STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE AMONG INSTITUTIONS OF HIGHER LEARNING IN KIAMBU COUNTY

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

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This research project has been submitted for examination with my approval as the University supervisor.

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This project is dedicated to my mother Teresa Kemunto Onserio for her support throughout my research.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

CUE: Commission for University Education

IHLs: Institutions of Higher Learning

NACOSTI: National Council for Science and Technology

SPSS   Statistical Package for Social Sciences

TVETA: Technical and Vocational Education Training Authority

US: United States

UK: United Kingdom

OPERATIONAL DEFINATION OF TERMS

Institutions of Higher Learning: Educational organizations beyond secondary school level, especially education provided by a college or university

Monitoring and control: This is the continuous process of conducting checks and balances of planned and ongoing activities and implementing necessary corrective measures whenever necessary.

Organizational performance: This is the level of utilization of an organizational's resources to achieve the set goals.

Resource allocation: This is the process of assigning limited wherewithal to activities aimed at achieving organizational goals.

Strategy communication: This is the process of disseminating information related to planned activities and events from top management to other staff and vice versa.

Strategy implementation: This is the manner in which a strategic plan is transformed into actual performance in order to realize the set goals.

Strategic leadership: This is the capability of a manager to communicate an organization's vision and influence others to willingly make decisions that enhance accomplishment of the organizational's goals.

ABSTRACT

Institutions of Higher Learning (IHLs) have experienced exponential growth in the past five years due to the rise in student enrolment. This trend has caused a lot of competition amongst these institutions, both public and private, leading them to develop competitive strategies in a bid to survive. However, successful implementation of these strategies has been a challenge to the organizational performance. The objective of this study was to examine the influence of strategy implementation on organizational performance among IHLs in Kiambu County. The study's specific objectives were; to examine the influence of resource allocation, strategic leadership, strategy communication and monitoring and control on the performance of these institutions. The theories that guided the study were; Resources and Capabilities, Agency, Institutional and the Balance Scorecard. A descriptive study design of cross section in nature was used because it allowed effective data collection to test hypotheses concerning the variables under study. The target population were heads of both academic and non-academic departments. The sample of 174 respondents was selected through stratified random sampling. Primary data was collected through semi-structured questionnaires through drop and pick method of administration. Content validity was evaluated through the opinion of scholars and experts in strategy implementation as well as through a pilot test was carried out to check the reliability of the research instruments. Reliability of the questionnaire was evaluated using the Cronbach alpha test, which provided an acceptable threshold of 0.8. Descriptive statistics such as mean, percentages and standard deviations were used to analyze the data collected. Inferential statistics in the form of correlation tests and multiple regression analysis were also used to evaluate the influence of the independent variables on the dependent variables. Results were presented using tables along with their associated interpretations. The response rate of this study was sixty-six percent (66%) based. The findings established the existence of a significant influence of strategic resource allocation, monitoring and control of strategies, strategic leadership and strategic communication on the performance of IHLs. The study concluded that organizational performance was significantly influenced by monitoring, control of strategies resource allocation and strategy communication. Further, the findings revealed that strategic leadership did not influence performance of IHLs to a great extent as the preceding variables. It is recommended that the management of IHLs can use the findings to consider resource allocation to core activities of the institution, not only those that are directly related to achievement of their educational goals, but also to infrastructure such as students' hostels. The institutions should create innovative communication channels, such as online feedback platforms to guarantee that all stakeholders are aware of the strategies implemented and give feedback for improvement of the same. Further, it is suggested that management of the IHLs should have deliberate programs to monitor and control the strategies implemented and results given to the management for further action depending on the outcome. Finally, it is recommended that advance research be carried out through replication of this study in other organizations or industries.

CHAPER ONE

INTRODUCTION

1.1 Background of the study

There is an escalating pressure for organizations to adopt mechanisms that can keep up with the increasing competition in the global market. Strategy implementation is a critical competitive mechanism for all successful organizations to achieve their goals owing to its capability to enhance organizational performance. Akhtar, Arif, Rubi, Naveed (2011) assert that organizational performance is the degree to which an organization has successfully achieved its set objectives. Lawrimore and Noble (2009) also described organizational performance as an arrangement of financial and non- financial related pointers which indicate the level of accomplishment of pre-determined objectives. Indeed, strategic implementation is a vital facet in meeting an organization's desired goals and objectives. Therefore, it is imperative for the modern-day organizations to enhance their performance through effective strategy implementation.

Globally, Institutions of Higher Learning (IHLs) have developed viable strategy implementation mechanisms that enhance organizational performance so as to attain the millennia goals for research and development (Beard, 2009). In the United States (US), IHLs have enhanced their performance by implementing their mission and vision through developing a stakeholder-focused strategy that focuses on all the elements of the market in which they operate (Akhtar, Arif, Rubi, & Naveed, 2011). This has led to high organizational performance among these institutions making them highly competitive globally.

The Chinese IHLs have applied an integrated framework that manages, develops and releases full potential of their staff at an individual, team-based and organizational level. The institutions promote equality, involve and empower their stakeholders for effective strategy implementation. They care for, communicate, reward and recognize the need to motivate the staff in order to build their commitment to using their skills and knowledge for the benefit of effective strategy implementation (Chen, Wang, & Yang, 2009). This has resulted to a high organizational performance.

In Africa, IHLs in South Africa and Nigeria are at the helm of organizational performance due to their magnificent strategy implementation that conforms to the needs of their stakeholders (Omutoko, 2009). In South Africa for instance, the government has realized the need to enhance proper assessment mechanisms to facilitate strategic implementation in IHLs. Similarly, IHLs within Nigeria, which are among the fastest growing institutions of modern times, have invested heavily on strategy implementation through proper mechanisms that aid the attainment of desired goals without arousing significant conflict of interests from the stakeholders involved leading to a high organizational performance (Omutoko, 2009).

In Kenya, adequate research on the influence of strategy implementation on organizational performance is yet to be widely evident because most IHLs are still recuperating from poor organizational performance. Additionally, the continuous expansion of IHLs has adversely affected strategy implementation because limited resources used in implementing the organizational strategies have to be shared with the new institutions making the resources more scarce (Omutoko, 2009). These institutions also face challenges in their strategy implementation due to the unpredictable nature of the interests from stakeholders affecting their long run performance. It is upon this basis that this study found its foundation and examined the

influence of strategy implementation on organizational performance among IHLs in Kiambu County.

1.1.1 Organizational performance

Organizational performance is the actual productivity of an organization measured against its projected goals and objectives (Upadhaya, Munir, & Blount, 2014). The performance of an organizational is based on the perception that the organization is comprised of valuable resources that include personnel, physical and capital assets that are used to achieve a shared goal. The performance can be measured in terms of productivity and outcome, profit, effectiveness of internal processes and procedures, staff attitudes and organizational responsiveness to the environment (William, 2002). These diverse constituents result in many different interpretations of 'successful or poor performance' of organizations (Barney, 2002). Organizational performance is measured not only limited to economic outcomes governed by financial indicators such as accounting returns, stock market and growth measures, but also non-financial indicators such as customer contentment, personnel satisfaction and social performance (Combs, Crook & Shook, 2005). Therefore, organizational performance is the measure of internal performance results normally linked with more efficient or effective processes and other external measures such as corporate social responsibility that relate to considerations that are broader than economic valuation. (Richard, Devinney, Yip, & Johnson, 2009).

The key performance indicators of an organization can be measured through efficiency which is marked by the degree of production costs, output of labour and capital; through quality which is measured by the number of faulty products returned inwards; innovativeness is measured against number of new products developed against the competitors and percentage generated from new products (Hill, 2008). The performance indicators in IHLs range from the quality of the

undergraduate and postgraduate education provided to its students, number of graduates per year, number of graduates who secure employment/start a business, number of competent staff and collection of academic resources in the library. The idea is to select a few indicators that are reflective of organizational effectiveness (Matthew, Grawhich, & Barber,2009).

In general, organizational performance is determined by the organization's capability to respond to threats and opportunities in an effective and efficient manner, with full knowledge of the strengths and weakness at hand. An effective organization is able to successfully use information of its past and current trends as well as knowledge of alternative strategies available to make decisions that will achieve the greatest benefit for the organization (Rabah, 2015).

1.1.2 Strategy implementation

Strategy implementation is the process of carrying out planned strategies so that performance can be moved from the existing position to a future desired position (Johnson and Scholes, 2008). According to Aladwani (2003), strategy implementation means executing the results of planning through operationalization of the day to day activities so that an organization can achieve its competitiveness. Mashhadi, Mohajeri, and Nayeri,(2008) postulate that for an organization to implement the strategy successfully, adequate resources, decision-making processes, organization structure, culture, information and communication technology, reward and motivation systems, effective communication, education, capabilities and skills should be provided.

According to Steiner (2004), the implementation process envelops complete administrative activities including aspects like management appraisal, incentives, reward and control process. Operationalizing planned strategies includes allocation of resources, instilling strategic leadership, communication, monitoring and control. Communicating the strategy is a vital

element in strategy implementation. This communication can be either internal to the organization or external. Equally, for effective accomplishment of set goals, engagement of assets such as finances and personnel is considered during the strategy implementation phase (Ballentine, & Eckles, 2009).

Monitoring or evaluation is initiated to detect an errant strategy prior to negative impacts that could damage or increase the cost of implementing a strategy. Monitoring helps the team members to ensure that the strategy is being implemented successfully. (IEEE, 2009). Strategy control, offers appropriate and valid responses about the performance of an organizational so that change and adjustment becomes a regular part of implementation. Controls permit the amendment of implementation-related issues in the event that the desired goals are not being met (Gottschalk, 2015).

Strickland (2006) attempts to give some measures that can be put into place to enable effective strategy implementation. He notes that putting strategic plan into actions, tests a manager's ability to manage organizational change, inspire people, strengthen the organizations competencies and capabilities, create a strategy-supportive work environment and meet set targets.

Effective strategy implementation should devise internal action approaches, develop effective strategies to improve organizational performance, attain clarity of future direction, assign team work and expertise based on resources, deal effectively with organizational changes and uncertainties in external environment, processes and people and make appropriate choices and priorities (Cole, 2004).

1.1.3 Institutions of Higher Learning in Kiambu County

Institutions of higher learning within the Kenyan context includes: public and private universities, polytechnics, teacher training institutes, technical training institutes, institutes of technology and professional training institutions which could be government owned or commercial. (Afeti, Ng'ethe & Subotzky, 2008).

Kenya has made tremendous growth in higher education and training in the past decade. Currently, there are 72 universities, distributed as follows: 31 public chartered universities, 5 public university constituent colleges, 18 private chartered universities, and 5 private university constituent colleges, 13 institutions with a letter of interim authority (CUE, 2017) and 540 technical and vocational colleges, with current student population in the range of more than 450,000 and 80,000 students in the universities and technical and vocational institutions respectively.

This study paid attention to IHLs in Kiambu County which has 52 institutions of higher learning which include; 10 universities and 42 technical and vocational colleges (TVETA, 2017). Of the 10 universities, there are 4 public universities/campuses, 5 private universities and 1 constituent college (CUE, 2017). Majority, of these IHLs are severely weighed down by numerous and uncontrolled problems such as lack of competent faculty and acute shortage of teaching and training resources, not to mention non-existence of any kind of advanced research activities. However, the on-going exchequer reduction in funding coupled with lack of transparency and proper accountability by the top management have exuberated matters-leading to serious and perennial cash flow difficulties leaving some of these institutions with stalled major infrastructure projects, shortage skilled staff, equipment and facilities to serve the ever swelling number of students, and thus, inability to produce skilled and competent students for the ever-changing today's' emerging job markets (Rabah, 2015).

In addition, majority of the private IHLs in Kenya rely on students' tuition fees for their income. This intense dependence together with lack of substitute revenue sources has resulted to these IHLs being expensive and unaffordable for most Kenyans (Ngome, 2003). Poor strategy implementation in key operations by top management, lack of effective communication on strategies to be implemented and proper monitoring and control mechanisms in the operational frameworks also causes conflict of interest in IHLs. Nevertheless, there is inadequate literature on the influence of strategy implementation on organizational performance within these institutions. In view of this, it was important to study how the IHLs in Kiambu County can boost organizational performance through effective strategy implementation that leads to long term survival. It was therefore upon this basic rationale that the current study aimed at identifying the influence of strategy implementation on organizational performance in these institutions.

1.2 Statement of the problem

The task of implementing a strategy is critical to the survival of an organization and enhancing its performance in a competitive industry (Atkinson, 2006). It is noted that strategy implementation is a key process in achieving institutional goals and objectives and heightening the organizational performance (Allio, 2005). The drive for IHLs to adapt to the highly dynamic and competitive environment has led to refocusing of strategies so as to improve performance (Huang, 2012). The influence of strategy implementation on organizational performance continues to be singled out as important in research and practice Gaya (2013). For many years, there has been constant emphasis on strategy formulation and inadequate emphasis on strategy implementation (Shamila, Muhammad & Sohail (2016), Nnamani, Ejim & Ozobu (2015) and Akinyele & Fasogbon (2007). This emphasis on the plan and little or none on the implementation has been the cause of under-performance in IHLs. Noble (1999) asserted that most institutions'

best-conceived strategies fail to generate premium performance due to poor implementation. Unless the desired financial and non-financial results dictated by an institutional strategy are achieved, the institution will be incapable of exploiting the future opportunities and combating threats effectively (Hrebiniak, 2006). Therefore, the purpose of this study was to examine the influence of strategy implementation on organizational performance in IHLs in Kiambu County. Whereas there have been research studies on strategy implementation undertaken in many sectors, few have been carried out to establish the influence of strategy implementation on performance of IHLs.

1.3 Research objectives

1.3.1   General objectives

The general objective of the study was to examine the influence of strategy implementation on organizational performance among IHLs in Kiambu County.

1.3.2   Specific objectives

The study was guide by the following objectives:
  i. To examine the influence of resource allocation on the organizational performance of IHLs in Kiambu County.

  ii. To assess the influence of strategic leadership on the organizational performance of IHLs in Kiambu County.

  iii. To establish the influence of communication of strategies on the organizational performance of IHLs in Kiambu County.

  iv. To determine the influence of monitoring and control of strategies on the organizational performance IHLs in Kiambu County.

1.4   Research hypotheses

The following null-hypotheses were tested based on the specific objectives:

H_{01} Resource allocation has no influence on the organizational performance of IHLs in Kiambu County.

H_{02} Strategic leadership has no influence on the organizational performance of IHLs in Kiambu County.

H_{03} Communication of strategies has no influence on the organizational performance of IHLs in Kiambu County.

H_{04} Monitoring and control of strategies has no influence on the organizational performance of IHLs in Kiambu County.

1.5 Significance of the study

The research study findings provide a basis for establishing the influence of strategy implementation on the organizational performance of IHLs in Kiambu County. Specifically, the study established that resource allocation, strategic leadership, strategy communication and monitoring and control of strategies had a positive influence on the organizational performance. These findings benefit policy makers and regulators such as the Ministry of Education by helping to adjust policies regarding strategy implementation among IHLs in Kenya. Management bodies of these IHLs can employ the findings of the study to benchmark their processes and align their strategy implementation to institutions that perform better. The scholars can also benefit from the results of this study because they underscore the fundamental role of strategy implementation in influencing the performance of organizations. The results of the study contribute to the existing theories for scholars who plan to conduct more research in this area. This study augments the present body of empirical literature by extending the conceptualization of the influence of strategy implementation on performance in IHLs with a focus on resource allocation, strategic

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leadership, strategy communication and monitoring and control of strategies. The study also adds to the theoretical literature of strategy implementation and organizational performance by providing a basis for empirical testing of the research hypotheses and supporting the postulates of the Resource and capacities, Agency, Institutional and the Balance Score Card theories. The study adopted a narrow definition of strategy implementation and so more study could be carried out in this area so that causality can be better addressed.

1.6 Scope of the study

The study focused on strategy implementation and organizational performance in IHLs and was limited to an analysis of selected IHLs in Kiambu County. This was primarily because focus was on institutions whose main campuses were in Kiambu County where the main respondents for this study, heads of strategy implementation in the institutions were found. Satellite campuses were included since they were not directly involved in major strategy implementation decisions. Small-sized (in relation to the number of students and facilities) institutions were also not included as strategy implementation mechanisms were yet to be well laid out. The respondents in this study included the heads of non-academic departments, deans of schools, directors of institutes and principals of colleges because they were the key implementers of strategies within these organizations. The study also focused on the performance of the IHLs between 2013 and 2017 for a comprehensive analysis.

1.7 Limitations of the study

The study encountered several challenges during collection of data such as, unwillingness of the respondents to share the required information about challenges faced in strategy implementation in their institutions. To overcome this, the researcher clearly explained that the research's manifest intention was only for academic purposes and also requested the respondents not to give

their names for confidentiality of the responses given. In addition, unavailability of some key respondents at times when the researcher dropped or picked the questionnaires resulted to several visits to the IHLs under study. As such, appointments with the respondents at different times and days were arranged. The findings of this study might not be posited to other institutions due to dynamism in the factors affecting implementation of strategy and the measures of organizational performance.

Since this study was directed by only four strategic implementation factors considered to be key in determining organizational performance, it failed to include other factors hence denies the coverage of a broad perspective and exploration of more factors. This suggests that further research should be conducted so as to identify more strategic implementation factors determining organizational performance.

1.8 Organization of the study

This project consists of five chapters. Chapter one is the introduction of the study which covers the background of the study, statement of the problem, the purpose of the study, research objectives and specific objectives, the scope, significance and limitations of the study of the study. Chapter two comprises the literature review where theoretical and empirical literature has been discussed in detail. A conceptual framework and summary of research gaps have also been discussed in this study. In the third chapter, the study has provided the methodology which presents the research design, target population, sampling design, data collection techniques and procedure, validity and reliability of research instruments, data analysis and ethical considerations. The fourth chapter comprises research findings and discussion which presents analysis of the descriptive and inferential statistics. The fifth chapter presents the summary, conclusion, recommendations of this study and suggestions for further study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the literature review that underpinned the need for this study. The chapter first focuses on theoretical framework and then empirical literature. A conceptual framework is drawn later in the chapter followed by a summary and research gaps identified during the review.

2.1 Theoretical Review

This section discusses the theoretical literature behind strategy implementation and organizational performance. The following theories were discussed; theory of Resources and Capacities, Agency Theory, Institutional Theory and the Balance Scorecard Theory.

2.1.1 Resource Based View

The Theory of Resources and Capacities also known as the Resource-Based View (RBV) postulates that resources owned by an organization are critical for a firm to sustain competitive advantage and superior performance (Barney 2002). King (2007) predicted that resources possessed and managed by organizations are able to create a competitive advantage resulting in premium performance. The resources can be tangible such as raw materials, finances, real estate, computers; or intangible such as staff morale, reputation and patents (Mayer & Solomon, 2006). An organization's capacity is the ability of combining resources, people and processes to transform inputs to outputs. Makadok (2001) defines capabilities as special types of resources such as innovations and augmented customer service, specifically embedded and non-transferable, whose function is to improve the output of the other resources owned by the firm.

RBV explains the role played by resources possessed by an organization in differentiating it from other organizations in the industry through superior performance giving it competitive advantage (Baumol, Litan & Schramm, 2009). These different resources and capacities have positive implications on the performance of an organization. Organizations which allocate adequate resources to assets such as machinery, plant and equipment have a higher chance of premium performance than those that overlook such allocation (Ainuddin, Beamish, Hulland, & Rouse, 2007). Similarly, organizations that allocate resources to development of their personnel improve the human resources' skills and competencies. This in turn influences how decisions are made and implemented affecting the overall performance of organizations (Rose & Kumar, 2007). Allocation of financial resources such as money in hand and bank, stocks and other derivatives affects how a firm invests and even takes advantage of the new opportunities (Morgan, Kaleka, & Katsikeas, 2004). Intangible resources such as reputation of the products/services of the organization, its brand name and experience have significant implications on organization's activities. Capacities significantly affect an organization's performance and competitive ability (King, 2007). The organization must aim at allocating its resources at a cost-efficient and differentiated manner than its rivals for increased performance and eventually competitive advantage.

The RBV views organizational performance as the key component in gaining competitive advantage. The theory focuses on the following when determining the value of resources allocated in an organization: Firstly, competitive superiority which states that any resource that helps fulfill the customers' needs better than those of the competitor should be strategically allocated to customer-centered activities for synergy of performance (Mahoney and Pandian, 1992). Secondly, resource scarcity that states that any scarce resource should be sparingly

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allocated so that it can be sustained over time for continued organizational performance over the competitors who may not have access to the resource (Dierickx & Cool, 1989).

Thirdly, for long term competitive advantage, differentiating strategies can be implemented, when producing services such as programmes, so that competitors are not able to easily replicate; fourthly, inimitability that states that resources are allocated to ensure that unique aspects such as advanced practicals are inbuilt in the courses for better performance over competitors; resources should be allocated to research for the appropriateness of the institution's activities in the industry. Lastly, for rare, potentially value-creating and imperfectly imitable, an equally important aspect is non-substitutability (Dierickx & Cool, 1989). If competing organizations can counteract the value-creating strategies with a substitute, prices are lowered to the point of loss of competitive advantage causing overall poor organizational performance. The implementation of strategies should be based on the combination that uses organization resources more efficiently, and accumulate them in way to improve the firms' overall performance. The theory suggests that care and protection during allocation of the resources can improve the organization's performance (Crook, Ketchen, Combs & Todd, 2008).

This theory was relevant to this study because it explained the role played by allocation of internal resources in determining the organization performance of IHLs. When the resources were strategically allocated to key organizational activities, the organizational performance increased as did the competitive advantage of the institution.

2.1.2 The Agency Theory

The Agency Theory put forth by Jensen and Meckling (1976) postulates that the agent acts on behalf of the principal and to advance the principal's objectives. It is a supposition that explains

the relationship between principals and agents in organizations. The agents are typically leaders and managers of the organization at various levels. Once the agent accepts to embark on a task on behalf of the principal, they become answerable to the principal by whom they are engaged. Thus, the agents look after the principals' and their interests balancing them in order to achieve the objectives of the organization. This Theory has also been portrayed as the central approach to the relationship between principals and agents in performance management.

Laffont & Martimost (2002) contend that the Agency Theory is very important in organizational performance since the strategies implemented by the agent affect not only one, but several other the principals. The theory holds that appropriate synergy between the administration and its shareholders is necessary so as to work towards a common objective. Krueger (2004) in his paper on strategic management and management by objectives says that the objectives designed starting from the corporate to operational level must be overseen by the agents for the organization to achieve its goals. This is in view that at each stage of the chain of command, an agent has to be charged with the task of representing other stakeholders at other levels. This agent should create a conducive working environment that inspires the employees under them so that everyone in all the chains of command is acts as an agent.

There is synergy in operations and rapport between the principal and the agent leading to efficient and effective achievement of organizational objectives (Majone, 2001). Therefore, the agent plays a critical role in ensuring that intended strategies are implemented throughout the organization to achieve the objectives so as to realize greater performance. If the agent fails to do so, the agency loss is increased. Agency loss is the disparity caused by the acts of an agent on the best possible outcome. The best possible outcome is the situation where the agent acts as per the principal's interest thereby minimizing the agency loss and increasing the organizational

performance, while acts of an agent is when the leaders act as per their own interests increasing the agency loss resulting to a decrease in organizational performance (Zajac & Westphal, 2004). Organizational performance depends on agency loss.

This theory was relevant to this study because it puts into perspective how leaders (agents) in IHLs affect strategy implementation and organizational performance. Superior organizational performance was achieved when the leadership of institutions (agents) acted in the sole interest of the Ministry of Education (principal) by subduing and shifting their own interests to implementing the actions that will chiefly achieve the organizational goals. Ultimately, when the principal and agent shared common interests, organization performance was increased since the agent appreciated and passionately implemented the strategies laid out by the principal.

2.1.3 Institutional Theory

Simpson & Weiner (1989) defined the Institutional Theory as an approach that explains the influence of an organization's environment on its structures. The complexity of reporting structures affects the manner in which information relevant for strategy implementation is passed and received. The policies and procedures, which are the set of formal rules that are developed, determine the way information flows and actions to be carried out during strategy implementation (Scott, 2001).

This theory is concerned with how information flow in an organizational structure affects its performance. In this theory, the term institution is used to explain the particular culture as well as policies and procedures in an organization. Guohui & Eppler (2011) argue that organizations in which staff can easily access the management through open and supportive communication environment tend to outperform those with more restraining communication environments.

Lehtimäk and Karintau (2012) confirm that communication is an important requirement for effective strategy implementation. Organizational communication is vital in knowledge dissemination during the process of strategy implementation.

Communication is enveloping in every facet of strategy implementation because it relates in a complex way in organizational context, organizing processes and implementation of objectives (Mutisya, 2016). The set of formal rules developed in an organization determine how the flow of information and the actions to be undertaken by staff in case of an incident of a particular nature occurring will be made (Amenta, 2005). These communication structures influence the organization's performance by generating expectations among different stakeholders when implementing strategies.

This theory was important for this study because it explained the role played by organizational structure, specifically the communication structure, in determining the organizational performance. It is noted that organizational culture and policies was positively correlated with how communication flows in an organization and consequently influenced the performance of organizations. Communication coordinated different departments, sections and even external stakeholders to harmonize their aspirations for common organizational goals. Through communication, organizations were able to coordinate different resources towards a given strategy implementation reducing chances of any deviations from the anticipated results.

2.1.4 Balance Scorecard Theory

Kaplan and Norton (1992) put forth the Balanced Score Card (BSC) Theory which proposes that the financial evaluation of a company's performance should be enhanced with other measures that will include the intangible assets to give a evaluation of the company's performance. The

concept was introduced following criticism of only using financial measures to assess the performance of a company. The BSC theory brings together all the strategic objectives of an organization into a single and balanced framework (Kaplan & Norton, 2003). This theory is an advancement of the General electric's corporate strategy analysis which had been put forth in the 1950's (Lewis, 1955) advocating measurement of performance not only by financial measures but non-financial measures as well.

The BSC allows organizational systems such as planning, budgeting, incentive and reward to be focused and allied to successful strategy implementation. Kaplan (2005) presented the balanced scorecard theory in four points of view namely; the learning and growth, financial, customer and internal process perspectives. Each of these perspectives is aimed at ensuring that organizational strategies are monitored and controlled at each stage of the implementation.

The learning and growth perspective identifies the intangible assets such as the human capital, the information capital, and organization capital that sustain the value-creating internal processes and seeks to monitor their implementation for achievement of the organizational goals. The financial perspective on the other hand, describes the tangible results of the strategy in financial terms, such as revenue growth, lower unit costs, shareholder value, profitability and return on investment. The customer perspective defines the drivers of income growth which include generic customer outcomes, like acquisition, satisfaction and retention as well as the differentiating value offers the organization sets to offer to generate sales and loyalty from targeted customers. Finally, the internal process looks at, innovation, customer management, regulatory and social process objectives for producing and delivering the customer value and improving the quality and productivity of operating processes (Kaplan, 2005).

Managers use these perspectives to formulate and communicate their strategy, to align business units and shared services for synergy and also setting priorities for strategic initiatives for reporting and guiding the implementation of the strategy (Neely & Adams, 2002). The process starts by applying the BSC at the upper hierarchy and cascading the strategic goals to lower levels, for customization to the specific situations faced in the lower level units. All units are aligned with each other and to the organizational strategy (Kaplan, 2006).
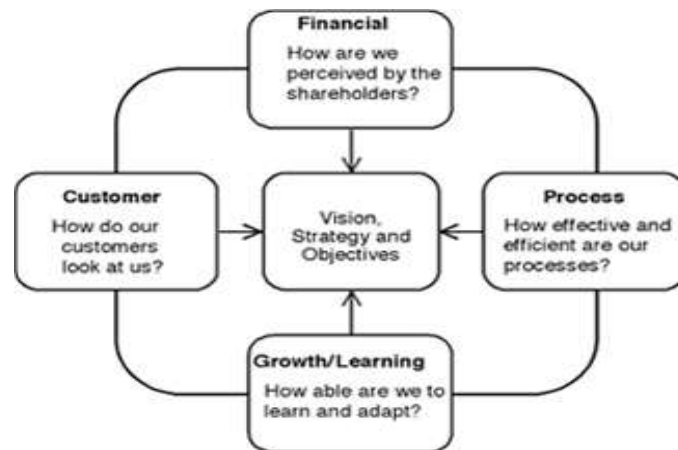
Figure 2.1 Balance Scorecard

(Kaplan, 2005)

In the IHLs, the learning and growth objectives incorporate shared values, style and staff to improve organizational skills and important processes. When structure, systems and strategy are closely incorporated, the probability of successful strategy implementation is increased substantially. Thus, one can view the BSC as a convenient and effective tool for monitoring and controlling organizational variables and processes to achieve premium performance through focused strategy implementation (Kaplan, 2005).

The BSC Theory was relevant to this study because it provided key means of monitoring and controlling the strategies implemented in a bid to measure the performance of an organization. The theory emphasized monitoring and controlling of strategies at all levels of implementation

so as to adjust deviances from the set objectives, provide a synergy in operations and possibly improve the overall performance.

2.3 Empirical review

2.3.1 Resource allocation and organizational performance

Abok (2015) investigated the factors affecting organizational performance with reference to resource allocation. Her study revealed that strategic resource allocation measures were slowly being adopted by organizations, inhibiting optimum performance of these organizations. The study focused on the financial factors affecting effective implementation of strategies. The effect of non-financial factors on resource allocation during strategy implementation on organization performance were not highlighted in this study.

Ouma and Kilonzo (2013) investigated how resource allocation planning influences performance in public financial institutions in Kenya. The study focused on the procurement departments of these institutions revealing that resource allocation significantly affects performance in the financial institutions. It did not show how the balance of overall resource allocation and allocation of funds to specific departments can improve the overall performance from low level to corporate-wide unit.

Gaya (2013) in his assessment of the determinants of strategy implementation at the Kenya Sugar Board found out that lack of proper strategy planning affected resource allocation at the Board. This was manifested by planning several strategies at once, which caused a strain in allocated resources leading to poor implementation of strategies. The study also revealed that the Board focused much on allocation of financial resources at the strategy planning stage, neglecting the role of non-financial resources such as human resources in strategy implementation resulting to under performance of the organization.

The current study aimed at finding out how balancing all types of resources during allocation to all departments and activities in the organization affected its performance.

2.3.2 Strategic leadership and organizational performance

In a survey carried out on the factors influencing the implementation of strategies in Nairobi Water and Sewerage Company by Ndichu (2009), it was noted that all organizations where top management did not exhibit confidence in the personnel occupying pivotal administrative positions when delegating assignments to them had poor performance, while all those that confidently delegated duties to these individuals had optimal performance. The study focused on the achievement of principal's and some agent's (top management)'s interests while neglecting the personal interest of the other staff in the organization. This study therefore explored the effect of strategic leadership on the organizational performance through achievement of common interests of the principal and agents.

Chege (2015) conducted a research on the challenges of strategic implementation on the performance of Zetech University and found out that leaders do not engage employees in formulation of strategic plans leading to reluctant implementation resulting to poor performance. This study therefore established how strategic leadership affects the implementation of strategies and overall performance of an organization.

2.3.3 Strategy communication and organizational performance

Uka (2014) investigated how communication influenced the effectiveness of the organization. The study conducted in Nigeria reflects the overall importance of communication as a continuity and key component of implementation of strategies. The study noted that constant and clear communication of the strategies to all employees of an organization, improved the overall achievement of the set goals. The findings nonetheless, did not outline the importance of

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communicating the strategies to all stakeholders including external parties. The current study expounded on these areas to find out if they have a comprehensive influence on communication of strategies and the overall organizational performance.

Mutisya (2016) investigated the influence of communication on strategy implementation among pharmaceutical companies in Nairobi. The study found out that to a great extent, strategy communication had an affirmative effect on the performance of these companies. However, majority of the companies used horizontal communication mechanism with no indication of feedback received from other levels in the organization on the strategies implemented.
The current study therefore focused on communication mechanisms with all stakeholders as a means of promoting organizational success.

2.3.4 Monitoring and control of strategies and organizational performance

A research study done by Rintari and Moronge (2012) investigated the influence of monitoring and control strategies on organizational performance of the Public Service Commission of Kenya. The study found that monitoring and controlling strategies through environmental scan contributes most to organizational performance. The study majorly focused on the improvement of an organization's performance through monitoring and controlling financial indicators overlooking the non-financial indicators. This study investigated both financial and non-financial indicators.

A study on the influence of monitoring and control of strategies in public schools in Webuye Constituency was conducted by Kitonga (2013) revealing that there is a positive relationship between monitoring and control of strategies and organizational performance. However, Kitonga's study focuses on the monitoring and control of l strategies in specific activities of the

schools while the current focuses on monitoring and control these strategies at all levels in the organization.

Tesot (2009) carried out a research on the effects of strategic management practices on performance of the Coffee Development Fund of Kenya. Her findings indicated that performance in these organizations was below the optimal level because monitoring and control strategies were not well adapted across the Fund. Majority of the respondents indicated that monitoring and control as a process involved the personnel on a minimally and as a result it was usually ignored. This study sought to find out how constant monitoring and controlling of strategies, involvement of the employees of the IHLs in the process and giving feedback of the results affected the organizational performance.

2.5 Summary of research gaps

The literature reviewed indicated that there were varied perspectives by the researchers who examined various indicators of strategy implementation on the organizational performance. For instance, Abok (2015) and Gaya (2013), focused on only financial factors affecting resource allocation, while Ouma and Kilonzo majorly focused on resources allocation in one department in all institutions researched giving a biased view of the performance.

Ndichu (2009) did not research on the role played by all leaders as implementers of strategies that are aimed at achieving the set objectives of the organization as a whole. Chege (2015) on the other hand did not conclude the research on recognition of employees' interests in strategy implementation as part of the factors that affects performance because the employees are part of the key implementers of strategy and that lack of their involvement will lead to poor organization performance because set goals will not be realized.

Uka (2014) study did not outline of the role played by departments in ensuring strategies are communicated to achieve the set goals. Mutisya (2016)'s studies lacked use of all communication structures in an organization while implementing strategies in an organization.

Rintari and Moronge (2012)'s study focused on the monitoring and controlling financial indicators overlooking the non-financial indicators, while Kitonga (2013) did not examine monitoring and control of these strategies at all levels in the organization instead focus was on the general monitoring and control of an organizational strategies on performance. Tesot (2009)'s research did not provide adequate evidence of involvement of employees during the monitoring and control process. Consequently, it is on the basis of these gaps that this research sought to establish the influence of strategy implementation on organizational performance with reference to the institutions of higher learning in Kiambu.

Table 2.1 Summary of research gaps

Author and year	Focus of the study	Findings	Research gaps	Focus of the current study
Abok, 2015	Factors affecting organizational performance with reference to resource allocation.	Slow adoption of resource allocation measures inhibits overall achievement of business aims.	The study focused only on financial factors affecting resource allocation; discounting non-financials.	This study focused on both financial and non-financial factors affecting resource allocation.
Ouma &Kilonzo 2013	Influence of resource allocation planning on performance in public financial institutions in Kenya	Resource allocation significantly affects procurement performance in financial institutions.	The study focused on one department in all institutions researched giving a skewed outcome to represent the entire institution.	This study established the influence of balancing resource allocation to all departments of an institution.
Gaya, 2013	Assessment of the determinants of strategy implementation at the Kenya Sugar Board.	Lack of proper strategy planning affected resource allocation because several projects would be rolled out at once without prioritization causing implementation of strategies to take more time than anticipated leading to poor performance.	The study did not identify key areas to prioritize when allocating resources for effective measure of the firms' performance.	This study established that strategic allocation of resources to key organizational activities improved organizational performance.
Ndichu, 2009	Factors influencing the implementation of strategies in Nairobi Water and Sewerage Company	Top management did not exhibit confidence in the personnel occupying pivotal administrative positions when delegating assignments to them	Lack of evidence of the empowerment and relevance of every leader as implementers of strategies that are aimed at achieving the set objectives.	This study found out that strategic leaders played a critical role in the success of an organization.
Chege, 2015	Challenges of strategic implementation on the performance of Zetech University	Lack of engagement of employees in strategic planning leads to poor implementation of strategies.	Failure to recognize that lack of fulfilling employees' interests in strategy implementation affects performance.	This study established that employees were an important part implementing organizational strategies for improved performance.

(Researcher, 2017)

Table 2.1 Summary of research gaps cont'd

Author and year	Focus of the study	Findings	Research gaps	Focus of the current study
Uka, 2014	Influence of communication on the effectiveness of the organization.	Internal communication is an important component of implementation of strategies.	No outline of the organizations' role in ensuring strategies are communicated to all stakeholders to achieve the set goals.	The study focused on communication of strategies to all stakeholders as a means to improve organizational performance
Mutisya, 2016	Influence of communication on strategy implementation among pharmaceutical companies in Nairobi	Majority of the companies used horizontal communication structure, followed by down-up communication structure and the least used upward-down communication structure.	Lack of use of all communication structures in an organization while implementing strategies in an organization.	The study established that use of various mechanisms of communication improved performance.
Rintari and Moronge, 2012	Influence of monitoring and controlling strategies on organizational performance of the Public Service Commission of Kenya.	Monitoring and controlling strategies through environmental scan contributes most to organizational performance.	The study majorly focused on the monitoring and controlling financial indicators overlooking the non-financial indicators.	The study focused on both financial and non-financial monitoring and control strategies for organizational performance.
Kitonga, 2013	Influence of monitoring and control strategies in public schools in Webuye Constituency	There is an affirmative relationship between monitoring and control of strategies and organizational performance	Focuses on the monitoring and control of organizational strategies in specific levels in the schools.	The study focused on monitoring and control of strategies at all levels in the organization.
Tesot, 2009	Effects of strategic management practices on performance of Coffee Development Fund of Kenya.	Performance in these organizations was low as monitoring and control strategies were not well adapted across the Fund.	Audits on human resources through monitoring and controlling strategies was done on a minimal extent.	The study established that monitoring and controlling all the strategic resources including human resources affects the organizational performance.

(Researcher, 2017)

2.6 Conceptual framework

This study hypothesized the influence of strategy implementation on organizational performance as shown in Figure 2.2. The independent variables in this study were the strategic implementation practices. The changes in these variables were under investigation in relation to influencing the organization performance in IHLs.

Independent variables   **Intervening Variables**   **Dependent variable**

Resource allocation
-Financial resources
-Human resources
-Physical resources

H₁

Strategic leadership
-Inspiring and empowering employees to achieve organizational goals
-Adherence to organizational goals and objectives
-Resource management

H₂

Organizational performance

-Achievement of goals and objectives in set timelines
-Outperforming competitors
-Motivated personnel
-Effective and efficient execution of tasks against allocated resources

H₃

Strategy communication
-Stakeholder involvement
-Channels of strategy communication

H₄

Monitoring and control
-Checks and balances
-Frequent evaluations

Organizational environment

-Institutional culture
-Institutional policies and procedures

Figure 2.2 Conceptual framework

(Researcher, 2018)

Figure 2.1, illustrates the influence of independent variables on the dependent variable as follows: Resource allocation indicators include: human, physical resources and the financial resources that made it possible for the organization acquire quality human and physical resources in a bid to achieve the set objectives. The indicators used to measure strategic leadership were: resource management by the leaders as per their availability and the capability of the leaders to steer and inspire the organization to adhere the set goals and objectives in view of any changes that might occur in the internal and external environment.

The indicators under strategy communication were stakeholder involvement which encompassed communication of information about the strategies to be implemented to the stakeholders of the organization and the various channels of strategy communication that are perceived as effective in relaying information throughout the organization about the strategies to be executed.

The variable on monitoring and control was expounded through checks and balances, and frequent evaluations such as internal quality audits that ensured that the intended strategies are implemented as per the set standards and guidelines and any deviations are rectified. The indicators under organizational performance were achievement of goals and objectives and outperforming competitors. Attainment of these indicators was viewed as successful performance whereas failure to achieve them was seen as poor or unsuccessful performance.

The independent and dependent variables were moderated by the intervening variables institutional culture which is the value and beliefs held in IHLs and institutional policies and procedures which are rules and laws laid out for guidance; that affect the intensity at which the independent variables affected the dependent variable.

CHAPTR THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used to collect data. The subsequent sections discuss the research design, study population, sampling design, methods of data collection, validity and reliability, data analysis and ethical considerations.

3.2 Research design

The study used descriptive study design which was cross-sectional in nature because the researcher was able to generate an accurate profile of factors, events and situations of a study population at a specific point in time to examine the connection between the dependent and independent variables (Cooper & Schindler, 2003). Descriptive study design enabled the researcher to explain the variables under study and obtain regression models for predicting independent variables (Zikmund, 2003). This design also allowed the researcher to collect information from the study sample on their perceptions relating to the influence of strategic implementation with regards to resource allocation, strategic leadership, communication of strategies and monitoring and control of strategies; on the performance of the IHLs and draw valid conclusions from the findings (Neuman, 2006). Cross-sectional study allowed the researcher to determine the sample affected by the variables under study and whether the frequency of occurrence varied across the population (Alexander, Lopes, Masterson & Yeatts, 2017). Additionally, this method enabled the researcher to examine the hypotheses and collect data from the sample in a time and cost-effective manner.

3.3 Study population

A study population according to Kothari (2004) is the total unit where the study is supposed to be conducted. This study population was 52 IHLs in Kiambu County which included 10 universities and 42 technical and vocational colleges (Appendix III). The county was suitable for this study since the IHLs were of diverse nature with l0 being universities and 42 being technical and vocational institutions distributed as shown in Table 3.1:

Table 3.1 Target Population

Population Category	Population	Percentage
Public Universities/Satellite Campuses	5	10%
Private Universities	4	8%
Constituent College	1	2%
Technical and vocational institutions	42	80%
TOTAL	52	100%

Source: Survey (2017)

3.4 Sampling design and sample size

This study conducted a census survey of all 52 IHLs in Kiambu County so that the size of the population would be well sampled. The unit of observation was 580 heads of department of teaching and non-teaching departments from three management levels that is; top, middle and lower-level in the IHLs as shown in Table 3.2. The study then used stratified random sampling technique to select the required sample from this population of 580 respondents. Due to the large number of respondents in the IHLs, a 30% sample of the respondents was used in accordance with Mugenda and Mugenda (2003) to get the desired sample size.

The desired sample size was therefore;

$$\frac{30}{100} \times 580 = 174$$

The sample was distributed evenly in the strata as per Pedhazur and Schmelkins (1991)'s formula below:

$$r = \frac{c \times s}{p}$$

Where;

r is respondent required from a stratum

c is stratum population (management level)

s is the desired size (174)

p is the total population (580)

Table 3.2 Sampling distribution

Strata	Management level	Strata population size	Sample size $r = \frac{c \times s}{p}$
Public Universities/ Satellite Campuses	Top	43	13
	Middle	68	20
	Lower	149	45
Sub-total		**260**	**78**
Private Universities	Top	24	7
	Middle	33	10
	Lower	53	16
Sub-total		**110**	**33**
Constituent College	Top	8	2
	Middle	11	4
	Lower	23	7
Sub-total		**42**	**13**
Technical and vocational institutions	Top	21	6
	Middle	39	12
	Lower	108	32
Sub-total		**168**	**50**
TOTAL		**580**	**174**

Source: Survey (2017)

3.5 Data sources and collection technique

The study employed primary data as it provided first hand information from the implementers and was helpful to the researcher because it was consistent and precise. This data was collected from the sample size of 16 IHLs. A structured questionnaire was used to collect data from teaching and non-teaching staff in these institutions. Questionnaires contained both open and closed ended questions themed along the study objectives. Questionnaires helped the researcher gather massive data within a short time (Saunders, Lewis, & Thornhill, 2009). The secondary data was also vital in the study since the researcher collected useful information from the library books, annual reports, journals and publications from research institutions.

3.6 Validity and reliability of research instruments

3.6.1 Pilot study

Pilot test was conducted to identify weakness in design and instrumentation and offer alternative data for selection of the probability sample. The instruments were pre-tested to ensure that the items in the instruments were stated clearly and had the same meaning to all respondents. Questionnaires were pilot tested in the two categories of the target population which were randomly selected (Mugenda & Mugenda, 2003). The results of the pilot study informed improvement of research instruments to enhance validity and reliability but were not used in the data analysis.

3.6.2 Validity

Validity is the ability of research instruments to measure what they purport to measure. Content validity was evaluated to examine the content of the questionnaires to determine whether they cover a representative sample of the domains to be measured. Kothari(2004) argues that

determination of content validity is primarily judgemental and intuitive. To establish the validity of the research instrument, the researcher sought the opinion of scholars and experts in strategy implementation. All this was geared towards modification of the instrument ensuring that it measured what it ought to measure.

3.6.3 Reliability

Orodho (2004) describes reliability as the ability of a study to replicate its findings on repeated procedures. He also suggests that reliability should be established through a pilot study that must be conducted to at least 10% of the sample and whose partcipation in the actual data collection should not be encouraged. Reliability was therefore ensured through test retest method involving a pilot of 58 respondents from IHLs in Nairobi County sampled because of its resemblance to Kiambu County in terms of orgnaizational performance. This ensured that the results were consistent over time. This method was preferred by the researcher because it gauged whether the instruments would elicit the same responses in both instances.

The validity and reliability of the questionnaire was tested by measuring the internal consistency of the predictor variables using Cronbach's Alpha coefficient. The results are presented in Table 3.3:

Table 3.3 Cronbach's Alpha Test
Reliability Statistics

Questionnaire context	Number of Items	Cronbach's Alpha	Comment
Resource allocation	5	0.874	Accepted
Strategic Leadership	6	0.792	Accepted
Communication of strategies	6	0.819	Accepted
Monitoring and control of strategies	6	0.834	Accepted
Institutional performance	6	0.795	Accepted
Overall reliability	6	0.823	Accepted

Source: Survey (2017)

According to Nunnally and Bernstein (1994), a coefficient greater than or equal to 0.7 is regarded as acceptable and an indication of construct reliability. The results indicate that the Cronbach Alpha coefficient was 0.823 suggesting that the measured items were correlated because they had a strong reliability.

3.7 Data collection procedure

Primary data from the sample of the study was collected through semi-structured questionnaire (Appendix I). The questionnaire contained Likert scale and closed-ended questions. In structuring the questionnaire, closed ended questions were avoided because they limit the respondents' answers and increased the risk of subjective answers. The questionnaires were administered through drop and pick method. The data collecting instruments were designed so as to achieve the research objective and collect data that addresses the problem of the study. Permission to conduct the research was sought from the National Council for Science and Technology (NACOSTI) office before initiating data collection. Data collection lasted ten (10) days.

3.8 Data analysis and presentation

Data analysis was done through coding, tabulating and then drawing statistical inferences this by use of statistical software including the Statistical Package for Social Sciences (SPSS). Descriptive statistics involving frequency distributions, percentages, means and standard deviations was employed to analyze responses.

With reference to the hypotheses, inferential statistics was carried out using regression models. The study utilized multiple regression analysis to predict the relationship between the dependent

variable (y) and the independent variables ($H_{1,2,3,4}$). The adjusted coefficient of determination (R-squared) was used to show the unpredictability of the variables. This was followed by the analysis of variation (ANOVA) test which compared group means by analyzing comparisons of variance estimates to test if the means of several groups were all alike. The statistical model that tested the relationship of the variables in the study is presented as follows:

$$y = \beta_0 + \beta_1 H_1 + \beta_2 H_2 + \beta_3 H_3 + \beta_4 H_4 + \varepsilon i$$

Where:

y = the value of the dependent variable (Organizational performance)

β_0 = Constant

$\beta_{1,2,3,4}$ = Coefficient of independent variables

H_1 = Resource allocation strategies

H_2 = Strategic Leadership

H_3 = Strategy communication

H_4 = Monitoring and control of strategies

εi = is error term 0.05 (captures any other variable not included in the equation)

Once inferences were drawn, the presentation of data was done through tables and graphs, where applicable.

3.8.1 Diagnostic tests

Data for analysis was collected from a population that was normally distributed hence three diagnostic tests were done to establish the suitability of the data for making assumption. According to Field (2009), the relationship between independent and dependent variables should be tested using diagnostic tests such as Normality, Multicollinearity and Homoscedasticity.

a) Normality test

To ensure the sample does not follow a normal distribution, normality of the data was tested using the Shapiro-Wilk test which examined whether data is normally distributed against null hypothesis (Ho). The test is able to identify deviance from normality due to kurtosis or skewness or both. This test rejects the null hypothesis and concludes that the data comes from a normally distributed population if the p-value is greater than 0.05 (Saunders, *et.al, 2009)*.

b) Homogeneity Test

Homoscedasticity was tested through Levene's test of homogeneity of variances. This statistic measured if the variance between the dependent and independent variables was the similar. If the calculated probability of the test is $\geq .05$, then the two variables are not significantly different and so more or less equal (Gastwirth et al., 2009).

c) Multicollinearity test

The Variance Inflation Factors (VIF) and its reciprocal-the tolerance were computed to test multicollinearity. VIF was analyzed through examination of correlation coefficient among variables as well as using SPSS regression procedure. A VIF for all the independent and less than 3 dependent variables signify no multicollinearity, while a VIF of more than 10 imply multicollinearity (Landau and Everitt, 2004).

Table 3.4 Test of Hypothesis

Objective	Hypothesis	Statistical Approach	Research Question	Interpretation
To examine the influence of resource allocation on the organizational performance of IHLs in Kiambu County.	Resource allocation has no influence on the organizational performance of IHLs in Kiambu County.	$Y=\beta_0+\beta_1 H_1+\varepsilon$	Section A	Adjusted R_2 F-Value t-Value Level of significant 0.05 P<0.05 reject null hypotheses
To assess the effect of strategic leadership on the organizational performance of IHLs in Kiambu County.	Strategic leadership has no influence on the organizational performance of IHLs in Kiambu County.	$Y=\beta_0+\beta_2 H_2+\varepsilon$	Section B	Adjusted R_2 F-Value t-Value Level of significant 0.05 P<0.05 reject null hypotheses
To establish the influence of strategy communication on the organizational performance of IHLs in Kiambu County.	Strategy communication has no influence on the organizational performance of IHLs in Kiambu County.	$Y=\beta_0+\beta_3 H_3+\varepsilon$	Section C	Adjusted R_2 F-Value t-Value Level of significant 0.05 P<0.05 reject null hypotheses
To determine the influence of monitoring and control strategies on the organizational performance IHLs in Kiambu County.	Monitoring and control of strategies has no influence on the organizational performance of IHLs in Kiambu County.	$Y=\beta_0+\beta_4 H4+\varepsilon$	Section D	Adjusted R_2 F-Value t-Value Level of significant 0.05 P<0.05 reject null hypotheses

Source: Survey (2017)

3.9 Ethical considerations

A data collection letter was sought from Kenyatta University (School of Business). Permission to collect data was also sought from the management of the IHLs. Privacy of respondents and the right to withdraw was maintained. The respondents' anonymity was emphasized and confidentiality of the information given was assured. Ethical consideration in line with foregoing authorities such as NACOSTI was adhered to in this study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, presentation and description of data collected using the questionnaire in Appendix I. Responses on the questionnaires has been presented in tables, figures and description.

4.2 Analysis of response rate

4.2.1 Response rate

Data was collected from the 52 IHLs under study in Kiambu County. The sample size drawn was 174 respondents who were heads of department in the 52 IHLs. Out of the 174 questionnaires printed and distributed, 116 were correctly filled and returned making a response rate of sixty-seven percent (67%) as shown in table 4.1. Saunders et al., (2007) recommends that a response rate above fifty percent (50%) is sufficient for a study.

Table 4.1: Response rate

Category of respondents	Targeted number	Actual response
Heads of Department	174	116

4.2.2 Respondents' demographic characteristics

The respondents' were drawn from the 52 institutions that gave feedback on the questionnaires issued. The respondents' demographic data analyzed included their age, gender, employee category, level of education and number of years worked in the institution.

4.2.3 Gender and age of respondents

The research established the gender and age of the respondents as shown by the results are in Table 4.2.

Table 4.2 Gender and age of respondents

Gender	Age				Percent	Total
	18' to 30 yrs	31' to 40 yrs	41' to 50 yrs	51' to 60 yrs		
Female	4	11	27	7	42.24	49
Male	5	9	25	28	57.76	67
Total	9	20	52	35	100.00	116

Source: Survey (2017)

From the findings presented in Table 4.2, the sample size of the study is N of 116 respondents, out of whom; male respondents constituted 67 respondents (57.76%), while 49 respondents (42.24%) were female. This was fairly balanced and demonstrated a fair representation of either gender in the research study.

The findings also indicate that fifty-two (52) respondents were aged between 41-50 years of which twenty-seven (27) were female ; while thirty-two (32) respondents were aged between 51-60 years; twenty (20) respondents were between 31-40 years, and nine (9) respondents were between 18-30 years. This implies that most heads of department in the IHLs surveyed are middle-aged employees. This can be credited to the level of experience and expertise that is required to work in this level of management.

4.2.4 Job category and level of education of respondents

The research established the job category and level of education of the respondents as shown in Table 4.3.

Table 4.3 Job category and level of education of respondents

Education Level	Job category		Percentage	Total
	Teaching	Non-Teaching		
Certificate	0	25	21	25
Diploma	4	24	27	31
Bachelors Degree	21	2	20	23
Postgraduate Degree	37	0	32	37
Total	65	51	100	116

Source: Survey (2017)

From the findings presented in Table 4.3 fifty-seven percent (57%) of respondents were teaching staff while forty-three percent (43%) were non-teaching staff. This indicates that the study had a balanced response from both the teaching and non teaching staff in the IHLs. In addition, thirty-two percent (32%) of the respondents indicated they had a postgraduate degree; twenty percent (20%) had bachelors degree and twenty-seven percent (27%) had a diploma. The remaining twenty-one percent (21%) indicated they had a certificate and these were only non-teaching staff. This depicts that most of the employees working at IHLs in Kiambu County are literate hence they are capable of adopting any strategic issues that the organization formulate with aim of improving organizational performance.

4.2.5 Work experience of the respondents

The study sought to assess the number of years the respondents had served in their respective IHLs so as to establish their work experience. The results are presented in Table 4.4.

Table 4.4 Work experience

Work experience	Age				Percent	Total
	18' to 30 years	21' to 40 years	41' to 50 years	51' to 60 years		
‹ 1 year	6	10	8	5	25	29
1-5 years	2	4	15	17	33	38
6-10 years	1	3	18	2	21	24
11-15 years	0	3	10	6	16	19
Over 15 years	0	0	1	5	5	6
Total	9	20	52	35	100	116

Source: Survey (2017)

From the findings, thirty-three percent (33%) of the respondents had 1- 5 years of experience, whereas those who had worked for less than a year accounted for twenty-five percent (25%). Respondents with 6-10 years experience accounted for twenty-one percent (21%) of the sample; while sixteen percent (16%) indicated they had worked for 11-15 years, with the remaining five percent (5%) indicating they had spent above 15 years in the IHL. This indicates that the institutions under study have been in operation for more than 10 years since some employees of 51' to 60 years had worked for over fifteen years and hence have experience and knowledge of the operation of these institutions.

4.3 Descriptive statistics

4.3.1 Strategic resource allocation

The study intended to investigate the degree to which strategic resource allocation influences organization performance in the IHLs.

The respondents were asked to indicate sources of funds for the IHLs apart from students' fees and the results showed that donor funds and grants were among the major source of funding with sixty-two (62%), bank loans with thirty-two percent (32%) and income generating units (IGUs) with six percent (6%). This is presented in Figure 4.1:
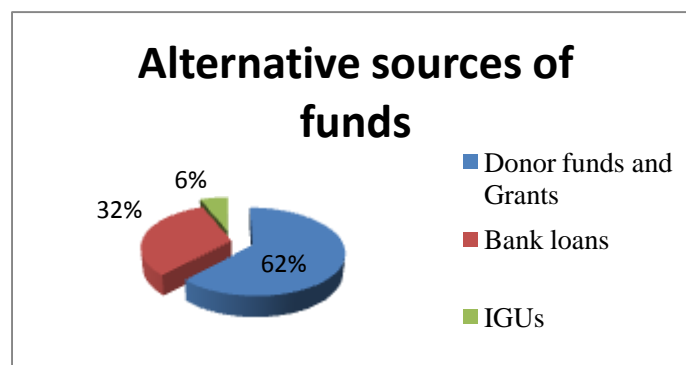
Figure 4.1 Alternative sources of funds
Source: Survey (2017)

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4.3.1.2 Allocation of resources to various activities in the institution

The study sought to establish whether resource allocation to different activities in the IHLs influenced the performance. The respondents were required to indicate the extent of the influence using a Likert scale; 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree. Analysis was done using the mean and standard deviation and the results of the analysis are as shown in Table 4.5.

Table 4.5 Allocation of resources to various activities in the institution

Resource allocation	Mean	STDev
The institution has adequate infrastructure to cater for students classes and laboratories	3.87	1.07
The library is well equipped and can accommodate the current population of students and staff	3.62	0.98
The institution has enough hostels for qualified and willing students	3.47	0.91
All the departments are adequately staffed with both teaching and non-teaching staff	4.41	1.26
The physical and human resources available are adequate to promote organizational success in this institution	4.24	1.13
Aggregate scores for resource allocation	**3.92**	**1.07**

Table 4.5 shows that the mean score and standard deviation for resources allocated to equipping the library are 3.62 and 0.98 respectively. This shows that the libraries were well equipped and could accommodate the institutions' population. The high variability of responses for adequate staffing in the departments and availability of physical and human resources, 1.26 and 1.13 respectively implies that the IHLs do not allocate enough resources to these activities. However, there was uncertainty as to whether enough resources were allocated to hostels for qualified and willing students as indicated by a mean of 3.47 that approximate to 3.00 (moderate). This shows

that these IHLs have not prioritized investment in hostels for their students. This has consequently limited the number of students that express interest in the IHLs affecting their overall performance. These findings were in tandem with Abok (2015)'s study which revealed that organizations whose performance is outdone by competitors had operations that were slow in adopting strategic resource allocation measures in core functions that led to inhibited optimum performance.

The aggregate mean score for allocation of resources to various activities in the institution is 3.92. This mean score estimates to 4.00 (agree) on the 5-point Likert Scale used in the study. There was a high variation of responses from the mean response as illustrated by the aggregate standard deviation of 1.07. These findings reveal that there is an accord amongst respondents that activities relating to resource allocation in institutions affect the performance of the IHLs. This is a clear indication that most of IHLs under study have optimal resources to handle their operations.

4.3.2 Strategic leadership

Respondents of the study were asked to indicate the style of leadership exercised in their institution. The findings are represented in Figure 4.2 where transformative leadership was the most common leadership style with forty-three percent (43%) citing that the top management involved them to a great extent during the strategy implementation and empowered them to execute the strategies in line with the set goals. Democratic leadership had thirty-six percent (36%) of the respondents citing it as the leadership style used in their institutions, bureaucratic had twelve percent (12%) and autocratic leadership style had nine percent (9%). This is evidence that transformational leadership is more effective and more preferred as it is positively related to subordinate satisfaction, motivation, and performance.
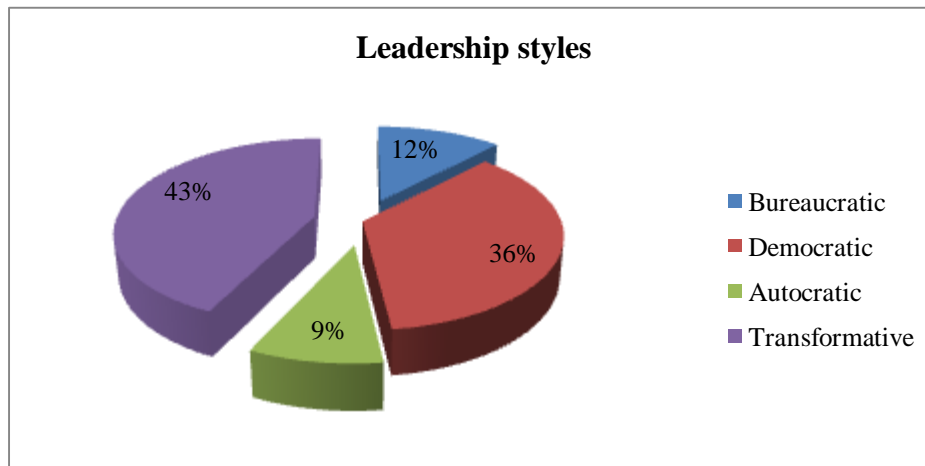
Figure 4.2 Strategic Leadership
Source: Survey (2017)

The respondents were requested to indicate to indicate the extent to which strategic leadership influences IHLs performance. The findings are represented in Table 4.6.

Table 4.6 Influence of strategic leadership on performance of Institution of higher learning

Strategic Leadership	Mean	STDev
The leadership in the University has concrete vision for the future of the institution	3.66	1.03
The leadership rewards employees based on the performance	3.62	1.13
Different opinions are tolerated by the University leadership	3.52	1.11
Staff grievances are listed to and dealt with satisfactorily	3.56	0.91
There is transparency in remuneration and promotion of employees	3.50	0.95
The state of the leadership in this University is healthy to promote organizational success	3.54	1.12
Aggregate scores	**3.57**	**1.04**

Source: Survey (2017)

The aggregate mean score for strategic leadership on various activities in the institution has been shown as 3.57 in Table 4.6. This mean score estimates to 4.00 (agree) on the 5-point Likert Scale adopted for the study. There was a high variation of responses from the mean response as illustrated by the aggregate standard deviation of 1.04 translating to low levels of confidence in the leadership styles employed in the IHLs.

The mean scores of derived from the level of satisfaction in dealing with staff grievances and transparent remuneration of employees were 3.56 and 3.50 respectively. In addition, these indicators had standard deviations of 0.91 and 0.95 respectively. The mean scores are approximately 4.00 (agree) on a 5-point Likert Scale implying that the respondents were relatively pleased with these services.

It can also be noted that the mean score of 3.66 by the indicator on the concrete vision for the future of the institution, 3.62 by the indicator on rewarding employees based on the performance, 3.52 on opinions tolerated by the University leadership and 3.54 on healthy leadership in the IHLs show that the IHLs performance is well guided by the current the strategic leaders have for the institutions. This was in line with the study conducted by Ndichu (2009), who found out that all organizations that exhibited confidence in individuals occupying pivotal managerial positions had optimum performance. Nevertheless, the high standard deviations for these indicators show that there were respondents who were not certain about the influence that strategic leadership has on the organizational performance.

4.3.3 Strategy communication

The respondents were asked to indicate if there was a deliberate program that involved the employees in formulation and implementation of strategies. Seventy-four (74%) indicated that a

program was in place that involved all cadres of teaching and non-teaching staff, but twenty-six (26%) said that there was no program set in place. This has been depicted in the Figure 4.3:
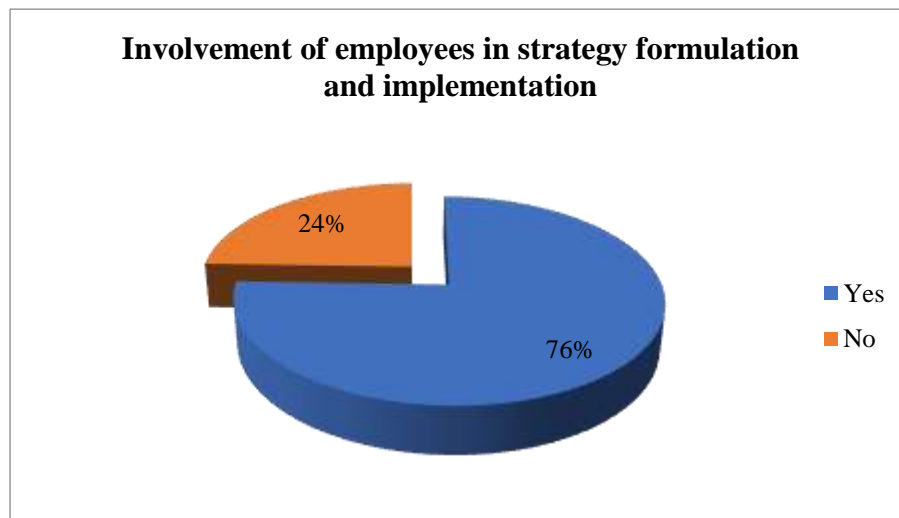
Figure 4.3 Involvement of employees in strategy formulation and implementation

Source: Survey (2017)

The study sought to establish the influence of strategy communication on the organizational performance through indicators such as sharing of the IHLs vision, conducting deliberate programs to explain the objectives and goals of the organization so as to foster acceptability, giving feedback to employees, involvement of stakeholders and communication mechanisms used in the IHLs. The findings are shown in Table 4.7:

Table 4.7 Influence of strategy communication on the organizational performance of IHLs

Strategy communication	Mean	STDev
The vision of the institution is shared among the employees from time to time	4.47	0.87
There is a deliberate program to explain the objectives and goals of the organization so as to foster acceptability and good relationship between employees and the management	4.25	0.90
It is the culture of this institution to give feedback, whether positive or negative to employees	4.04	1.07
Other stakeholders who are not directly employed in this institution are involved at relevant instances	3.98	1.16
There is a general constant communication among employees, students, employer and other stakeholders	4.01	1.17
The communication mechanism adopted in this institution is good to promote organizational success	4.11	0.32
Aggregate scores	**4.14**	**0.92**

Source: Survey (2017)

The overall aggregate mean and standard deviation for indicators of strategy communication are 4.14 and 0.92 respectively. The overall mean response is estimated to 4.00 (agree) on the 5-point Likert Scale. It can also be observed that the standard deviation is small revealing an agreement amongst respondents that strategy communication is a crucial ingredient to performance of IHLs in Kiambu County.

There was uncertainty as to whether giving feedback and constant involvement and communication amongst the employees enhances performance of the IHLs as indicated by the variability of responses represented by a standard deviation of 1.07, 1.16 and 1.17.

The mean response for indicators on shared vision amongst employees, deliberate programs to explain the institutions' goals and the communication mechanisms adopted are 4.47, 4.25 and 4.11 respectively while the corresponding aggregate standard deviations are 0.87, 0.90 and 0.32.

It can be observed that the aggregate mean response is leaning to 4.00 (agree) on the 5-point scale adopted meaning that there is an accord amongst respondents that these three indicators affect the performance of the organization positively.

These findings were consistent with Uka (2014) found out that constant and clear communication of the strategies to all employees of an organization, improved the overall achievement of the set goals.

4.3.4 Strategy monitoring and control

The respondents were asked to indicate if there was a deliberate program to monitor how activities were implemented in the IHLs and seventy-six percent (74%) indicated that there was a program in place, while twenty-four percent (26%) indicated otherwise as shown in the Figure 4.4 :
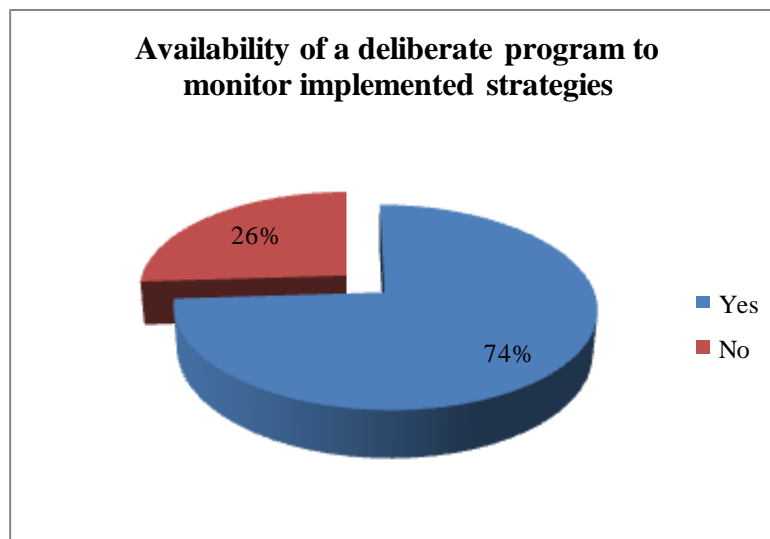
Figure 4.4 Availability of a deliberate program to monitor implemented strategies

Source: Survey (2017)

Additionally, of the seventy-six percent (76%) who indicated that a program was in place, 82% indicated that the program was done quarterly, twelve (12%) indicated that it was done twice a year, four percent (5%) said it was done monthly, three percent (2%) indicated that it was done once a year and 1% indicated that it was done weekly as shown in Figure 4.5.
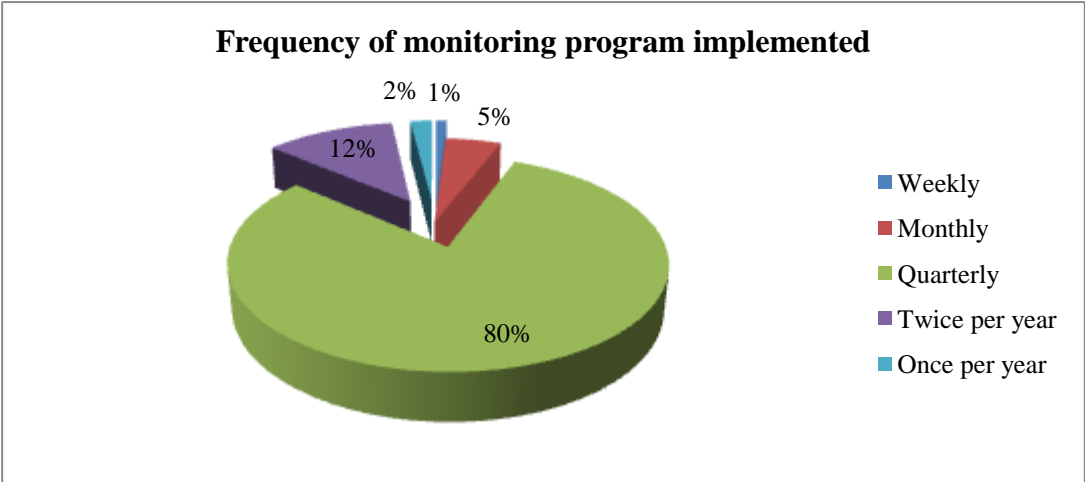
Figure 4.5 Frequency of monitoring program implemented

Source: Survey (2017)

The researcher required respondents to indicate the degree to which strategy monitoring and control of strategies influences aspects of organization performance. The descriptive statistics from responses on strategy monitoring and control are presented in Table 4.8:

Table 4.8 Influence of monitoring and control of strategies on the organizational performance of IHLs

Monitoring and control of strategies	Mean	STDev
Every project is implemented with checks and balances in between	3.74	1.04
Problems are detected and rectified early	3.57	0.90
There are stated consequences for employees who fail to meet required standards of activities and projects	3.73	0.87
The university regularly outsource external auditors to evaluate senior management of the University	3.51	0.94
The reports of monitoring and evaluation are documented and provided to relevant authorities for action	3.44	0.82
The monitoring and control mechanism employed in this University promoted organizational success	4.15	1.01
Aggregate score	**3.69**	**0.93**

Source: Survey (2017)

Table 4.8 reveals that all indicators apart from implementation of checks and balances in projects and monitoring and control methods employed in the organization had a low standard deviation of less than 1 and mean scores that estimated to 4.00 (agree) on the 5-point Likert Scale. Additionally, the aggregate mean score for all indicators on monitoring and control of strategies is 3.69. This reveals that there is an accord amongst respondents that monitoring and control of strategies affects the performance of IHLs. The responses are clustered around mean response as shown by the aggregate standard deviation of 0.93.

These findings were related to Kitonga (2013) who revealed a positive influence of monitoring and control strategies on organizational performance. The findings in this study indicate that adequate mechanisms for monitoring and controlling strategies were in place in the IHLs.

4.3.5 Overall performance of the institutions of higher learning

The researcher requested respondents to show the degree to which they perceived that the institutions were performing better than their competitors. From the findings shown in Table 4.9, a collaborative seventy-five percent (75%) of respondents indicated that their institution had performed better than the competitors over the past five years because of improved quality of services while twenty-five percent (25%) indicated that the IHLs performance had stagnated or declined within the stated period as presented in the figure below:
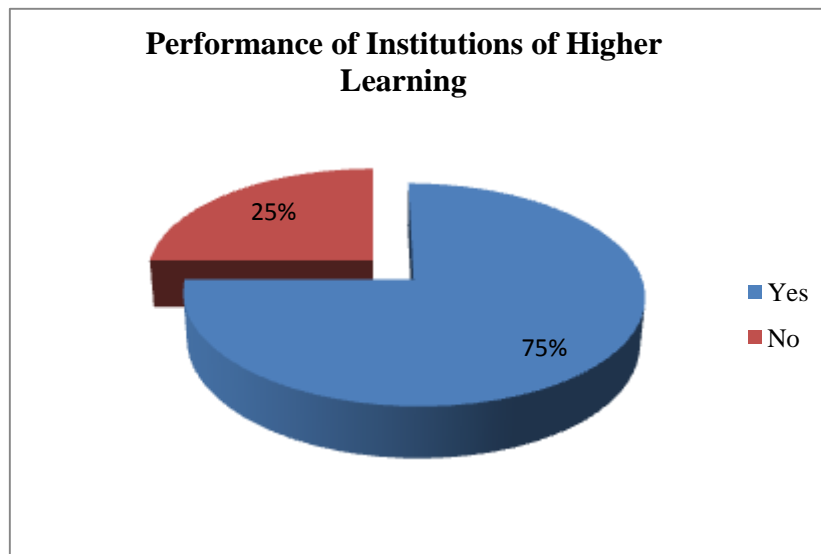
Figure 4.6 Performance of Institutions of Higher Learning

Source: Survey (2017)

The respondents who indicated that the performance of the organization has improved noted that the aspects that contributed to this were; student enrolment, collaborations and networking,

quality of education, technological advancement, infrastructural development, customer satisfaction, effective supervision of postgraduate students, staffing and employee remuneration in the order of impact.

The respondents were requested to rate their level of agreement or disagreement with the statements relevant to performance on a scale of 1 to 5, where 5 represented 'strongly agreed' and 1 'strongly disagreed' and the statistics from the data collected were analyzed and presented in Table 4.9:

Table 4.9 Overall performance of the IHLs

Monitoring and control of strategies	Mean	STDev
This institution has been performing better compared to others	3.80	0.97
The institution has improved the quality of its services over time	3.70	0.94
International organizations provide positive feedback in relation to quality of services offered in this institution	3.72	1.01
The institution has recorded improved enrolment for both international and local students	3.26	1.06
The institution is able to fund most of its activities without seeking for loans or donations	3.59	0.99
This institution has been able to achieve all its goals in time and with stipulated resources	3.69	0.89
Aggregate score	**3.62**	**0.82**

 Source: Survey (2017)

Findings in Table 4.9 indicate that the overall average mean score is 3.62 with a standard deviation of 0.82. This shows that the 116 respondents were in agreement that performance of the institutions was effective, efficient and relevant. They attributed this to IHLs performing better compared to others with a mean score of 3.80 and a standard deviation of 0.97, improved the quality of its services over time with a mean of 3.70 and standard deviation of 0.94, positive

feedback from international organizations in relation to quality of services offered with a mean of 3.72 and standard deviation of 1.01, improved enrolment of both international and local students with a mean of 3.26 and standard deviation of 1.06, improved funding of IHLs activities without seeking for loans or donations with a mean of 3.59 and standard deviation of 0.99 and achievement goals in time and with stipulated resources with a mean of 3.69 and standard deviation of 0.89.

From the findings, it is noted that the following indicators of performance in IHLs under study were significant; improved performance of institutions compared to competitors, the quality of services given, funding of IHLs activities without seeking for loans or donations and achievement goals in time and with stipulated resources. However, there was a high viability with responses given for the indicators on feedback about the quality of services offered in the institutions and enrolment of both international and local students as indicated by the variability of responses represented by a standard deviation of 1.01 and 1.06 respectively.

4.3.6 Correlation between study variables

A correlation analysis was carried out to determine whether significant relationships existed between the study variables. The findings show that strategic resource allocation had the strongest influence on organizational performance of IHLs, r (0.682); $p < 0.01$; followed by monitoring and control of strategy r (0.674); $p < 0.01$; strategic leadership r (0.632); $p < 0.01$, and finally the strategic communication r (0.542); $p < 0.01$. These were statistically summarized in Table 4.10:

Table 4.10 Correlation Analysis

Variable	1	2	3	4	5
Organizational performance	1				
Resource allocation	0.682	1			
Strategic leadership	0.632	0.221	1		
Strategic Communication	0.542	0.396	0.294	1	
Strategy monitoring and control	0.674	0.5000	0.392	0.224	1

Source: Survey (2017)

Where;

N=116

Table 4.10 presents tests on the correlation between independent variables where the correlation coefficients for all variables were less than 0.8 meaning that the study data did not reveal extensive multicollinearity because relationships did not exceed the threshold.

4.4 Inferential statistics
4.4.1 Tests of regression assumptions

4.4.1.1 Test for normality

Normality was tested using the Shapiro-Wilk test. The Shapiro-Wilk's statistic ranges from zero to one and in case the calculated probability (p-value) is below 0.05, the data notably deviates from normal (Razali and Wah, 2011). These results of Shapiro-Wilk test on this study are presented in Table 4.11.

Table 4.11 Shapiro-Wilk statistic

	Statistic	Df	Sig.
Resource allocation	. 874	116	.320
Strategic leadership	. 871	116	.233
Strategy communication	. 934	116	.078
Monitoring and control of strategies	.725	116	.092
Organizational performance	.855	116	.419

Source: Survey (2017)

The findings in Table 4.11 reveal that the five research variables had values of calculated probability ranging from 0 .078 for strategy communication to 0.419 for organizational performance. The probability values were greater than 0.05 and therefore at 95% confidence level and so the sample has a normal distribution as advocated by Razali and Wah (2011).

4.4.1.2 Test for Homogeneity

Homoscedasticity was examined through Levene's test to evaluate the impartiality of variances for a variable calculated for two or more groups. The level of significance for the study was α =5%, for p ≥0.05 fail to reject, while for p < 0.05 was rejected and a conclusion made that there was a discrepancy between variances of the population. The results are presented in Table 4.12.

Table 4.12 Levene statistic

Variables	Levene Statistic	df1	df2	Sig.
Resource allocation	4.532	4	112	.733
Strategic leadership	6.265	4	112	.194
Strategy communication	7.709	4	112	.063
Monitoring and control of strategies	8.440	4	112	.116

Dependent Variable: Performance of IHLs
Source: Survey (2017)

Table 4.12 shows that the calculated probability is greater than 0.05 for all the research variables. These values ranged between 0.063 for strategy communication and 0.733 for resource allocation. In this case, the variances were considerably equivalent as contended by Gastwirth.

4.4.1.3 Test for Multicollinearity

Variance Inflation Factors (VIF) and its reciprocal-the tolerance were computed to test for multicollinearity. VIF measured the extent of multicollinearity in an ordinary least- squares regression analysis. VIF that are greater than 10 signify multicollinearity; the higher the value of VIF's, the more extensive the problem. Multicollinearity was tested in the study and the results are presented in Table 4.13.

Table 4.13 Collinearity Statistic

Variables	Tolerance	VIF	Comment
Resource allocation	.735	1.361	No multicollinearity
Strategic leadership	.345	2.897	No multicollinearity
Strategy communication	.193	5.186	No multicollinearity
Monitoring and control of strategies	.117	3.572	No multicollinearity

Dependent Variable: Performance of IHLs

Source: Survey (2017)

Table 4.13 shows that all the research variables had tolerances and VIFs greater than 0.1 and less than 10 respectively. According to Landau and Everitt (2004), VIFs of at least 10 or tolerances of at most 0.1 imply presence of multicollinearity. Resource allocation yielded the least VIF at 1.361; however, strategy communication generated the highest VIF at 5.186. This suggests that there was no multicollinearity and thus all the predictor variables were upheld in the regression model as this is in line with the threshold suggested by Landau and Everitt (2004).

4.4.2 Test of hypotheses

Regression analysis was used in this research to test the research hypotheses. The study adopted the multi-regression analysis to establish the influence of strategy implementation on the organizational performance based on the mean and standard deviations of the study variables.

The analysis assumed the following model:

$Y = \beta_0 + \beta_1 H_1 + \beta_2 H_2 + \beta_3 H_3 + \beta_4 H_4 + \varepsilon$

Where:

Y is the dependent variable (organizational performance)

β_0 is the regression constant

β_1, β_2, β_3, β_4, and β_5 are the coefficients of independent variables,

H_1 is strategic resource allocation,

H_2 is strategic leadership

H_3 is strategic communication,

H_4 is monitoring and control of strategy,

ε is the error term.

The tests for hypotheses utilized the ANOVA test which computed both the linear and non-linear components of a set of variables whereby, non-linearity is noteworthy if the calculated probability value for the non-linear component is below 0.05 (Garson, 2012). Moreover, it established if there was a major link between the dependent and independent variables. ANOVA test is superior compared to the two-sample t-test because it is not susceptible to higher chance of committing a type I error (error of rejecting a null hypothesis when it is actually true).

Table 4.14 Linear regression summary model

Model	R	R Square	Adjusted R
1	0.748	0.534	0.512

Source: Survey (2017)

The findings in Table 4.14 indicate that the variables were significantly correlated where R (coefficient of correlation) was a positive correlation of 0.748 implying that strategy implementation variables were strongly linked to organizational performance. The table shows R Square of 0.534 meaning that the identified independent variables (resource allocation, strategic leadership, communication of strategies and monitoring and control of strategies) explain fifty-three percent (53.4%) variation in the dependent variable. The remaining 46.6% is explained by other management strategies and practices adopted by IHLs.

Table 4.15 Summary of One-way ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
Regression	2.228	3	0.176	8.728	0.000
Residual	1.587	113	0.144		
Total	3.815	116			

Dependent Variable: Performance of IHLs
Source: Survey (2017)

From Table 4.15, the study of ANOVA revealed the presence of a significant relationship between the combined study variables, F = 8.728; p value = 0.000; which is less than 0.05 the threshold required for a relationship to be significant. This showed that the collective independent variables had significant effect on performance of IHLs. This is demonstrated by high F-values (8.728) and low p values (0.000) which are less than 5% level of significance.

The researcher went ahead to test the significance of each predictor to determine its effect on organizational performance as shown in Table 4.16.

Table 4.16 Co-efficient of determination

Model	Unstandardized coefficients		Standardized coefficients	t	P-value
	Beta	**Std error**	**Beta**		
Constant	0.198	0.573		6.050	0.000
Resource Allocation	0.515	0.129	0.370	3.892	0.000
Strategic leadership	0.430	0.101	0.331	3.258	0.007
Strategy communication	0.411	0.133	0.317	2.090	0.000
Monitoring and control of strategy	0.396	0.244	0.323	1.039	0.000

Source: Survey (2017)

The regression coefficients revealed that when the variables were combined, strategic resource allocation had the highest regression coefficient with a beta value β (0.515); p value = 0.000; followed by strategic leadership coefficient with a beta value β (0.430); p value = 0.007; followed by strategic communication coefficient with a beta value β (0.411); p value = 0.000 and finally monitoring and control of strategy coefficient with a beta value β (0.396); p value = 0.000.

The results of the regression equation below shows that for a 1- point rise in strategic implementation, performance in IHLs rises by 0.198, ceteris paribus.

The regression model equation is expressed as:

$Y = \beta_0 + \beta_1 H_1 + \beta_2 H_2 + \beta_3 H_3 + \beta_4 H_4 + \varepsilon$

$Y = 0.198 + 0.515 H_1 + 0.430 H_2 + 0.411 H_3 + 0.396 H_4$

Where;

β is a correlation coefficient

Y= Organizational Performance

H_1= Strategic Resource Allocation

H_2= Strategic leadership

H_3= Strategic communication

H_4= Monitoring and Control of strategy

ε= Error Term

From on the coefficients of regression above, it can be presumed that performance of IHLs in Kiambu County was influenced by strategic resource allocation, strategic leadership, strategic communication and monitoring and control of strategy respectively.

Other results of the hypotheses are discussed hereafter thematically based on the hypotheses.

H_{01} Resource allocation has no influence on the performance of IHLs in Kiambu County

The first objective aimed at determining if resource allocation influenced the performance of IHLs in Kiambu County. A null hypothesis H_{01} was formulated, with the assumption that resource allocation has no influence on performance of IHLs in Kiambu County. Table 4.16 shows that the coefficient of resource allocation was 0.515, the t-statistic and corresponding p-value were 3.892 and 0.000 respectively. This implied that resource allocation had a considerable effect on the performance of IHLs in Kiambu County.

This is in accord with findings by Ouma and Kilonzo (2013) that resource allocation positively influences performance in an organization. The RBV theory by (Barney, 2002) also supports the findings in that resource allocation is critical to enhancing organizational performance.

H$_{02}$ Strategic leadership has no influence on the performance of IHLs in Kiambu County

The second objective sought to establish whether a strategic leadership had an influence on the performance of IHLs. A null hypothesis, H$_{02}$, was formulated with an assumption that strategic leadership had no influence on the performance of IHLs. Table 4.16 shows that the coefficient of strategic leadership was 0.430, with the t-statistic of 3.258 and p-value of 0.007. This meant that strategic leadership had a significant influence on performance of the IHLs.

As postulated by the Agency Theory (Jensen and Meckling, 1976), the agents of the Ministry of Education (principal), management of IHLs should utilize leadership styles that will ensure that the employees embrace the strategies to be implemented for superior organizational performance. Additionally, in line with findings by Chege (2015) which indicated that strategic leaders who engaged the employees in formulation of strategies had better implementation outcomes than those who did not, affecting the performance of the organization adversely.

H$_{03}$ Strategy communication has no influence on the performance of IHLs in Kiambu County.

The third objective aimed at determining if strategy communication influenced the performance of IHLs in Kiambu County. A null hypothesis H$_{03}$ was formulated, with the assumption that strategy communication had no influence on performance of IHLs in Kiambu County. Table 4.16 indicates that the coefficient of strategy communication was 0.411, the t-statistic was 2.090 and p-value was 0.000. Given that the coefficient for strategy communication was positive and significant, it can be concluded that it has a positive effect on performance of IHLs in Kiambu County.

This is in accord with Mutisya (2016) findings that indicated that strategy communication in an organization had positive influence on its performance.

H$_{04}$ Monitoring and control of strategy influenced the performance of IHLs in Kiambu County

The fourth objective sought to establish whether a monitoring and control of strategy had an influence on the performance of IHLs. A null hypothesis, H$_{04}$, was formulated with an assumption that monitoring and control of strategy had no influence on the performance of IHLs. Table 4.16 shows that the coefficient of strategic leadership was 0.396, with the t-statistic of 1.039 and p-value of 0.000. This meant that monitoring and control of strategy had a considerable influence on performance of the IHLs.

This is in tandem with the Balance Scorecard Theory by Kaplan and Norton (1992) which indicated that monitoring and control of strategies was critical in ensuring that deviations from the set objectives was identified and rectified for intended goals to be achieved. The theory postulated that constant monitoring and control of strategy will translate to an improved organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study drawn from data analysis. The findings were obtained from the data collected from the respondents using the questionnaire. The conclusions were made from the findings as per the specific objectives of the study. Recommendations were developed from the outcome of the study and suggestions for future research made.

5.2 Summary of findings

The objective of the study was to assess the influence of strategy implementation on organizational performance among IHLs in Kiambu County.

From the findings, it was clear that performance of organizations was influenced by strategy implementation, specifically, in terms of resource allocation, strategic leadership, strategy communication and monitoring and control strategies.

5.2.1 Influence of resource allocation on organizational performance

The study showed that there was a positive influence between the performance of the organization and the resources allocated to key activities in IHLs. In institutions where adequate resources were allocated, the performance was satisfactory. However, the study found out that most IHLs in Kiambu County lacked adequate physical and human resources.

5.2.2 Influence of strategic leadership on organizational performance

This part of the research study was directed by specific objective number two.

The study revealed that strategic leadership in IHLs had a positive influence on organizational performance with most institutions preferring transformational leadership style that fully involved all members of the IHLs in making decisions that affect the organization. The aggregate mean score on the influence of strategic leadership on IHLs performance indicated that the institutions were well guided by the current the strategic leaders in achievement of overall goals. However, there was a low-level confidence on the reward systems, perception of different opinions given to leaders and the healthy state of the leadership in the IHLs in Kiambu County.

5.2.3 Influence of communication of strategies on organizational performance

The study found out that strategy communication had a positive influence on performance of the IHLs. Effective and constant communication of strategies to stakeholders of the IHLs through deliberate communication programs and diversifying the communication channels yielded to success of the IHLs external and internal activities. Nonetheless, giving feedback and constant communication amongst the employees did not have a considerable impact in enhancing performance of the IHLs.

5.2.4 Influence of monitoring and control of strategies on organizational performance

There was a positive influence between monitoring and control of strategies and the performance of IHLs. Where monitoring and control of strategies was done on a quarterly basis in the IHLs and external auditors evaluated senior management of the institution, the performance was better. This ensured that the strategies implemented were regularly checked for any deviation from the set objectives. Unfortunately, monitoring and evaluation of strategies was documented, but not provided to relevant authorities for action. This hindered execution of corrective actions to the non-conformities raised in the evaluations.

5.3 Conclusion

The results reveal that resource allocation, strategic leadership, strategy communication, monitoring and control of strategies are among the major factors that influenced performance of IHLs.

5.3.1 Resource allocation

As the findings highlight, the coefficient of resource allocation was 0.515, the t-statistic and corresponding p-value were 3.892 and 0.000 respectively implying that allocation of resources gives an institution a competitive edge in performance over its competitors. Institutions therefore need to strategically allocate its financial and non-financial resources from strategy formulation to implementation so as to survive in the competitive and dynamic industry.

5.3.2 Strategic leadership

The strategic leadership indicated a statistically significant influence on organizational performance; coefficient of 0.430, with the t-statistic of 3.258 and p-value of 0.007 implying that strategic leaders who created a clear picture of the future and encouraged the employees to achieve the set goals effectively translating to improved performance of the IHLs. This was because the employees reacted with an increased willingness to exert extra effort so as to try and the set goals in turn positively increasing the organizational performance.

5.3.3 Communication of strategies

The positive influence of strategy communications on organizational performance of IHLs as implied by the coefficient 0.411, the t-statistic 2.090 and p-value 0.000, indicated that communication of strategy was vital to ensure that all the stakeholders of the IHLs understood the goals to be achieved through the strategies implemented. Constantly giving feedback to employees on the strategies implemented increased their overall performance because they were

able to improve where deviations were noted. It was noted that for effective operation of IHLs, an effective communication channels should be adopted by the IHLs for optimum performance.

5.3.4 Monitoring and control of strategies

The positive influence of strategic monitoring and control on organizational performance as shown by the coefficient of strategic leadership that was 0.396, t-statistic of 1.039 and p-value of 0.000, implied that during strategy execution it was crucial to monitor progress toward the set objectives so as to assess whether adjustments need to be made. This was important because it determined whether the set objectives were being achieved and created feedback about the performance as per the adjustments recommended.

5.4 Recommendations of the study

The study investigated the influence of strategy implementation on the performance of IHLs in Kiambu County and the following recommendations have been suggested:

5.4.1 Recommendation for policy implementation

The study also recommends that strategy implementation policies in IHLs should be re-evaluated to enhance performance of the institutions and to align them with stakeholder demands and the global emerging trends in implementation of strategies. The study also recommends that specific ministries should evolve a comprehensive structure on which relevant industries can anchor implementation policies in tandem with their strategic objectives.

5.4.2 Recommendation for practice

It is recommended that IHLs top management should consider adopting practices such as allocating more resources to physical and human resources proportionate to the existing student population for superior performance. Additionally, management should reward employees based on their performance and also cultivate a healthier relationship with all the stakeholders of the

institutions to promote organizational success. The management of the IHLs need to lobby the government through the Ministry of Education, to address the issues pertaining to the industry's resource allocation policy and regulations which will enable them to efficiently implement strategies, hence improve the organizational performance. The institutions through the Ministry need to urge the government for resources to be channeled to them, being that government-sponsored students are now enrolled even in private IHLs. Deliberate programs involving the stakeholders in development of strategies should be considered for better implementation of the strategies.

5.5 Suggestions for further research

The study focused on strategy implementation and performance of IHLs in Kiambu County. This would be valuable to the management in appreciating how strategy implementation influences performance of IHLs in Kiambu County. Due to budget constraints, the study was unable to investigate the relationship of other determinants of strategy implementation such as human resource productivity to organizational performance. The study recommends further research be undertaken to establish the influence of human resource productivity on organizational performance. Further, rolling out policies that will enhance strategy implementation such as constant feedback from the management during monitoring and control of strategies requires further research.

The project enhances theoretical understanding of organizational resources' influence on performance of IHLs in Kiambu County. This study revealed that non-financial indicators such as quality infrastructure and staff in these institutions, did not manage to conclusively investigate other non-financial aspects such as organizational culture due to time and financial constraints. It

is therefore suggested that more research be undertaken in this area to examine its influence on the organizational performance.

Prior research studies have shown the link between strategy implementation and performance in other industries, but there have been few studies on this link in the education sector. The study recommends more research be carried out in other counties in Kenya through replicative studies to authenticate the findings of this research. Study on the mediating factors of strategy implementation that could influence the performance of organizations is also recommended. Additionally, upcoming studies can undertake replicate researches on the researcher's topic to certify the findings and conclusion of this study in IHLs of other counties and industries in Kenya. The use of a longitudinal approach is also suggested since performance occurs over time.

The study also recommends that for reliability, further research can be carried out on the factors affecting strategy implementation in order to give both negative and positive sides.

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APPENDICES

Appendix I: Questionnaire

Demographic and general information

Indicate your choice by putting a tick (√) on the statements provided.

1. Gender

   Male (_)   female (_)

2. Age

   Under 18yrs (_)   18-25 yrs (_)

   26-35 yrs (_)   36-45 yrs (_)

   46-55 yrs (_)   above 55 yrs (_)

3. Job category

   Teaching (   )   Non-teaching (   )

4. Level of education

   Certificate (_)   Diploma (_)

   Degree   (_)   Postgraduate (_)

5. How many years have you worked in this institution?

   Below 1yrs   (_)   1-5yrs (_)

   6-10 yrs   (_)   11-15 yrs (_)

   Above 15yrs (_)

Section A: Resource Allocation

6. Other than students' fees, what are other sources of funds for this institution?

7. In the following table, state the extent to which you agree or disagree with each of the
   statements displayed on resource allocation for various activities in the IHLs.
   1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

S/No.	STATEMENT	1	2	3	4	5
1.	The institution has adequate infrastructure to cater for students classes and laboratories					
2.	The library is well equipped and can accommodate the current population of students and staff					
3.	The institution has enough hostels for qualified and willing students					
4.	All the departments are adequately staffed with both teaching and non-teaching staff					
5.	The physical and human resources available are adequate to promote organizational success in this institution					

Section B: Strategic Leadership

8. In your opinion, what type of leadership do you think has been adopted in this institution?

Bureaucratic (   )   Democratic (   )   Autocratic (   )   Transformative (   )

Please explain the reason for your choice above

_____

_____

_____

9. In the following table, state the extent to which you agree or disagree with each of the statements displayed.

1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

S/No.	STATEMENT	1	2	3	4	5
1.	The leadership in the institution has concrete vision for the future of the institution					
2.	The leadership rewards employees based on the performance					
3.	Different opinions are tolerated by the institution leadership					
4.	Staff grievances are listed to and dealt with satisfactorily					
5.	There is transparency in remuneration and promotion of employees					
6.	The state of the leadership in this institution is healthy to promote organizational success.					

Section C: Strategy communication

10. Is there a deliberate program to involve employees in formulation and implementation of different strategies in this institution?

    Yes ( )   No ( )

    If yes, briefly, describe how this is communicated

_____

_____

_____

11. In the following table, state the extent to which you agree or disagree with each of the statements displayed.

1- Strongly disagree, 2- Disagree, 3- Neutral 4- Agree, 5-Strongly agree

S/No.	STATEMENT	1	2	3	4	5
1.	The vision of the institution is shared among the employees from time to time					
2.	There is a deliberate program to explain the goals and objectives of the organization in order to foster acceptability and good relationship between employees and the management					
3.	It is the culture of this institution to give feedback, whether positive or negative to employees					
4.	Other stakeholders who are not directly employed in this institution are involved at relevant instances					
5.	There is a general constant communication among employees, students, employer and other stakeholders					
6.	The communication channels adopted in this institution is good to promote organizational success					

Section D: Strategy monitoring and control

12. Is there a program to monitor how different activities are implemented?

Yes (   )   No (   )

If yes, how often is it done?

Weekly (   )   Monthly (   )   Quarterly (   )   Twice a year (   )   Once per year (   )

13. In the following table, state the extent to which you agree or disagree with each of the statements displayed.

1- Strongly disagree, 2- Disagree, 3- Neutral 4- Agree, 5-Strongly agree

S/No.	STATEMENT	1	2	3	4	5
1.	Every project is implemented with checks and balances in between					
2.	Problems are detected and rectified early					
3.	There are stated consequences for employees who fail to meet required standards of activities and projects					
4.	The institution regularly outsource external auditors to evaluate senior management of the institution					
5.	The reports of monitoring and evaluation are documented and provided to relevant authorities for action					
6.	The monitoring and control mechanism employed in this institution promoted organizational success					

Section E: Organizational performance

14. In your opinion, when can you say that the operations of the institution are successful?

_____

_____

15. Based on you experience, can you say that this institution has improved or declined in its performance over the past 5 years?

                Yes (   )   No (   )

16. State which of these measures of organizational success have been improving or declining

Measure	Improved	Declined
Infrastructural development		
Staffing		
Student enrolment		
Customer satisfaction		
Quality of education		
Collaborations and networking		
Employee remuneration		
Supervision of postgraduate students		
Technological advancement		

17. Overall performance of the institutions of higher learning.

   In the following table, state the extent to which you agree or disagree with each of the statements displayed.

   1- Strongly disagree, 2- Disagree, 3- Neutral 4- Agree, 5-Strongly agree

S/No.	STATEMENT	1	2	3	4	5
1.	This institution has been performing better compared to other institutions.					
2.	The institution has improved the quality of its services over time.					
3.	International organizations provide positive feedback in relation to quality of services offered in this institution					
4.	The institution has recorded improved enrolment for both international and local students					
5.	The institution is able to fund most of its activities without seeking for loans or donations					
6.	This institution has been able to achieve all its goals in time and with stipulated resources					

Donna Kerubo Onserio,

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Dear Respondent,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

My name is Donna Kerubo Onserio, a student at Kenyatta University pursuing Master of Business Administration. As part of fulfillment of the course requirement, I am conducting a research entitled, "STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE AMONG INSTITUTIONS OF HIGHER LEARNING IN KIAMBU COUNTY"

The aim of this letter is to kindly request you to fill the questionnaire attached with accuracy. The questionnaire will help in responding to the specific objectives of the research. Any information given will be handled with paramount discretion and used only for the purpose of research. At no point are you required to indicate your name or any other information you may deem secretive. Your participation is voluntary and no harm is anticipated in the course of this study.

Please note that this questionnaire will focus on the institution's performance between 2013 and 2017.

Kind regards,

Donna K. Onserio

Appendix III: List of IHLs in Kiambu County

S/No.	Institution	Category
1.	Jomo Kenyatta University of Agriculture and Technology	Public University
2.	Kenyatta University-Ruiru	Public Satellite Campuses
3.	University of Nairobi-Thika Campus	
4.	University of Nairobi-Kikuyu Campus	
5.	University of Nairobi-Upper Kabete Campus	
6.	Mount Kenya University	Private Universities
7.	Gretsa University	
8.	St. Paul's University	
9.	Zetech University	
10.	Kiambu Institute of Science and Technology-Constituent of Kenyatta University	Constituent College
11.	Aberdare Institute of Business Studies and Catering	Technical and Vocational Institutions
12.	Africana College of Professionals	
13.	Amboseli Institute of Hospitality and Technology	
14.	Brainsway Business College	
15.	Cascade Institute of Hospitality	
16.	Chania Training Institute	
17.	Christian Industrial Training College	
18.	Dykaan College	
19.	Gakeo College of Business Studies	
20.	Gakuyo Technical College	
21.	Harvard Institute of Development Studies	
22.	Hemland College of Professional and Technical Studies	
23.	Highlands State College	
24.	ICT Fire and Rescue	
25.	Institute of Neo-Technology and Business Management	
26.	International Centre of Technology	

S/No.	Institution	Category
27.	Jodan College of Technology	Technical and Vocational Institutions
28.	Juja College of Accountancy	
29.	Juja Farm Youth Polytechnic	
30.	Kamirithu Vocational Training Centre	
31.	Kenya Institute of Technology and Hospitality	
32.	Kenya School of Medical Science and Technology	
33.	Kenya School of Technology Studies	
34.	Kiambu County Institute of Management	
35.	Nairobi Institute of Business Studies	
36.	Nairobi Institute of e-Commerce	
37.	Pettans Institute of Business Studies	
38.	Premier Professional Institute	
39.	Reward College of Technology	
40.	Riuki Youth Polytechnic	
41.	Royal College	
42.	Ruiru Institute of Business Studies	
43.	Spackle College of Hair Design and Beauty	
44.	Thika Institute of Business Studies	
45.	Thika Institute of Computers	
46.	Thika School of Medical and Health Science	
47.	Thika Technical Training College	
48.	Thogoto Vocational Training Centre	
49.	Tonic Institute	
50.	Transafric Accountancy and Management College	
51.	Trident school of Technical and Professional Studies	
52.	Word of Faith Community College	