gather data. The study applied both descriptive and inferential statistics to analyze the collected data. Descriptive statistics comprised of mean and standard deviation while the inferential statics comprised of correlation and regression analysis. The statistics were generated through Statistical Package for Social Statistics and results presented in form table and figures.

Findings: The study established that strategic planning comprising of organizational direction, organizational direction, management participation, and strategy implementation accounts for 65.1% of variations in organizational digitalization of Kisumu law courts. The regression analysis results revealed that strategic planning (organizational direction, organizational direction, management participation and strategy implementation) positively and significantly affects organizational digitization of Kisumu law courts. This is shown by beta values of 0.313, 0.306, 0.486 and 0.278 and corresponding significance values of 0.002, 0.006, 0.000 and 0.012 respectively.

Implications to theory, practice and policy: This bears the implications that increasing either organizational direction, organizational direction, management participation or strategy implementation with one units to an increase in the levels of organizational digitization with

respective beta values. The study provided recommendations to the management of Kisumu law courts to enhance the aspects of strategic planning comprising of organizational direction, organizational direction, management participation and strategy implementation since the practices contributes to enhanced organizational digitization.

Key Words: *Organizational Environmental Scanning, Organizational Direction, Management Participation, Strategy Implementation and Organizational Digitization*

Background of the Study

Strategic planning is defined as a planning approach geared towards the identification of the best medium to long-term outcomes the enterprise, business or organization should pursue (Steiner, 2010). The use of the word strategy in this case stresses the positioning nature of the planning effort. This creates a distinction from other types of planning used in business such as project planning, sales planning, among others (Blumberg, Cooper, & Schindler, 2005). Strategic planning concerns itself with future positioning, and usually helps in the identification of best possible future for the organization. Strategic plan is not a rigid document but a live and dynamic which determines how an organization relates and collaborates with others, there must be a selected team to facilitate and monitor its achievements. The nature of strategic planning requires long-range thinking based on key themes, without undue focus on too many details affecting the operations of the business. The duration covered by strategic plans make it practical to include tactical details in the plan (Golinska, 2012). Usually, the process of strategic planning majorly considers the views and interests of all key stakeholders in organization. The judiciary strategic plan was developed to lay the foundation for transformation which also deepened the judicial transformation framework agenda for the long term by expanding access to justice, enhancing organizational efficiency, safeguarding judicial independence and strengthening relationships with stakeholders .The strategic plan is usually done to ensure that the organization creates sufficient points of contact with each stakeholder to maximize the benefits associated with its identified future. In the management of any organization, the burden of strategic planning is usually placed on very reliable and dependable team. Strategic management shares an ethos with strategic planning, but with one main distinction, that is, Strategic planning is the visualization and analysis of component that leads to the development of a strategic plan (Baier-Fuentess, Merigo, Miranda and Martinez-Lopez, 2021). Strategic management on the other hand is the delicate process of leading an organization through the phases and paces identified by the strategic planning process. This process of strategic planning is the guidebook for strategic management, a set of activities that contribute towards the attainment of the strategic objectives identified in the strategic plan. Strategic management is similar to strategic management in that it is not concerned with day to day activities of the business, but deals with components that affect the future of the organization (Holtstrom, 2021).

Strategic planning of 2005=2009 mandates the judiciary to develop and deploy case management system, digitize court records as key ways of improving service delivery and integrating digital technology in the administration of justice. The strategic planning institutionalizes appropriate ICT facilities to increase efficiency in the judicial operations as envisaged under pillar 4 of the strategic plan. Strategic planning and management are important tools for organizations and especially government institutions. Many institutions are usually very consumed by the demands of managing an ongoing concern. This pressure of the moment is usually quite high. In this case, an institution may degenerate into a planning cycle that only covers weekly, monthly, and annual targets. This danger with prolonged focus on short-term aspects is that the organization can easily drift from its core business in response to environmental forces (changes in processes demand, operations, and changes in the regulatory environment, among others) (Duckert, 2011). Unplanned changes in an institution's core concern can be detrimental to its long-term interests. It makes sense to carry out strategic planning to limit the exposure of the organization to the environmental forces.

Statement of the Problem

Strategic planning is significant in any institution as it enables organizations to determine their corporate strategic direction, managing corporae resources portfolio, ensures an efficient ways of managing processes, place more emphasis on organizational ethics and has adequate organizational controls for the smooth running of the organizational functions. The Kenyan court system has for years been characterized by paper based procedures and physical court appearances. Judiciary has been used to traditional approach in managing strategic implementation in which more emphasis has been placed on the administrative procedures associated with hierarchical model where administrative rules are determined by management team. In March 2020, the outbreak of COVID-19 pandemic almost made the dispensation of justice to a standstill due to the closure of all court stations in the republic of Kenya and only urgent matters were being handled or heard by limited number of judicial officers and staff, judiciary was forced to swiftly adopt modern strategies and embrace ICT which has enabled it to achieve its strategic focus in both administrative and financial obligations (Waiganjo, 2013). This made the judiciary to adapt speedily to the application of ICT in all court processes such as e-filing, e-assessment, e-invoicing, e-receipting, e-payment which made the wheel of justice to be rolled despite of the closure and downsizing of the staff to work on shifts.

However, introduction of technology in the judiciary through its strategic plan of 2005-2009 was to enable judiciary to be a digital system as also enshrined under pillar 4. Judiciary Transformation Framework has not been a definite solution as it poses a potential risk of having the staff interfering with the systems operations such as under assessment of court fees as they are directly under control of the processes, cost implications is very high compared to the manual method (involvement of staff ,training of staff and judicial officers, acquisition and installation of the equipment/gadgets ,there is a great concern that many Kenyans are not computer literate. However, the adjustments in the strategic plans under ICT is able to minimize the shortcomings in the

processes by improving the judicial systems technology. This is a step towards the promotion of transparency, effectiveness and efficiency, accountability and enhance speedy dispensation of justice. It would also be cost effective as there would be less need for man power thus cutting costs on the operations. Muthusi (2014) argues that key strategic planning factors that contribute to the overall performance should be specific, measurable, realistic, and achievable and time bound and should achieve strategic goals, communicate of organizational vision, mission and key policies but he did not look at what quantifies the effectiveness of strategic planning. The study therefore recommends that further study should be done to quantify the effectiveness of strategic planning practices towards enhancing digitization of the Kenyan Judiciary. Kaberia *et al.* (2017) argued that strategy implementation and performance Meru Law Courts in Meru County was concluded so that judiciary was able to fulfill its legal mandate by allocating more resources. The study was not largely focused on the subject but rather is more general in the reviewed literature. Scholars had not considered the effect of strategic planning dimensions on organizational digitization of the Kenyan Judiciary. The purpose of this study was to fill the existing knowledge gaps in answering the question: “What is the effect of strategic planning dimensions on organizational digitization of the Kenyan Judiciary?”

Objectives of the Study

- i To determine the effect of organizational environmental scanning on organizational digitization of Kisumu law courts.
- ii To determine the effect of organizational direction on organizational digitization of Kisumu law courts.
- iii To evaluate the effect of management participation on organizational digitization of Kisumu law courts.
- iv To determine the effect of strategy implementation on organizational digitization of Kisumu law courts.

Literature Review

Theoretical Review

Resource Based View Theory

This study was grounded on the resource-based theory which views that organizations which have strategic resources achieve long-term and sustained competitive advantages that would make them stay successful in the future. This theory explores the relationship between profitability, operations and resources and depicts how strategic resources affect strategic planning and influences the performance of an organization. Resource Dependency Theory was also applied as it provides detailed observations on how to make organization’s decisions and stresses on the actual process of making these decisions based on the resources available within the organization’s environment. The Resource Based View makes emphasis that an organization’s strategic resources are key

determinants of its competitive advantage and performance. The ownership of strategic resources offers an institution with a unique opportunity to develop sustained competitive advantage hence the institution's performance (Barney, 1991). Barney (1991) also defined Strategic resource as an asset that is unsubstitutable, difficult to imitate, rare and valuable. Intangible resources that include employees' skills and knowledge, organizations' culture and reputation meet criteria of strategic resources as compared to intangible resources that include things like cash. Resource Based View suggests that organizations should develop core competencies that are unique and more specific to the organization that help the organization to outperform its competitors and also identify the resources that fulfill the criteria of strategic resource by the firm's competitors (Galbraeth, 2005).

Resources help to increase efficiency of the firm through decreasing costs and increase the willingness of the customer to pay for the firm's product and this would help an organization to expand its position in terms of its competitiveness on its product market. Resource Based View has two assumptions that include firms within a particular industry are unique according to the resources that they control and the uniqueness of resource persist over time due to resources that are used in the implementation of a strategy of a firm are imperfect to mobility in other fields (Barney, 1991). The Resource Based View Theory is significant to the current study since it provides management at the Kisumu Law Courts with the means of evaluating potential factors that they should focus on and deploy to achieve competitive advantage for an organization because not all resources are of equal importance thus RBV is fundamental in the theoretical anchoring of strategic planning and overall organizational performance (Bridoux, 2004).

Resource Dependency Theory

This theory was underpinned by the idea that a firm relied on resources that originated from the environment of the firm. This environment comprised other resources and organizations that what one firm needed was usually in other organizations. Lawfully, organizations that are independent can depend on another for resources that are critical and which an organization requires to function (Jeffrey & Gerald, 1978). For instance, a legal sector cannot operate without laws or even an existing constitution. Resources that an organization may need could be scarce and not readily available or under uncooperative suppliers thus developing unequal exchanges of authority, power and access to resources, in order to avoid this dependency, organizations develop strategies to enhance their bargaining power in resource-related transactions (Jeffrey & Gerald, 2016). Resource Dependency Theory is limited in its assumption that organizational structures and behaviour are primarily shaped by materialistic forces. It lacks to consider the influence competitors have and other determinants like cultural factors and considerations. Thus, the Resource Dependency Theory can't be used solely to interpret and understand organizational behavior and culture. Secondly Resource Dependency Theory has its focus questions regarding the most appropriate unit of analysis. It lacks to specify whether a study examines all the resources, critical resources or a single resource required by an organization to function (Johnson, 2015). Strategic decisions from the management had a greater organizational impact. This theory is very

significant and important to the current study that strategic planning influences organizational performance since all strategic decisions are made with the consideration of the available resources.

Path-Goal Theory of Leadership

According to the theory, which was first put forth by Evans (1970), a leader's primary responsibilities include guiding and setting goals during the period of strategic plan implementation in collaboration with subordinates. In addition, the leader should assist the followers in choosing the best course of action to take in order to accomplish their objectives and remove any potential roadblocks to success. According to the theory, there are contextual elements that affect how well a leader performs in a given situation. These elements include the characteristics of the subordinates, such as their needs, skills, and confidence, as well as the workplace environment, which includes reward structures, job requirements, and relationships between coworkers. The idea divides a leader's actions into five different leadership styles: participative, supportive, instrumental, transformational, and goal-oriented leadership. According to the notion, a leader's actions are appropriate and perceived as providing satisfaction to followers only if followers attribute that motivation and happiness to the actions. According to Evans (1970), a leader's actions encourage followers to work harder to carry out a certain plan of action. Additionally, by defining task roles and positions, eliminating performance barriers, including group members in goal setting, encouraging cohesiveness of a group and team efforts, and lowering external controls and stress, the leader influences the path taken in achieving a strategy between goals and behaviors. This is accomplished through making expectations explicit and encouraging member realization of expectations. The path goal leadership theory is significant to the current study since it emphasizes the need for management to provide relevant leadership to the organization in the strategic planning process for the realization of the set strategy goals. The notion holds that management is in charge of providing the proper leadership aimed at achieving predetermined objectives and goals specified in a plan.

Incrementalism Theory

Charles Lindblom, an American political professor, proposed the incrementalism idea in the 1950s in reference to the then-common practice of formulating guiding principles as a means of fair analysis leading to a value-inclusive resolution. Implementing organizational strategies incrementally entails small-scale extensions of previous processes. Although managers in incrementalism are unsure of the direction the organization should take, initiatives should be tested out gradually because the likelihood of a certain outcome is very high. As part of a political negotiating process, strategies are developed by making slight modifications to current conduct. This method makes an effort to prevent mistakes that might be made when putting strategies into practice, especially when the situation is unclear or when unanticipated changes are likely to occur. Since strategic management is an inclusive process that takes consensus-based strategies into

account, managers have no influence over it. Incrementalism does not work when fundamental changes are required or when there is a natural tendency toward conservatism. The implementation of strategic plans may be hampered in courts by staff members who feel threatened in their jobs and who may be unwilling to accept any new strategies. Some people might simply have dread of the unknown, which makes implementation challenging. Some tactics, particularly in the public sector, appear to be drastic shifts rather than incremental ones. Creating protocols for incrementalism may be challenging, especially when providing specific services. Finally, incrementalism only works in environments that are stable. Due to the uncertainty of some environmental influences, this is not always the case. The incremental approach is more popular in the legal sector since it incorporates consultations, accommodation, and compromise. The managers will rely on how the organization implements a strategy in the most effective way while being inclusive. They will always highlight the benefits and drawbacks associated with putting a strategy into practice, then come up with solutions to issues impeding implementation while building on the advantages realized through plan implementation. This model can be used by any business that is risk averse and won't act until it has carefully considered the implications of previous actions. Given that courts usually encounter several management obstacles when implementing strategies, the theory is adopted to provide knowledge on how best the obstacles can be handled.

Conceptual Framework

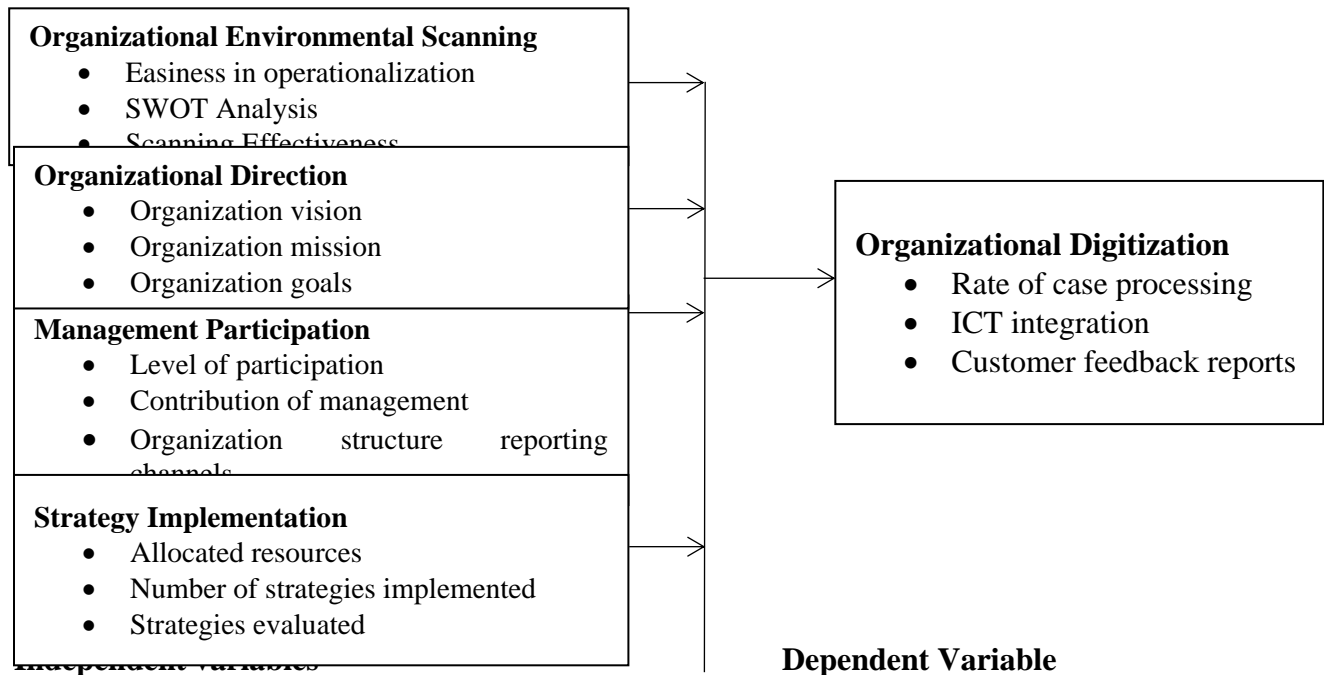


Figure 1: Conceptual Framework

Effect of Organizational Environmental Scanning on Organizational Digitization

The purpose of organizational Environmental Scanning is to enable firms to understand the structure and causes of challenges as well as prioritize the issues that require immediate attention. This will enable Kisumu court to save space and improve access to the documents by all the court users at any time and place, reduce the missing of court files, eliminate misfiling of court records. About 13,282 files have been scanned by the Ajira Youth Programme personnel in partnership with the judiciary through the office of the Chief Registrar of the judiciary. Organizational Environmental Scanning is conducted through an analysis of the internal and external factors of a business. External scanning mainly focuses on analysis of the dynamics and structure of the outside environment that surrounds an organization, this process of scanning includes examining, pagination, marking of the documentary exhibits, scanning and then uploading of the whole file (Ajira Records, 2021). Some of the main factors analyzed through scanning include resources and the chain of value-adding activities used and the process used to control and coordinate the various people and units, and the organizational culture as well (De wit & Meyer, 2010). Most court users agree that judiciary should embrace court organizational Environmental Scanning in all courts so as to adapt to the volatile and unpredictable environment. Consequently, through court organizational Environmental Scanning organizations can rapidly respond to the rapidly evolving environment (Mosoti & Murabu, 2014). To successfully embrace this task of scanning judiciary must review, examine and disseminate information about the importance of organizational Environmental Scanning and roll it to all courts officers in Kisumu Court being one of the pilot stations. Internal scanning conducts a SWOT analysis by focusing on the strengths and weaknesses of an organization while external evaluation conducts a SWOT analysis by concentrating on the opportunities and threats.

Effect of Organizational Direction on Organizational Digitization

Kenyan judiciary in its strategic plans and the other various publications, it endeavours to move from documents to paperless service, already the accounts departments and the court of appeal have fully embraced this and that is why judiciary is agitating for more funds from the treasury in order to fund this noble dream of digitization of its operations. Organizational direction involves allocation of tasks, formal reporting of relationships and the procedures conducted among members in an organization. Organizational direction plays a critical role in decision making because it involves the hierarchy levels in an organization, horizontal integration and power centralization (Magaisa, Matipira & Kanhai, 2014). Centralization focuses concentration of decision making and management and the process at the top of an organization's hierarchy (Mahmoud et al., 2012). Organizations that are highly centralized restrict interaction between members, reduce task involvement among workers, hinder creativity and innovation and minimize individual development opportunities. Elbanna and Fadol (2016) affirm that strategy direction is the process of identifying the level of strategy implementation; it is to specify whether the organization is in the right way and can achieve its strategic aims. Meanwhile, Jamil and Mohamed

(2011) described strategic direction as the indicator that provides early signals to the various factors that might interfere with the success of the strategy that prompt the management to start questioning the strategy, execution process or the leaders' reliability and competency.

Effect of Management Participation on Organizational Digitization

Stirling, Kilpatrick and Orpin (2011) argued that there was a positive relation between the participation of employees and their overall performance. Participation in strategic planning and implementation helped in accommodating changes in the environment and building up capital for the organization. However there was no specific level of employee participation in strategic planning but several studies indicated that lack of involvement resulted in change resistance, poor strategic choices, dissatisfaction among employees and difficulties in strategy implementation. Kismu Law Court has been engaging the court users, bar bench, kmja members meetings from time to time where problems being experienced are being addressed, this has enabled the virtual courts to operate well as advocates, parties and also others users can operate court sessions at their comfort zones and no need to attend physical court sessions. Flyvberg (2006) discussed that management in every organization needed to show commitment, provide resources, share their vision and goals and involve employees in strategic planning process while listening and using their creative ideas. The leaders and employees needed to share same values and goals which strengthened their relationships and improved their communication leading to transfer of ideas and gaining knowledge. This simply indicated that effective leaders needed to focus on organizational culture and influence the subordinates to focus on the organizational targets and vision. Managers' involvement in strategic planning had a great impact on organizational performance and achievement and implementation of strategic plans. Wambui (2010) noted that it was important for organizations to direct strategic thinking by having an employees' skills system. Employee competence enhanced motivation which could be in different terms which included social incentives and financial incentives. Social incentives mainly entailed public recognition of accomplishments whereas financial incentives were mainly such as increase in salaries, allowances, bonuses or promotions. The organizational leaders may have problems when they only emphasize on financial incentives ignoring the social incentives. Social incentives were important to keep employees committed to strategic planning process and implementation whereas financial incentives motivated employees for only a short period of time as salary increase can only be done to a certain extent.

Effect of Strategy Implementation on Organizational Digitization

In Saudi Arabia, a study by Alhilou (2015) analyzed strategy implementation process through "triangle" model developed by Pettigrew (1987), where strategy implementation (SI) is viewed as a process. The study results showed that factors influencing strategy implementation process include external, internal organizational and internal individual. Triangle model is suitable in well-established enterprises and organizations with formal strategic process that may not be the case in

Kenyan context among most of the professional service organizations. In Nigeria, Orugun, Nafiu and Aduku (2017) documented a research study on the influence of strategy implementation on organizational performance in Kogi State. The researchers established that strategy implementation has a significant effect on superior performance relative to other competitors in Kogi State. The study concluded that when strategy is successfully implemented, it has consequences on organizational performance. The study therefore recommends that organizations should ensure the successful implementation of their business strategy to outperform other competitors within the same business environment in Kogi State, Nigeria. However, the strategy implementation component investigated in the study revolved around resources, leadership and policies. This leaves room for other strategy implementation process such as organization system that was tested in the current study.

Research Methodology

A descriptive research design was used in this study. The target population comprised of 130 judicial staffs working in in Kisumu law courts. A census approach was employed in the study. The current employed primary data entirely and therefore a questionnaire was designed to help in data collection. The data collected was organized, tabulated and analyzed using descriptive and inferential statistics. Descriptive statistics comprised of frequencies, measures of central tendencies specifically the mean as well as standard deviation as a measure of dispersion while inferential statistics comprised of both correlation and regression. The statistics was generated using Statistical Package for the Social Sciences (SPSS) tool Version 24 and presented using tables and figures. A multiple regression model outlined below was employed to assess the relationship between the variables of the study.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Y =Organizational Digitization, B_0 =Regression Constant or Intercept, β_1 , β_2 , β_3 and β_4 = coefficients of independent variables, X_1 =organizational Environmental Scanning, X_2 =organization direction, X_3 =management participation X_4 =strategy implementation and ϵ represents Error Term

Results

The study administered 130 questionnaires to the members of staff comprising of Judicial Staffs from Kisumu Law Courts. 97 questionnaires were responded, fully filled and returned for analysis. This represented a response rate of 74.6%. The response rate was considered appropriate for analysis. The appropriateness is anchored on assertions from Mugenda and Mugenda(2013) who noted that a response rate of 70% and above is very good for analysis. The high response rate was associated with giving the respondents sufficient time to respond to the questionnaires by application of a drop and pick data collection approach. Figure 4.1 outlines the response rate.

Descriptive Findings and Analysis

Descriptive statistics were used in the study to describe how respondents' responses to the questionnaire's items for each variable were distributed. Means and standard deviations were used as the study's descriptive statistics. The researcher asked respondents to rate their level of agreement with statements about each variable on a scale of 1 to 5, where 5 is Strongly Agree, 4 is Agree, 3 is Neutral, 2 is Disagree, and 1 is Strongly Disagree. The mean responses to each of the statements and the corresponding standard deviations were then obtained by the researcher. The average and average standard deviations served as the foundation for the results.

Organizational Environmental Scanning

The descriptive results on organizational environmental scanning outlined in table 1 shows that respondents agreed with the statements that the institution conducts effective scanning activities so as to cope with threats and grasp opportunities and hence obtain sustainable competitive advantage(mean=4.01) and that scanning reduces uncertainties and assist in organization's risk management(mean=4.32). On the statement that management ensures that the strategies are consistent and take advantage of existing strengths and minimize the existing weaknesses, respondents agreed with a response mean of 4.1. Respondents further agreed with the statements that in Kisumu law courts, scanning enhances institutional knowledge base and effective planning horizon(mean=3.87) and that scanning helps the management to ensure that the institutional pursuit of excellent opportunities is based on competitive advantages that arise from the institution's key resources(mean=3.77). A mean response of 3.67 on the statements that with effective environmental scanning, our institution is able to obtain more accurate insights and hence more likely to satisfy litigants and explore new segments which ultimately contribute to the overall institutional performance implies that the respondents agreed with the statement. On average, an average response of 3.96 and std.dev of 0.527 implies that all respondents were in agreement with the statements on organizational environmental scanning. The results are consistent with Hsu and Liu (2010) who noted that through organizational environmental scanning, judiciary will strategically position effectively to secure or enhance its future position relative to the rapidly changing environment which may include funding but not limited to other factors as well.

Table 1: Descriptive Statistics on Organizational Environmental Scanning

Organizational Environmental Scanning	Mean	Std.Dev
In this institution, we conduct effective scanning activities so as to cope with threats and grasp opportunities and hence obtain sustainable competitive advantage	4.01	0.101
In our institution, scanning reduces uncertainties and assist in organization's risk management.	4.32	0.151
In our institution, the management ensures that the strategies are consistent and take advantage of existing strengths and minimize the existing weaknesses.	4.1	0.331
In Kisumu law courts, scanning enhances institutional knowledge base and effective planning horizon.	3.87	0.782
Scanning helps the management to ensure that the institutional pursuit of excellent opportunities is based on competitive advantages that arise from the institution's key resources.	3.77	0.967
With effective environmental scanning, our institution is able to obtain more accurate insights and hence more likely to satisfy litigants and explore new segments which ultimately contribute to the overall institutional performance	3.67	0.832
Average	3.96	0.527

Organizational Direction

The descriptive results on organizational direction outlined in table 2 shows that respondents agreed with the statements that the organizational direction revolves around the distribution of responsibilities among organizational members(mean=4.39), that decision-making authority in the institution is concentrated at the higher levels of the organization(mean=4.54) and that institutional mission, vision, objectives and core values guide Kisumu Law Court in the dispensation of its mandate(mean=4.09). Additionally, respondents further agreed with the statements that there are policies, procedures, job descriptions, and rules that have been written and have explicitly been articulated in the institution(4.61) and that adoption of technology through a consolidated management information system has eased and facilitated the working of judicial staff and employees(mean=4.14). Respondents were however neutral on the statement that employees and staff in this institution are comfortable because management confidently give instructions and make decisions(mean=3.22). All respondents however were in agreement with the statements on organizational direction as shown by average response mean of 4.17 and std.dev of 0.738. The results concurs with Magaisa, Matipira and Kanhai (2014) who asserted that organizational direction plays a critical role in decision making because it involves the hierarchy levels in an organization, horizontal integration and power centralization.

Table 2: Descriptive Statistics on Organizational Direction

Organizational Direction	Mean	Std.Dev
Our organizational direction revolves around the distribution of responsibilities among organizational members.	4.39	0.412
In our institution, decision-making authority is concentrated at the higher levels of the organization.	4.54	0.433
Employees and staff in this institution are comfortable because management confidently give instructions and make decisions.	3.22	1.634
Institutional mission, vision, objectives and core values guide Kisumu Law Court in the dispensation of its mandate.	4.09	0.816
Our institution has policies, procedures, job descriptions, and rules that have been written and have explicitly been articulated.	4.61	0.519
Adoption of technology through a consolidated management information system has eased and facilitated the working of judicial staff and employees.	4.14	0.616
Average	4.17	0.738

Management Participation

The descriptive results on management participation outlined in table 3 shows that respondents agreed with the statements that managers in the institution are about getting the job done through predicting, shaping, controlling and measuring employees work(mean=4.15), that the Judiciary's strategic planning process is highly systematic(mean=4.06) and that the managers focus on systematic quality improvements with a focus on employees involved in the processes and the quality of services provided(mean=3.82). Respondents additionally agreed with the statements that the organizational management success is dependent more on values and shared vision than it is on prediction and control(mean=3.68), that there is regular communication between the levels of management on strategy(4.79) and that all levels of management participate in the design and selection of performance measurement systems(mean= 4.32). Respondents were however neutral on the statements that top management team allocates adequate funding for strategic planning activities (mean=3.43). All respondents however agreed with the statements on management participation as shown by average response mean of 4.04 and standard deviation of 0.562. According to Flyvberg (2006), management in every organization needed to show commitment, provide resources, share their vision and goals and involve employees in strategic planning process while listening and using their creative ideas.

Table 3: Descriptive Statistics on Management Participation

Management Participation	Mean	Std.Dev
Our managers are about getting the job done through predicting, shaping, controlling and measuring employees work.	4.15	0.304
The Judiciary's strategic planning process is highly systematic.	4.06	0.318
Our managers focus on systematic quality improvements with a focus on employees involved in the processes and the quality of services provided.	3.82	0.874
Our organizational management success is dependent more on values and shared vision than it is on prediction and control.	3.68	0.816
Top management team allocates adequate funding for strategic planning activities.	3.43	1.318
There is regular communication between the levels of management on strategy.	4.79	0.204
All levels of management participate in the design and selection of performance measurement systems	4.32	0.103
Average	4.04	0.562

Strategy Implementation

The descriptive results on strategy implementation outlined in table 4 shows that respondents agreed with the statements that the role of top management as strategic makers has more influence on implementation of the strategy(mean=4.08), that strategy in the institution is implemented by people and they must be willing and able to do it from routine work(mean=4.3) and that effective strategy implementation depends on a good fit between the competencies and attitudes of staff and employees and the proposed strategy(mean=3.87). Consequently, respondents agreed with the statements that policies in the organization institutionalize basic aspects of organizational behavior(mean=4.14), that strategy implementation policies help managers to avoid hasty and ill-conceived decisions in changing operations(mean=4.23) and that effective strategy implementation creates a favorable organizational culture that is flexible, adjustable and malleable geared towards achieving optimal performance (mean=3.86). All respondents on average were in agreement with the statements on strategy implementation as shown by average response mean of 4.08 and std.dev of 0.493. The results concurs with Mallick (2017) who highlighted that the success of every organization rests on its capacity to implement strategic decisions and execute key processes efficiently, effectively, and consistently.

Table 4: Descriptive Statistics on Strategy Implementation

Strategy Implementation	Mean	Std.Dev
The role of top management as strategic makers has more influence on implementation of the strategy.	4.08	0.304
In our institution, strategy is implemented by people and they must be willing and able to do it from routine work.	4.3	0.278
Effective strategy implementation depends on a good fit between the competencies and attitudes of staff and employees and the proposed strategy.	3.87	0.961
In our institution, policies institutionalize basic aspects of organizational behavior.	4.14	0.302
Strategy implementation policies help managers to avoid hasty and ill-conceived decisions in changing operations.	4.23	0.231
Effective strategy implementation creates a favorable organizational culture that is flexible, adjustable and malleable geared towards achieving optimal performance.	3.86	0.883
Average	4.08	0.493

Organizational Digitization

The descriptive results on organizational digitization outlined in table 5 shows that respondents agreed with the statements that Kisumu law courts has acquired and adopted a new technology that is able to track results from all judicial staff within the institution (mean=4.19), that Judiciary uses the data provided by management information and control systems to improve on performance (mean=4.13) and that the Judiciary promotes strong use of technology to integrate key functions (mean=3.99). Respondents consequently agreed with the statements that regular exchange of knowledge and experience among different departments within the organization is highly supported (mean=4.06), that assessment of internal control systems and processes is conducted regularly in the organization(mean=4.01), that systems have been deployed to monitor and review strategy milestones (mean=4.21) and that a new culture of performance which greatly emphasizes on optimal utilization of human resources and development has been introduced in our institution (mean=4.16). An average response of 4.11 and standard deviation of 0.209 implies that all the respondents agreed with the statements on organizational digitalization. The results tallies with Baier-Fuentess *et al.*, (2021) who noted that strategic planning is the guidebook for strategic management, a set of activities that contribute towards the attainment of the strategic objectives identified in the strategic plan.

Table 5: Descriptive Statistics on Organizational Digitalization

Organizational Digitalization	Mean	Std.Dev
Kisumu law courts has acquired and adopted a new technology that is able to track results from all judicial staff within the institution.	4.19	0.204
Judiciary uses the data provided by management information and control systems to improve on performance.	4.13	0.341
The Judiciary promotes strong use of technology to integrate key functions.	3.99	0.228
Regular exchange of knowledge and experience among different departments within the organization is highly supported.	4.06	0.158
Assessment of internal control systems and processes is conducted regularly in the organization.	4.01	0.213
Systems have been deployed to monitor and review strategy milestones.	4.21	0.118
A new culture of performance which greatly emphasizes on optimal utilization of human resources and development has been introduced in our institution.	4.16	0.203
Average	4.11	0.209

Inferential Statistics

Correlation Results

A correlation analysis was undertaken as part of the study to determine whether there existed a correlation between the study variables. According to the results in table 6 there exists a positive significant correlation between organizational environmental scanning and organizational digitization of Kisumu Law Courts, Kisumu County, Kenya. This is shown by a correlation values of 0.348 and a significance value of 0.001. This bears the implications that enhancing organizational environmental scanning practices enhances the organizational digitization of Kisumu Law Courts, Kisumu County. According to Hsu and Liu (2010), through organizational environmental scanning, judiciary will strategically position effectively to secure or enhance its future position relative to the rapidly changing environment which may include funding but not limited to other factors as well. The results also shows there exists a positive significant correlation between organizational direction and organizational digitization of Kisumu Law Courts, Kisumu County, Kenya. This is shown by a correlation values of 0.311 and a significance value of 0.006. This bears the implications that enhancing organizational direction practices enhances the organizational digitization of Kisumu Law Courts, Kisumu County. According to Magaisa, Matipira and Kanhai (2014), organizational direction plays a critical role in decision making because it involves the hierarchy levels in an organization, horizontal integration and power centralization.

The results further shows there exists a positive significant correlation between management participation and organizational digitization of Kisumu Law Courts, Kisumu County, Kenya. This is shown by a correlation values of 0.516 and a significance value of 0.000. This bears the implications that enhancing management participation practices enhances the organizational

digitization of Kisumu Law Courts, Kisumu County. According to Flyvberg (2006), management in every organization needed to show commitment, provide resources, share their vision and goals and involve employees in strategic planning process while listening and using their creative ideas. The results finally shows there exists a positive significant correlation between strategy implementation and organizational digitization of Kisumu Law Courts, Kisumu County, Kenya. This is shown by a correlation values of 0.227 and a significance value of 0.009. This bears the implications that enhancing strategy implementation practices enhances the organizational digitization of Kisumu Law Courts, Kisumu County. Mallick (2017) noted that the success of every organization rests on its capacity to implement strategic decisions and execute key processes efficiently, effectively, and consistently.

Table 6: Correlation Analysis

		Organizational Environmental Scanning	Organizational Direction	Management Participation	Strategy Implementation	Organizational Digitization
Organizational Environmental Scanning	Pearson Correlation	1				
	Sig. (2-tailed)					
Organizational Direction	Pearson Correlation	.021**	1			
	Sig. (2-tailed)	0.091				
Management Participation	Pearson Correlation	.099**	.011**	1		
	Sig. (2-tailed)	0.086	0.091			
Strategy Implementation	Pearson Correlation	.106**	.134**	.121**	1	
	Sig. (2-tailed)	0.101	0.086	0.011		
Organizational Digitalization	Pearson Correlation	.348*	.311*	.516*	.227*	1
	Sig. (2-tailed)	0.001	0.006	0.000	0.009	
	N	97	97	97	97	97

Multiple Regression Analysis

In order to determine the degree of relationship between strategic planning and the organizational digitalization of Kisumu law courts, the study conducted a multiple regression analysis. A 95% confident level was employed in the regression analysis. The results outlined in table 7 shows

existence of a high relationship between strategic planning and the organizational digitalization. This is depicted by R-value of 0.807. Additionally, the coefficient of determination represented by R-Square value was 0.651. This implies that the aspect of strategic planning comprising of organizational environmental scanning, organizational direction, management participation and strategy implementation accounts for 65.1% of variations in organizational digitalization of Kisumu law courts.

Table 7 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.807 ^a	0.651	0.596	0.0452

The study used ANOVA to evaluate the statistical significance of the model linking strategic planning and the organizational digitalization of Kisumu law courts. According to the results outlined in table 8, the significance value was 0.01142. The value was less than the significance level of 0.05 adopted in the study. This implies that the model linking strategic planning with organizational digitalization was statistically significant.

Table 8 ANOVA (Model Significance)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	153.921	4	38.480	14.305	0.01142 ^b
Residual	247.472	92	2.690		
Total	401.393	96			

The results on regression coefficients outlined in table 9 shows that organizational environmental scanning bears a positive significant effect on organizational digitization of Kisumu law courts. This is shown by a beta value of 0.313 and a significant value of $0.002 < 0.05$. This bears the implications that increasing organizational environmental scanning with one unit results to 0.313 units increase in the levels of organizational digitization of Kisumu law courts. The results are in tandem with Hsu and Liu (2010) who established that through organizational environmental scanning, judiciary will strategically position effectively to secure or enhance its future position relative to the rapidly changing environment which may include funding but not limited to other factors as well. The results also shows that organizational direction bears a positive significant effect on organizational digitization of Kisumu law courts. This is shown by a beta value of 0.306 and a significant value of $0.006 < 0.05$. This bears the implications that increasing organizational direction with one unit results to 0.306 units increase in the levels of organizational digitization of Kisumu law courts. The results concurs with Magaisa, Matipira and Kanhai (2014) who noted that

organizational direction plays a critical role in decision making because it involves the hierarchy levels in an organization, horizontal integration and power centralization.

The results further shows that management participation bears a positive significant effect on organizational digitization of Kisumu law courts. This is shown by a beta value of 0.486 and a significant value of $0.000 < 0.05$. This bears the implications that increasing management participation with one unit results to 0.486 units increase in the levels of organizational digitization of Kisumu law courts. The results are consistent with Flyvberg (2006) who established that management in every organization needed to show commitment, provide resources, share their vision and goals and involve employees in strategic planning process while listening and using their creative ideas. The results finally shows that strategy implementation bears a positive significant effect on organizational digitization of Kisumu law courts. This is shown by a beta value of 0.278 and a significant value of $0.012 < 0.05$. This bears the implications that increasing strategy implementation with one unit results to 0.278 units increase in the levels of organizational digitization of Kisumu law courts. The results tallies with Mallick (2017) who established that the success of every organization rests on its capacity to implement strategic decisions and execute key processes efficiently, effectively, and consistently.

Table 9 Model Coefficients

Predictors	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.981	0.1245		7.880	0.012
Organizational Environmental Scanning	0.313	0.146	0.267	2.144	0.002
Organizational Direction	0.306	0.162	0.254	1.889	0.006
Management Participation	0.486	0.133	0.411	3.654	0.000
Strategy Implementation	0.278	0.189	0.225	1.471	0.012

The optimal regression model becomes:

Organizational Digitization of Kisumu Law Courts = 0.981 + 0.486(Management Participation) + 0.313(Organizational Environmental Scanning) + 0.306(Organizational Direction) + 0.278(Strategy Implementation)

From the model, holding all factors constant, organizational digitization of Kisumu Law Courts stands at 0.981. Management Participation bears the highest effect on organizational digitization of Kisumu Law Courts, followed by organizational environmental scanning, then organizational direction and lastly strategy implementation.

Conclusion of the Study

From the results, the study concluded that organizational environmental scanning bears a positive and significant effect on organizational digitization of the Kisumu Law Courts. Additionally, organizational environmental scanning practices such as conducting effective scanning activities so as to cope with threats and grasp opportunities and hence obtain sustainable competitive advantage, management ensuring that the strategies are consistent and take advantage of existing strengths and minimize the existing weaknesses, having a scanning process that enhances institutional knowledge base and effective planning horizon, and helps the management to ensure that the institutional pursuit of excellent opportunities is based on competitive advantages that arise from the institution's key resources further enhances the levels of organizational digitization of the Kisumu Law Courts. The study further concluded that organizational direction bears a positive and significant effect on organizational digitization of the Kisumu Law Courts. Additionally, organizational direction practices such as having an organizational direction that revolves around the distribution of responsibilities among organizational members, concentrating the decision-making to the authority at the higher levels of the organization, having policies, procedures, job descriptions, and rules that have been written and have explicitly been articulated and adoption of technology through a consolidated management information system has eased and facilitated the working of judicial staff and employees further enhances the levels of organizational digitization of the Kisumu Law Courts.

The study also concluded that management participation bears a positive and significant effect on organizational digitization of the Kisumu Law Courts. Additionally, management participation practices such as having managers who are about getting the job done through predicting, shaping, controlling and measuring employees work, having managers focusing on systematic quality improvements with a focus on employees involved in the processes and the quality of services provided, having an organizational management success which is dependent more on values and shared vision than it is on prediction and control, allocating adequate funding for strategic planning activities and having a regular communication between the levels of management on strategy further enhances the levels of organizational digitization of the Kisumu Law Courts. The study also concluded that strategy implementation bears a positive and significant effect on organizational digitization of the Kisumu Law Courts. Additionally, strategy implementation practices such as allowing strategy to be implemented by people and they must be willing and able to do it from routine work, ensuring that effective strategy implementation is dependent on a good fit between the competencies and attitudes of staff and employees and the proposed strategy, having strategy implementation policies that help managers to avoid hasty and ill-conceived

decisions in changing operations and having an effective strategy implementation that creates a favorable organizational culture that is flexible, adjustable and malleable geared towards achieving optimal performance further enhances the levels of organizational digitization of the Kisumu Law Courts.

Recommendations for the Study

The study provides recommendation to the management of Kisumu Law Courts to enhance organizational environment scanning in the strategic planning process since the practice enhances the levels of organizational digitization. The management can achieve this through adopting organizational environment scanning practices such as conducting effective scanning activities so as to cope with threats and grasp opportunities and hence obtain sustainable competitive advantage, management ensuring that the strategies are consistent and take advantage of existing strengths and minimize the existing weaknesses, having a scanning process that enhances institutional knowledge base and effective planning horizon, and helps the management to ensure that the institutional pursuit of excellent opportunities is based on competitive advantages that arise from the institution's key resources. The study also provides recommendation to the management of Kisumu Law Courts to enhance organizational direction in the strategic planning process since the practice enhances the levels of organizational digitization. The management can achieve this through adopting organizational direction practices such as having an organizational direction that revolves around the distribution of responsibilities among organizational members, concentrating the decision-making to the authority at the higher levels of the organization, having policies, procedures, job descriptions, and rules that have been written and have explicitly been articulated and adoption of technology through a consolidated management information system has eased and facilitated the working of judicial staff and employees.

The study further provides recommendation to the management of Kisumu Law Courts to enhance management participation in the strategic planning process since the practice enhances the levels of organizational digitization. The management can achieve this through adopting management participation practices such as having managers who are about getting the job done through predicting, shaping, controlling and measuring employees work, having managers focusing on systematic quality improvements with a focus on employees involved in the processes and the quality of services provided, having an organizational management success which is dependent more on values and shared vision than it is on prediction and control, allocating adequate funding for strategic planning activities and having a regular communication between the levels of management on strategy. The study finally provides recommendation to the management of Kisumu Law Courts to enhance strategy implementation in the strategic planning process since the practice enhances the levels of organizational digitization. The management can achieve this through adopting strategy implementation practices such as allowing strategy to be implemented by people and they must be willing and able to do it from routine work, ensuring that effective strategy implementation is dependent on a good fit between the competencies and attitudes of staff

and employees and the proposed strategy, having strategy implementation policies that help managers to avoid hasty and ill-conceived decisions in changing operations and having an effective strategy implementation that creates a favorable organizational culture that is flexible, adjustable and malleable geared towards achieving optimal performance.

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