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Strategic Thinking and the Performance of Land Administration Function in Kenya

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Abstract-*The systematic failure in land administration processes and procedures have often reflected in weak and ineffective land delivery mechanisms in Kenya. In some instances, the processes are undemocratic, bureaucratic, and uneconomical. Improving land administration system through strategic thinking enhances performance and service delivery. This study sought to investigate the influence of strategic thinking on the performance of land administration function in Kenya. Strategic thinking was measured in terms of, thinking in time, intelligent opportunism, and hypothesis-driven parameters. The study used quantitative research methods. The target population was 2880 staffs who work on land administration in various departments in the Ministry of Lands and the National Land Commission and sampled customers who access land administration services in 5 selected Counties. By use of a stratified random sampling method, a sample size of 351 was arrived at and selected. In addition, the research employed document analysis at the respective headquarters of the National Land Commission and the Ministry of Lands and Physical Planning. Inferential and descriptive statistics were deployed to analyse quantitative data with the assistance of SPSS version 22. Included in the descriptive statistics were frequency distribution, mean (the measure of dispersion), standard deviation and percentages. Besides, inferential statistics included regression analysis and Pearson correlation. The study revealed that strategic thinking has positive significant effect on performance of the land administration function in Kenya (β=0.577, p-value=0.000). The study recommends that the management of the National Land Commission and the Ministry of Land and Physical Planning should consider continuous analysis of opportunities and threats to identify potential ways of improving service delivery. In addition, the management of the National Land Commission and the Ministry should make decisions on time, based on the present and the future needs of the organization.*

Keywords: Strategic Thinking, Performance, Land Administration, Hypothesis-driven, Intent focused

Introduction

Worldwide, the changing business arena requires leaders, practitioners, and academics to deal and engage in more strategic thinking as well as work as a team (Mccauley & Velsor, 2010). Strategic leadership is driven, among others, by strategic thinking. Strategic leaders call for a clear and rallying vision for an organisation to engage in innovative ways to overcome any identified challenges. Mintzberg (1994), suggests that strategic thinking focuses on discernible future for top leadership. The components of strategic thinking include intent, intelligent opportunism, thinking in time, focus and hypothesis driven. In addition, strategic thinking primarily involves discovering of competitive strategies that can be used in positioning a firm differently (Malgwi & Dahiru, 2014). Strategic thinking contributes to general, broad, and overarching concepts focusing on an organization's future direction, based on expected environmental conditions (Sutia, Sudarma &

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Rofiaty, 2013). Ultimately, strategic thinking leads to a clear set of goals, new ideas and plans required to thrive and survive in a changing competitive environment.

Leadership through strategic thinking in Australia plays a significant role in enhancing timeliness, security, cost effectiveness, accessibility of information and fairness in service delivery in land administration institutions (Kalantari, 2017). Salfarina (2011) suggests that strategic thinking as a component of corporate governance influenced land administration functions in Malaysia. Chaka, Lepheana and Tlali (2017) state that in Lesotho, land administration services were slugging and at times contaminated by acts of corruption. They recommended the adoption of strategic leadership as the best way in managing or enhancing service delivery, accessibility to information on land, performance, reliability, cost-effectiveness, and transparency. In Kenya, Kitonga, Bichanga and Muema (2016) observed that strategic thinking significantly affects organizational performance.

Studies on strategic thinking and organizational performance are limited in Kenya. Where available, such studies focus on private sector institutions, rather than those in the public sector. Muriithi, Louw, and Radloff (2018) investigated the connection between strategic thinking and leadership effectiveness in Kenyan commercial banks. In yet another research on the effect of strategic thinking on organizational performance, Juma, Minja, and Mageto (2016), focused on Uchumi Supermarket Limited. The findings of this study, however, cannot be applied to public institutions since they were limited to the private sector.

The African Women and Child (2018) reports that from the findings of the various government commissions, there has been a systematic failure in land administration and procedures of land delivery in Kenya. Several reasons account for the failures. The structures at the Ministry of Lands and Physical Planning are overly centralized with the effect of having main roles Land Administration concentrated at the national level. The report further notes that the current land rights and land administration delivery processes are in terms of transaction costs, inefficient. Furthermore, they note that the transactions are undemocratic, bureaucratic, and prone to corruption, resulting in lengthy delays in land administration. In their view, the less than satisfactory land administration has hindered the ordinary Kenyans from an easy access to essential information which is crucial in land transactions and consequently land possession.

This study, therefore, sought to investigate the influence of strategic thinking on the performance of land administration function in Kenya and to test the following null hypotheses:

$H_0$1: Strategic thinking has no significant influence on performance of land administration function.

Empirical Review

Strategic thinking embraces creativity, exploration, and appreciation of discontinuity in an organisation and its environment (Prahalad and Hamel, 1994). Mintzberg, Ahstrand, and Lampel (1998) moved this concept further to include “eclecticism” where leaders and managers adjust come to terms with an uncertain environmental context. Strategic thinking, according to Zomorrodian (2014), is a way of thinking that involves intuition as well as imagination which leads to an integrated business perspective. He suggests further that strategic thinking primarily involves discovering of competitive strategies that can be used in positioning a firm differently.

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Besides, strategic thinking contributes to general, broad, and overarching concepts focusing on an organization's future direction, based on expected environmental conditions (Sutia, Sudarma & Rofiaty, 2013; Malgwi & Dahiru, 2014). Further, strategic thinking refers to thinking about a desirable future, ahead of the present time, with the aim of making business decisions for that unknown business environment (Bratianu, 2017). This study anchors the following components of strategic thinking: thinking in time, hypothesis driven as well as intelligent opportunism.

Mahdaviana, Mirabib, and Haghshenas (2014) investigated the effect of strategic thinking on Mashhad municipal managers' performance in Nigeria. The study used descriptive-correlational method with a target population of 90 senior managers of Mashhad Municipality. In is findings, the study observed the it is importance of thinking in time, the need for hypothesis driven strategies and intelligent opportunism among managers and employees for an effective organizational environment in which everyone is motivated to drive innovation based strategic thinking.

In Kenya, Juma, Minja and Mageto (2016) observe that successful strategic thinking in an organization, requires the enthusiastic and intimate involvement of all staff. Besides, their study concluded that there was evidence to the effect that strategic thinking influenced the performance of Uchumi Supermarket Limited. Muriithi, Louw, and Radloff (2018) investigated the relationship between strategic thinking and leadership effectiveness in indigenous Banking institutions and found that strategic thinking sub-constructs such as hypothesis-driven, thinking in time and Intelligent opportunism affect leadership effectiveness and organizational performance.

Thinking in time

Strategic thinking requires a firm to have a view of its past, present, and the future (Liedtka, 1998a, O'shannassy, 1999). The concept of thinking in time calls for each firm to hold past, present and future in mind at the same time, for better decision making and speed in the implementation of its strategy. According to O'shannassy (1999), the concept of thinking in time has three components: the predictive value of the past for the future, departures from the past which divert the firm from familiar patterns, and the need for continuous comparison and "an almost constant oscillation from the present to the future to past and back" (Neustadt & May, 1986, p. 251).

Using a cross-sectional design, Kasera (2017) examined the influence of thinking in time on organisational performance in health institutions in Nairobi County. The results showed that how one thinks in relation to time, has an impact on how well an organisation performs. On their part, Salih and Alnaji (2017) conducted another analysis, using descriptive survey design, to investigate the extent to which strategic thinking influences the strategic success of insurance companies in Jordan. The results indicated that strategic thinking links past, current, and the future and uses institution's memory together with its broad historical setting as crucial inputs into development of its future.

Intelligent opportunism

The concept of intelligent opportunism refers to the fact that, although strategic thinking concerns itself with shaping and reshaping intent, there is need for flexibility (Hamel; and Prahad,1989).

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

The concept suggests that entrepreneurs should be open to new experiences which allow them to take advantage of emergent strategies. The concept also provides for strategy development that is flexible enough to react to experiences and changes in the environment (Liedtka, 1998a). The concept equally refers to the combination of opportunity and emergent strategies. It is about flexible approach to strategy formulation for decision making (Haycock, 2012).

Hodgkinson and Clarke (2017) investigated intelligent opportunism on organisational performance in Microsoft Company in Pakistan using a descriptive survey design. The results indicated that intelligent opportunism influences organisational performance. The results also revealed that to practice intelligent opportunism, organisations must seriously consider feedback of lower-level workers or more creative staffs who may be influential in adopting or discovering alternative solutions that are more environmentally friendly.

Hypothesis-driven

Hypothesis driven concept is also referred to as the scientific method. The concept accommodates both creative and analytical thinking sequentially in its use of iterative cycles of hypothesis generating and testing (Liedtka, 1998b). It involves ensuring that both creative and critical thinking are incorporated into strategy making. The mastery and competency of hypothesis driven, is what explicitly incorporates the scientific method into strategic thinking (Mitra, Mehrnush & Mojtaba, 2018). Being hypothesis driven means attempting to solve a problem by focusing on the best hypothesis in arriving at a solution quickly and efficiently.

The hypothesis driven approach is both dynamic and efficient and means that one will be moving forward towards a solution to the main problem by maintaining tight focus and avoiding getting side-tracked trying to do everything. Using a descriptive survey design, Al-Hawary and Hadad (2016) conducted a study on the influence of hypotheses driven on enhancement of competitive capabilities among selected commercial Banks situated in Jordan. The findings showed that like "scientific method", strategic thinking embraces hypothesis testing and generation as key activities.

Performance of Land Administration Function

Land administration's performance is measured using a balanced scorecard, which is a strategic management performance indicator for identifying as well as improving diverse internal business roles and their external outcomes (Chaka, Lepheana & Tlali, 2017). The focus of this study was on internal business process, customer satisfaction (customer) and continuous improvement (Technological innovation). The processes that create and yield value of customer proposition are the focus of internal process point of view (Kalantari, 2017). Understanding performance focuses on the activities and main processes required for business to succeed in delivering the value that is expected by the customers in an efficient as well as productive manner (Wang *et al.,* 2018). The processes that develop and yield customer value proposition are the focus of internal process point of view. Focus is on activities and key processes required for business to succeed in delivering value that is expected by the customers in an efficient and productive manner.
As indicated by Suwansin, Kuwornu and Shivakoti (2018) land administration function around the world is characterized by cost of registration, surveying and physical planning, processes involved

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

and their efficiency. In addition, Laarakker and Wouters (2015) indicates that as access to land has consistently been identified as a critical bottleneck for the establishment and running of a business, an indicator on "registering property" has been part of the standard set of doing business indicators since 2005. Al Hawary *et al.* (2007) indicates that under land administration, customer satisfaction is measured using satisfaction rate which focuses on the perceived quality of services rendered in the land administration department, net promoter score which is concerned on the rate at which customers can recommend the services offered in the land administration to another person, customer satisfaction score and the customer effort score. In regard to continuous improvement, Warnest and Bell (2008) indicates that land administration has significantly benefitted not only from many of these individual technologies but from the actual convergence and integration of the individual technologies themselves.

Theoretical Literature

Strategic leadership theory is credited to House and Baetz in the year 1979. The theory indicates that organisational leaders have the capability to create as well as re-create reasons for persistent existence in their organizations through strategic leadership (Zia-ud-Din et al., 2017). Furthermore, strategic leaders shape the development of mission and intent, as well as effective strategic behaviour for the formulation and execution of strategies that yield competitiveness in their organizations, according to the theory. Also, the theory indicates that leaders have the potential to influence their followers to effectively contribute towards the achievement of pre-determined objectives and goals.

In this investigation, strategic leadership theory was used to show how strategic thinking influences performance of land administration function. As indicated by Zia-ud-Din et al. (2017) leaders at strategic level must be able to think in time, take advantage of available opportunities as well as ensure that strategies hypothesis driven. Hypothesis driven involves leaders' capability to think creatively and capability to create and connect ideas. Therefore, leaders in land administration function in Kenya have a major role in enhancing strategic thinking in terms of creativity and innovativeness (hypothesis driven). Gakenia, Katuse, and Kiriri (2017) support this point by stating that strategic leaders should develop strategies that are flexible enough to react to experiences and changes in the environment.

Materials and Methods

The study utilised a cross-sectional study design. All the staff working in the National Land Commission and the Ministry of Lands and Physical Planning as well as customers visiting the offices in the Ministry of Lands and National Land Commission in each of the 47 Counties (987 per day) constituted the study population. According to the National Land Commission, an average of 21 individuals visits land offices per day. Besides, the National Land Commission has 462 staffs distributed in 11 departments. The Ministry of Lands and Physical Planning has 1431 staffs distributed in five directorates: Directorate of land, Directorate of Survey, and Directorate of Physical Planning, Land Registration, and Land Adjudication and Settlement. The study target population was therefore 2880 as shown in Table 1.

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Table 1: Study Population

Category	Study Population
National Land Commission	
Audit & Risk Management	42
Finance & Administration	34
Human Resource Management	32
Information and Communication Technology	54
Land Administration	47
Land Information Management System	53
Land Use Planning	43
Legal Affairs & Enforcement	22
Natural Resource	54
Research	34
County Coordinators	47
Ministry of Lands and Physical Planning	
Directorate of Land Administration	333
Directorate of Physical Planning	332
Directorate of Survey	306
Land Registration	228
Land Adjudication and Settlement	232
Customers (21 per county)	987
Total	2880

The study employed the random sample formula because it puts into consideration the intended study population.

$$n = \frac{N}{1 + Ne^2}$$

Where: n = sample size; N = entire population (in this case it is 2880); e = margin of error at 95 percent confidence level (0.05)

$$n = \frac{2880}{1 + 2880 * 0.05^2}$$

$$n = 351$$

The study sampled 10 per cent of the 47 counties due to the wide distribution of the County headquarters and land offices in the country. The selection of 10% is supported by Mugenda and Mugenda (2003) argument that 10% of the population is an appropriate sample size and can be used in making conclusions about a population. The study used purposive sampling to select 5 Counties servicing the highest number of clients per day in land administration functions. According to Ministry of Lands and Physical planning (2017), these counties include Nairobi County, Mombasa County, Kiambu County, Machakos County and Kajiado County.

The study utilised the stratified random sampling in selecting a sample of 351. The strata comprised of various departments in the Ministry of lands and planning, National Land

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Commission and Customers (21 per county) (as shown in Table 1). The study used both primary data and secondary data. Interview guides and semi-structured questionnaires generated primary data. On the other hand, various reports available in the Commission and the Ministry of Lands and Physical Planning were the source of secondary data. Before collecting data, a pretesting of the research instruments was performed to examine the validity and reliability of research instruments.

Closed-ended questions yielded quantitative data, while open-ended questions yielded qualitative data. Thematic analysis was employed to analyse qualitative data and results presented in narrative form. Moreover, SPSS version 22 was employed to analyse quantitative data. To analyse quantitative data, descriptive and inferential statistics were used. Descriptive statistics comprised of frequency distribution, standard deviation, mean, and percentages constituted. Pearson correlation and regression analysis were also used as inferential statistics in this research.

The regression model for testing the hypotheses was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby; Y = Performance of land administration function in Kenya; β_0 = Constant; β_1 = Coefficients; X_1 = Strategic thinking; ε = Error term

Research Findings and Discussions

Out of the 351 questionnaires distributed, 286 were filled and returned constituting a 81.5 per cent response rate. According to Kothari (2012), a response rate of 50 per cent should be considered average, 60 per cent to 70 per cent should be considered adequate, and over 70 per cent should be considered excellent. This means that the 81.5 per cent response rate was sufficient for study, drawing conclusions, and reporting.

Descriptive Statistics

Performance of the Land Administration Function

The performance of land administration function was measured in terms of Internal Business process, Customer Satisfaction (Customers) and Continuous improvement (Technological innovation). The results were as presented in Table 2.

Table 2: Performance of the Land Administration Function

Measures of Performance	Mean	Std. Deviation
Internal Business process		
The land use policy and regulations are understandable	3.206	0.106
The process of change of land use is simple	2.899	0.099
The Land development control process is simple	2.993	0.076
Customers find the Ministry officials reliable	3.329	0.071
Customers find the NLC officials reliable	3.409	0.055
Delivery time in the Ministry is low	3.525	0.994
Delivery time in the NLC is low	3.525	0.961
The waiting time in service delivery is low	3.504	1.075

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Customer Satisfaction (Customers)	**3.227**	**0.026**
Customers are satisfied with responsiveness in (Land Administration) LA service delivery		
The Ministry officials demonstrate empathy for LA Customers	3.255	0.106
The NLC officials demonstrate empathy for LA Customers	3.322	0.054
The Ministry officials offer and honour their assurances to LA service customers.	3.344	0.086
Customers have ease of access to the Ministry officials	3.504	1.078
Customers have ease of access to the NLC officials	3.504	0.207
The Ministry officials are polite to customers	3.605	1.016
The NLC officials are polite to customers	3.636	0.999
The Ministry officials communicate information clearly, honestly and promptly to their clients.	3.577	0.026
The NLC officials communicate information clearly, honestly and promptly to their clients.	3.580	0.987
Returned jobs for corrections are low	3.434	1.070
Continuous improvement (Technological innovation)		
The Ministry has adopted information technology for data capture, processing and management, access and dissemination	3.483	1.039
The NLC has adopted information technology for data capture, processing and management, access and dissemination	3.479	1.001
There is adequate funding for staff training	2.434	1.009
The Ministry staff are skilled in technology & innovation	3.497	1.025
The NLC staff are skilled in technology & innovation	3.549	1.061

Internal Business process

From the findings, respondents agreed that there was a low waiting time in service delivery by a mean of 3.504 (std. dv = 1.075). In addition, with a mean of 3.525 the participants also agreed that delivery time in the NLC and the Ministry of Lands is low. However, with a mean of 2.993 (std. dv = 0.076), the participants were also neutral on the statement indicating that control of the land development process is simple. Further, the respondents were neutral that on whether or not the process of change of land use is simple, as shown by a mean of 2.899 (std. dv = 0.099).

Customer Satisfaction (Customers)

With a mean of 3.636, std. dv of 0.999, the participants agreed that the NLC officials are polite to customers. The respondents with a mean of 3.605 (std. dv = 1.016) agreed that the Ministry officials are polite to customers. From the results, the participants were neutral on the question as to whether or not customers are satisfied with responsiveness in Land Administration (LA) service delivery as can be inferred from the mean of 3.227, std. dv of 0.026. With a mean of 3.255, std. dv of 0.106, the participants were equally neutral on the statement indicating that the Ministry officials demonstrate empathy for land administration customers.

Continuous improvement (Technological innovation)

The respondents were also neutral on whether or not the Ministry has adopted information technology for data capture, processing and management, access, and dissemination as shown by a mean of 3.483 (std. dv = 1.039). As shown by a mean of 3.479 (std. dv = 1.001) the respondents were as well neutral on whether or not the NLC has adopted IT for data capture, processing and management, access, and dissemination. Nevertheless, as shown by a mean of 2.434 (std. dv = 1.009) the participants disagreed with the statement indicating that there is adequate funding for staff training.

Strategic Thinking

The respondents were asked to rate the extent to which they agreed with various statements about strategic thinking and the land administration function's performance. The results were as presented in Table 3.

Table 3: Aspects of Strategic thinking

	Mean	Std. Deviation
Thinking in time		
Leaders in the Ministry make decisions on time	3.556	0.982
Leaders in the Ministry demonstrate the future they want to create	3.647	0.849
Leaders in the NLC demonstrate the future they want to create	3.594	0.836
Leaders in the Ministry clearly connect the present and the future of the organization	3.657	0.937
Leaders in the NLC clearly connect the present and the future of the organization	3.378	1.071
Intelligent opportunism		
The leadership exhibits Intelligent opportunism	3.685	2.574
Ministry often conducts SWOT analysis to identify available opportunities to enhance service delivery	2.458	1.022
NLC often conducts SWOT analysis to identify available opportunities to enhance service delivery	2.458	0.8143
Ministry responds to arising opportunities to enhance service delivery	2.471	0.806
NLC responds to arising opportunities to enhance service delivery	2.320	1.072
Leadership of the Ministry listens to different perspectives from different stakeholders	3.822	0.940
The leadership of the NLC listens to different perspectives from different stakeholders	3.853	0.991
Hypothesis-driven		
The Ministry leadership considers many solutions to one problem	3.685	0.005
The NLC leadership considers many solutions to one problem	3.654	0.876
Decisions in the Ministry are knowledge-based	3.755	0.017
Decisions in the NLC are knowledge-based	3.612	0.026

Thinking in time

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

The respondents confirmed that leaders in the Ministry connect the present and the future of the organization clearly, as shown by a mean of 3.657 (std. dv = 0.937). In addition, as indicated by a mean of 3.594, std. dv of 0.836, participants further agreed that leaders in NLC demonstrate the future they want to create. However, with a mean of 3.378 (std. dv = 1.071), the participants were neutral on the statement indicating that leaders in the NLC clearly connect the present and the future of the organization.

Intelligent opportunism

The respondents were in agreement that the NLC leadership listens to different perspectives from different stakeholders as shown by a mean of 3.853 (std. dv = 0.991). With a mean of 3.822, (std. dv = 0.940), the participants also agreed that the leadership at the Ministry of Lands listens to different perspectives from different stakeholders. However, the respondents disagreed with the assertion that the Ministry reacts to arising opportunities to boost service delivery, as shown by a mean of 2.471 (std. dv = 0.806).

Hypothesis-driven

With a mean of 3.755 (std. dv = 0.017), the participants agreed that decisions in the Ministry are knowledge-based. Further, the participants agreed that NLC leadership considers many solutions to one problem as indicated by a mean of 3.654 (std. dv = 0.876). The respondents further agreed that decisions in the NLC are knowledge-based as shown by a mean of 3.612 (std. dv =0.026).

Inferential Statistics

This section presents the correlation analysis and regression analysis that were used to assess the relationship between independent variable and dependent variable.

Correlation Analysis

The correlation between the dependent (the performance of the land administration function) and independent variables (strategic thinking) was investigated using Pearson's correlation coefficient. A correlation coefficient of below 0.19 is considered very weak, 0.2 to 0.39 is considered weak, 0.4 to 0.59 is moderate, 0.60 to 0.79 is considered strong and 0.80 to 1.0 is considered very strong. As illustrated in Table 3, strategic thinking has positive, moderate significant influence on performance of Land Administration Function (r=0. 491, p value =0.000). Moreover, the correlation was also significant as p-value (0.000) was less than 0.05 (significant level). This implies that strategic thinking has a moderate, positive and significant association with performance of land administration function.

Table 4: Correlations Coefficients

		Performance of the Land Administration Function	Strategic Thinking
Performance of the Land Administration Function	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	286	
Strategic Thinking	Pearson Correlation	.491	1
	Sig. (2-tailed)	.000	
	N	286	286

Regression Analysis

The influence of strategic thinking on the performance of Kenya's land administration function was investigated using regression analysis. Null hypothesis stated:

$H_0$1: Strategic thinking has insignificant influence on the performance of the land administration function in Kenya

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491[a]	.241	.239	.60638

a. Predictors: (Constant), Strategic Thinking

The r-squared for the correlation between strategic thinking and the performance of land administration function in Kenya was 0.241. This shows that strategic thinking can explain 24.1 per cent of the performance of the land administration function in Kenya. Moreover, this implies that 75.9 per cent of performance of land administration function in Kenya is accounted for by other factors not considered in the model.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.232	1	33.232	90.379	.000[b]
	Residual	104.427	284	.368		
	Total	137.660	285			

a. Dependent Variable: Performance of the Land Administration Function
b. Predictors: (Constant), Strategic Thinking

To assess whether the regression model is a good fit for the results, the ANOVA method was used. Furthermore, it provides the F-test statistic; the F-test in linear regression has the null hypothesis that there is no linear relationship between study variables. As shown in Table 5, the calculated F (90.379) was greater than the critical F (3.874), and the p-value (0.000) was less than the significance level (0.05), implying that the model is a good fit for the data and therefore can be used to examine the effect of strategic thinking on land administration performance in Kenya.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.287	.224		5.757	.000
	Strategic Thinking	.577	.061	.491	9.507	.000

a. Dependent Variable: Performance of the Land Administration Function

From the results the regression model was;

$$Y = 1.287 + 0.577X_1$$

The findings show that the performance of the land administration function in Kenya had an index of 1.287 when strategic thinking is held constant. Additionally, beta coefficient was 0.577 for the relationship between strategic thinking and the performance of the land administration function in Kenya. This shows that a unit improvement in strategic thinking would lead to a 0.577 improvement the performance of the land administration function in Kenya. Moreover, the relationship is significant as P-value (0.000) was below significance level of 0.05. Since the P-value (0.000) was less than the significance mark, the relationship is important (0.05). Therefore, null hypothesis $H_0$1 strategic thinking has insignificant effect on the performance of LA function in Kenya was rejected.

Discussion

From correlation analysis, the researcher found that strategic thinking has positive significant effect on the performance of the land administration function in Kenya. According to Salih and Alnaji (2014), strategic thinking factors (thinking in time, intelligent opportunism and hypothesis-driven) have a significant impact on organization performance.

Strategic thinking has a statistically significant effect on the performance of Kenya's land administration function, according to regression analysis. The investigation established that a unit improvement in strategic thinking would lead to a 0.577 improvement in the performance of the land administration function in Kenya in Kenya. In addition, these findings agree with Olaniyi and Elumah (2016) who observed that strategic thinking influences organizational performance significantly. Juma, Minja and Mageto (2016) suggest that successful strategic thinking requires the enthusiastic and intimate involvement of all staff in an organization.

Conclusion

Strategic thinking has a positive and statistically significant effect on the performance of the land administration function in Kenya. Hypothesis-driven, thinking in time, intelligent opportunism, and purpose focused have an effect on performance of the land administration function in Kenya. The findings suggest that an improvement in strategic thinking would lead to an improvement in performance of the land administration function in Kenya.

Recommendations

Following the finding that thinking in time had an influence on the performance of land administration in Kenya, it is therefore recommended that the management of the National Land

ISSN: 2413-7847 VOL. 3, N0. 1, (2021)

Commission as well as the Ministry of Lands, should strive to ensure decisions are made on time, based on the present and the future of the organization.

The study having observed that both the commission and the Ministry of Lands do not often identify available opportunities to improve service delivery, it is recommended that top management in the two organisations should consider consistently implementing opportunities and threats analysis to identify potential ways of positioning themselves, to improve the quality of services delivered.

Having observed that the two organizations, the Commission and the Ministry of Land, rarely respond to arising opportunities with a view to improve service delivery it is recommended that top management in the two organizations should always be on the lookout to identify and respond to potential opportunities for improved service delivery.

Hypothesis driven strategies had an influence on the performance of land administration in Kenya. It is therefore recommended from the results of the study, that the Ministry of Lands and the National Land Commission, should ensure that all decisions are knowledge based so as to improve service delivery.

The research study concluded that strategic thinking could only explain 24.1 per cent of the performance of the land administration function in Kenya. It is recommended that further investigations go into establishing other factors affecting the performance of the land administration function in Kenya.

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