STRATEGIC RESPONSES AND PERFORMANCE IN POSTAL CORPORATION OF KENYA IN MANDERA COUNTY, KENYA

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JULY, 2018
DECLARATION

This research project is my original work and has not been presented to any other University or college.

Sign…………………… Date……………………………………

Afi Abdi Mohamud
D53/OL/GAR/26579/2015

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

Signature………………….. Date……………………………………

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DEDICATION

I dedicate this research study first to God and then to my family members for the immense support that I have received during the period of study.
ACKNOWLEDGEMENT

My appreciation goes to the Almighty God for the much needed strength, courage, health and resources. He has abundantly blessed and allowed me to carry out the research study. In particular I would like to acknowledge my supervisor Dr. Joyce Gakobo for her continued support in the finalization of this work. I also greatly appreciate the input of my lecturers during the course work and into this program. Finally, I acknowledge the support and encouragement I have received from my family. May God bless you all. To all my friends and colleagues at the University, I appreciate your support and encouragement.
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<th><strong>Definition</strong></th>
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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>CBD</td>
<td>Central Business District</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer relationship management</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<td>KBV</td>
<td>Knowledge-Based View</td>
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<tr>
<td>KRA</td>
<td>Kenya Revenue Authority</td>
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<tr>
<td>PCK</td>
<td>Postal Corporation of Kenya</td>
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<tr>
<td>PEST</td>
<td>Political, Economic, Social and Technological</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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## OPERATIONAL DEFINITION OF TERMS

<table>
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<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Customer Relationship Management</strong></td>
<td>An approach to manage a company's interaction with current and potential customers.</td>
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<tr>
<td><strong>Environmental Analysis</strong></td>
<td>This is a strategic tool applied in the process of identifying all the external and internal elements, which can affect the organization’s performance. The analysis entails assessing the level of threat or opportunity the factors might present.</td>
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<tr>
<td><strong>ICT Deployment</strong></td>
<td>Systematic adoption of basic IT to optimize resources, improve work performance and efficient service delivery.</td>
</tr>
<tr>
<td><strong>Organizational Assessment</strong></td>
<td>A systematic process for obtaining valid information about the performance of an organization and the factors that affect performance.</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>Refers to the achievement of the organization in relation with its set goals and objectives.</td>
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<tr>
<td><strong>Public Enterprise</strong></td>
<td>Business entities that are established by law to provide public goods.</td>
</tr>
<tr>
<td><strong>Staff Training</strong></td>
<td>Refers to a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job.</td>
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<td>-------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
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<tr>
<td><strong>Strategic Partners</strong></td>
<td>Management Formal agreement between two or more separate companies in which there is strategically relevant collaboration of some sort, joint contribution of resources, shared risk, shared control, and mutual dependence.</td>
</tr>
<tr>
<td><strong>Strategic Responses</strong></td>
<td>Decisions that are made by a firm in order to align the firm to environmental changes</td>
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<tr>
<td><strong>Strategy</strong></td>
<td>Large-scale, future-oriented plans for interacting with the competitive environment to optimize achievement of organization objectives</td>
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ABSTRACT

The dynamism of the business environment implies that organization have to constantly redesign their strategies in order to remain competitive or to survive. The capacity for an organization to thrive in such an environment will be dependent upon their capacities to come up with appropriate strategies. This study sought to assess the strategic responses to the performance among public enterprises in Kenya, with a case study of Postal Corporation of Kenya branches in Mandera County. The specific objectives included: to assess the influence of staff training; establish the impact of ICT deployment; to assess the effect of customer relations management and determine the influence of strategic partner’s management on the performance among public enterprises in Kenya. The study adopted a case study design. The target population was the 308 employees working for Postal Corporation of Kenya in Mandera County. Stratified sampling was adopted to select 93 respondents. The study used primary data that was collected through the use of a semi-structured questionnaire administered to the sampled staff. Expert judgment was used to ensure content validity of the questionnaire while reliability was ensured through a pilot study. The researcher used the SPSS computer program to analyze the data. Quantitative data was analyzed using descriptive and inferential statistics while qualitative data was handled through content analysis focusing on information obtained from key informants. The results were presented using tables and charts for ease of understanding. The study revealed that the company conducts training to enhance superior skills, knowledge and capabilities and Staff training has achieved high morale with increased confidence and motivation. Further, ICT has improved business processes and changed the function of markets. The study concluded that the company has established strategic alliances and cooperation with other firms. The study recommends that organizations should endeavor to train its staff. It is recommended that similar studies should be carried out in other government institutions of Kenya and other sector as this would help in validating the findings and conclusions of this study.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Modern day business operations have witnessed great interdependence between both profit and non-profit oriented entities. This has played a major role on how the businesses interact with the environment they operate in. The capacity for an organization to thrive in such an environment will be dependent upon their capacities to come up with appropriate strategies. All organizations exist and operate in an open system and within communities and society settings. They affect and are equally affected by external conditions that are largely beyond their immediate control. Therefore, for organizations to remain competitive in the complex and unpredictable business environment, development of an appropriate strategy is crucial since the adaptation of an organization is necessitated by continual interaction with the environment. Response strategies are essential due to the fact that organizations are open systems and have a continuous interface and interaction with the external environment (Morrison, 2002).

Carral and Kajanto (2008) argue that the essence of business strategy is to define the actions of the business so as to give a better response to customer needs than the competitors offer. In deciding where to position the business within its competitive environment, a firm should take into account both structural factors affecting the dynamics of the competition in a specific industry and factors determining the relative advantage of the business with respect to competitors in the same industry. Machuki and Aosa (2011) observe that the dynamism of the environment implies that organizations have to remain competitive. To optimize profitability in a turbulent
environment, companies have to craft strategies that are responsive to environmental the performance.

1.1.1 Organizational Performance

Organizational responsiveness is a concept that runs throughout the multiple variables involved in marketing action, and in the face of a changing environment it leads the company to innovate, seize business opportunities, maintain brand dynamics, adapt and act proactively (Hult, Ketchen & Slater, 2015). Homburg, Grozdanovic and Klarmann (2016) show responsiveness in two perspectives; first from a market intelligence perspective, it is established by the generation and sharing of information, while from an organizational culture perspective, responsiveness is constructed from three behavioral elements: orientation to customer needs, actions of competitors and inter-functional coordination.

Performance has been enormous and organizations are working day and night to come up with the right strategic responses to counter the ever changing working environment. Some of the challenges that organizations are facing include; uncertainty, globalization, regulations and technology. Uncertainty in the global economy, uncertainty in the credit markets, uncertainty in how new regulations will affect business and therefore organizations need to come up with strategies that will enable them survive in the market (Lynch, 2009).

Ross (2011) observe that for organizations to provide quality service, they must streamline their policies to conform to changes in the environment in which they operate in. Changes in external environment necessitate adoption of efficient strategic responses that mitigate challenges faced in that sector of the economy. According to Dess and Robinson (2014) organizations and enterprises consistently need to link and
align their leadership, managerial and operating activities to the environment in which they are located and operate in. Strategic management helps organizations and enterprises to critically adopt, engage and administer through the process of formulating, implementing and evaluating cross functional decisions that enable a firm to meet its objectives.

1.1.2 Strategic Responses

Wilson and Eilertsen (2010) define strategic response as the set of decisions and actions that results in the formalization and implementation of plans designed to achieve a firm’s objectives. For effective strategic responses continuous scanning of both internal and external environment is a prerequisite so as it keeps abreast of all environmental variables underpinning current and future business operations of the firm. According to Rose and Grant (2010) strategic responses require organizations to change their strategy to match the environment and to redesign their internal capability to match this strategy. Therefore, strategic responses can be viewed as the matching of activities of an organization to the environment in which it operates.

Staff training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce. Organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization (Stone, 2012). According to Evans, Pucik and Barsoux (2012) argue that organizations are facing increased competition due to globalization, changes in technology, political and economic environments and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance.
Information Communication Technology (ICT) is clearly considered as a key growth area in this century, specifically, in a dynamic and highly competitive business environment which requires utilizing advanced ICT tools to improve efficiency, cost effectiveness, and deliver high quality products and services to customers (Allen & Morton, 2014). Werthner and Klein (2015) indicates that ICT is considered as a tool of marketing, contacting customers and looking for possible customers, as well as presenting ICT services as distinguished potential services for customers. The authors further argue that Organisations are increasingly using information technology to develop solutions to business problems, to improve both the efficiency and effectiveness of the decision-making process, to enhance productivity and service quality, to achieve dynamic stability, and compete for new markets.

Customer relationship management (CRM) is increasingly important to firms as they seek to improve their profits through longer-term relationships with customers. CRM represents a strategy for creating value for both the firm and its customers through the appropriate use of technology, data and customer knowledge (Payne & Frow, 2015). This strategy requires focus, training, and investment in new technology and software to aid in the development of value adding CRM systems (Day & Van den Bulte, 2011). Hence, CRM brings together people, technology and organizational capabilities to ensure connectivity between the company, its customers and collaborating firms.

The concept of strategic partnership is necessitated by the need for an organization to achieve its goals while leveraging on resources of another organization. Typically, strategic partnership can be viewed as a tool for competitive advantage (Maurrasse, 2013). The motivation for partnerships vary from one partnership to another but the
fundamental reasons for business partnership according to DePamhilis (2016) include sharing of risks; gaining access to new markets; globalization; cost reduction; desire to acquire or exit a business and favourable regulatory treatment that partnerships often receive as compared with mergers and acquisition.

1.1.3 Postal Corporation of Kenya
Postal Corporation of Kenya was established by the Postal Corporation Act 1998. It was a unit of the now defunct Kenya Posts and Telecommunication Corporation that was split into 3 entities of Postal Corporation of Kenya, Telkom Kenya and Communication Commission of Kenya. It is one among 240 parastatal companies formed as a public utility organization meant to provide communication and financial services to the Kenyan public at a subsidized rate. The Corporation was established with the objectives of providing communication, financial and distribution services to the country. The Corporation has over the years endeavored to provide these essential services despite the performance that include rapid changes in technology, associated with this sector.

In Mandera County, the parastal has 6 branches located in Mandera town, Lafey, Elwak, Takaba, Rhamu and Banisa. Some of the challenges unique to these branches include poor road infrastructure, insecurity, competition and poor county economy.

Postal Corporation of Kenya (PCK) is a commercial government business enterprise that operates under the Postal Corporation of Kenya act 1998. As a result of emerging market, technology and economic trends attempts to separate postal services from Telecommunications dates back in 1980. By July 1999, there was a tremendous improvement following the split of KP and TC. The postal Corporation of Kenya is charged with the responsibility of providing and operating postal services, postal
financial services and other functions that might be accorded by the minister of communications (PCK, 2013).

Postal Corporation of Kenya over the last decade has faced challenges in trying to meet ever changing customer preferences, technological advances as well as competition. PCK had recorded general reduction in postal traffic segments, revenue and profitability. Between 2005 and 2009, international letters posted, domestic parcels posted, and money orders issued had all been reducing in volumes by 13%, 9%, and 2% annually respectively. On the other hand, growth was realized in domestic letters posted, international parcels posted, total courier items handled, and agency business transactions by 2%, 39%, 30% and 27% per annum respectively. Owing to these challenges, Postal Corporation of Kenya management has worked tirelessly to ensure the organization is profitable and it is meeting its business objectives accordingly. Some of the strategic responses the organization has adopted include investment in technology, diversification into new markets (Postal Corporation of Kenya, 2008).

1.1.4 Mandera County

Mandera County is located in the North Eastern part of Kenya. It borders Ethiopia to the North, Somalia Republic to the East, and Wajir County to the South and South West. It covers an area of 25,991.5 Km 2. The rainfall scanty and unpredictable averaging 255mm. It is very hot with temperatures at a mean annual average of 28.3 0C but can reach a high of 37 0C.
1.2 Statement of the Problem

The dynamism of the business environment implies that organization have to constantly redesign their strategies in order to remain competitive or to survive. Failure to effectively adapt, the organization may lead to a strategic problem (Ansoff, 2006). Such a problem will be evidenced by a mistake between what the organization offers and what is in the market. Pearce and Robinson (2003) states that for such organizations to achieve their goals and objectives it is necessary for them to adjust to their environment by responding strategically to the conditions in the market. Kenya’s ability to achieve its Vision 2030 objectives for instance is not wholly subject to its own making but on how it maps and plans to deal with changes in the operating environment, both local and international.

Optimizing profitability in the current turbulent business environment requires companies have to craft strategies responsive to the performance (Machuki & Aosa, 2011). However, strategic responses shall require organizations to change their strategy to match the environment and to redesign their internal capability to match this strategy (Grant, 2010). The telecommunication industry in Kenya is constantly expanding due to liberalization, government support and product and service innovation. Managing the development and implementation of competitive strategy requires that managers at Postal Corporations in Kenya assess what resource gaps exist and that must be filled to ensure that the company’s present strategy is competitive.

Kairu (2013) carried out a study on the effect of strategic responses on Kenya Revenue Authority (KRA) operational performance and found that KRA needed to align its strategic alliance in accordance to the objective it needs to. Nakhumwa
(2015) study investigated the strategic responses to the business environment and performance of Old Mutual Kenya and established that Old Mutual Kenya Limited had adopted strategies similar to those adopted by other players in the financial services sector although it has been more aggressive in some aspects. Although these studies focused on strategic responses on organizational performance they focused on different study contexts. Therefore, this study sought to investigate the influence of strategic responses on the performance in Postal Corporation of Kenya.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of this study was to assess the influence of strategic responses on the performance of Postal Corporation of Kenya.

1.3.2 Specific Objectives
(i) To examine the influence of staff training on performance of Postal Corporation in Kenya
(ii) To find out the influence of ICT deployment on performance of Postal Corporation in Kenya
(iii) To establish the influence of customer relations management on performance of Postal Corporation in Kenya
(iv) To determine the influence of strategic partners management on performance of Postal Corporation in Kenya
1.4 Research Questions

(i) What is the influence of staff training on performance of Postal Corporation in Kenya?

(ii) How does ICT deployment influence the performance of Postal Corporation in Kenya?

(iii) What is the influence of customer relations management on performance of Postal Corporation in Kenya?

(iv) What is the influence of strategic partner’s management on performance of Postal Corporation in Kenya?

1.5 Significance of the Study

Postal Corporation of Kenya Mandera County branches shall be able to identify challenges facing it in its implementation of turnaround strategy and its performance. The study findings act as a guide in determining the priority area to address to counter challenges of turnaround strategy implementation and the performance. The empirical findings of this study might be useful to policy makers in setting policies that create an enabling environment for the execution of postal services. In addition, the government has to put priority on areas and ways of solving these challenges. For example: provision of resources and facilities to improve efficiency and the quality of services delivery, the study contributes to the existing body of knowledge.

It informs students on the challenges facing implementation of turnaround strategies by Postal Corporation of Kenya and ways of dealing with these challenges. Researchers with an interest in this field of research might use the findings of this study for further research, thus add a contribution to scholarly research. The reader understands the relevance and applicability of the theories (institution and resource
dependency) and how they relate to the challenges of implementation of turnaround strategy and performance. Students can increase their knowledge concerning the relationship between the theories and the empirical studies and improve their skills on theory selection and significance in their research work.

1.6 Scope of the Study
This study focused on staff training, ICT deployment, customer relations management and strategic partners’ management at the Postal service in Mandera County. It is a survey of the employees working in Postal Corporation of Kenya’s branches in Mandera County. Postal Corporation of Kenya operates 6 post offices across the county with 308 employees. The target population of this study was the senior management, middle level management and the support staff in the organization.

1.7 Limitations of the Study
The study area was sensitive being a government owned agency. This challenge was mitigated by assuring respondents of the confidentiality of the information they provided. The study also required significant amount of time to access the respondents and collect quantitative as well as qualitative data. The researcher traversed and spent a lot of time in the field during data collection. This challenge was addressed by proper planning to ensure there was no wastage of time. Data collection was a hectic task given the large geographical spread of the postal branches, insecurity and the poor infrastructure in Mandera County. This challenge was mitigated by having a vehicle dedicated for the research work. The administrators were also skeptical of the motive of the data collection. This challenge was overcome through proper communication and clarification of the motive of the data collection to the administrator.
1.8 Organization of the Study

This project is organized in five chapters. Chapter one deals with the background of the study, statement of the problem, general objectives of the research, research questions, significance of the study, conceptual scope of the study, limitations of the study and organization of the study. Chapter two presents the literature review of related literature as well as theoretical and conceptual framework of the study. Chapter three includes research methodology which consists of the research design, target population, sample size, sampling procedure, methods of data collection and research instruments validity and reliability. It also explains the methods of data analysis, and presentation of results and findings and ethical consideration. Chapter four comprise of the research findings and discussion and finally, chapter five comprise of the summary of the findings, conclusion and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The review of literature focused both the theoretical review and empirical review. Under theoretical review the study focused on theories that have been put forward in relation to the research topic. Consequently, the study presented an empirical review that focused on available literature on the research objectives. This way the research gap that the study focuses on was revealed.

2.2 Theoretical Review
A theoretical framework refers to how the researcher or writer of the report not only questions, but ponders and develops thoughts or theories on what the possible answers could be. This study was guided by a number of theories as discussed subsequently. The thoughts and theories are grouped together into themes that frame the subject (Neuman, 2010). The process led to the identification of a core set of connectors within the study topic and shows how they fit together.

2.2.1 Open Systems Theory
The open systems theory comes from the relationship that emanates from the operation of an organization as a system. Organizations are thought of as systems with interrelated subsystems that process various inputs to generate various outputs, pleasing users and customers in the process. They depend therefore on the environment for their survival. Organizations as open systems remain efficient and effective by adapting to the shifts in their environment. They have to be concerned not only with what happens within and among its subsystems and people, but also with
what happens outside of itself for no organization operates in a vacuum (Wilson & Eilertsen, 2010).

The decisions the organization make have to fit in two environments internal and external. These forces influence condition in every organization; however the most influential force in one organization may have little impact on other organizations. Managers continually ought to scan and monitor the environment. This allows managers to determine their organizations best response to an environmental change. The systems therefore that interact with the environment are therefore open systems (Plunkett et al., 2008). Environmental determinism argues that the environment is the primary mechanism for explaining the performance of an organization such as public enterprises. Therefore, strategic leaders have limited effect on the performance of an organization. There are different frameworks to help examine the macro environmental influences in which firms operate.

A Political, Economic, Social and Technological (PEST) analysis is one of them. Firms do not have any influence on the macro environmental forces such as political, economic, social, and technological factors. Therefore, these factors can be viewed as either threats or opportunities. This theory will guide this study as an analysis of these factors on the country or region level would give a firm the chance to better position themselves within their environments through increased awareness and adaptation. Firms are also under their microenvironments’ influence which has a closer effect on an organization’s ability to make a profit. A microenvironment consists of bargaining power of suppliers, bargaining power of customers, threat of new entrants, and threat of substitute products (Plunkett et al., 2008).
2.2.2 Contingency Theory

Contingency theory posits that the environment, managers and organizational factors all play a role in determining strategic direction. Contingency theory presumes that the ability of managers to influence organizational outcome is restricted by environmental factors and organizational factors (Carpenter & Golden, 2007). The theory is based upon the organism analogy, views organizations as consisting of a series of interdependent subsystems, each of which has a function to perform within the context of the organization as a whole. This can be related to technology, quality customer service, employees motivation and marketing strategy that can be used to as a strategic response to competition by organizations.

The human subsystem embraces the people in the organization, their leadership, and their motivation. Where uncertainty is to be associated with the mathematical concepts of probability and fuzziness or propositions of bounded rationality, it results in two approaches to uncertainty which are complementary to each other since the greater the amount of information that the organization needs to have in order to perform and to complete a task, the greater is the degree of cognition that the organization needs to have in order to process and to manage this information for task execution and completion (Nobre et al., 2009). Contingency theory assumes that each of the subsystems is open to a range of variation. Each should be designed so that it is congruent with the others and corresponds to the environment with which it is faced. The technology used in the organization will also have an important effect upon the subsystems and the organizational structure. Contingency theory additionally rests upon the open systems view that regards the organization as dependent upon the wider environment.
The marketing strategy performance is relevant to this study as it helps decide whether the organization survives or not, and is determined by the way the organization manages its relationship with the environment (Wilson & Eilertsen, 2010). The theory suggests that a leaner organizational structure and reduced red tape increase flexibility and facilitate the fit between intra-organizational processes and the environment. This is needed in public enterprises under study. Economically, a key reason for downsizing is to reduce costs as organizations seek to maximize efficiency (Zhang, 2000). Several strategies seem pertinent, notably a cost leadership strategy which enables the organization to increase return on sales, or to increase market share through aggressive costing. Following staff downsizing the company can mute the leaner cost structure into competitive advantage by increasing profitability or lowering prices, which will be expressed in increased market share.

2.2.3 Knowledge Based Theory

The Knowledge-Based View (KBV) of the firm addresses the issues of the existence, the boundaries, and the internal organization of the multi-person firm (Foss, 1996). The starting point is that knowledge is the key explanatory factor, and the nature of knowledge (tacit, socially constructed etc.) is an important determinant enhancing understanding of firm organization behaviour and its strategic responses (Foss, 2005). The objectives of knowledge based view (KBV) are to make the enterprise act as intelligently as possible to secure its capability and overall success and to otherwise realize the best value of its knowledge assets (Grant, 1996). This knowledge is embedded and carried through multiple entities including organizational culture, policies, routines, documents, and employees (Candra, 2014). The relationship between KBV and performance of a business such as public enterprises is important
in the study of strategic responses to the performance among public enterprises in Kenya.

This theory is relevant to this study as it explains the interactions between varied strategic responses and the performance. The tenets include staff training, ICT development, CRM and strategic partner’s management (Wilson & Eilertsen, 2010). According to this theory, if knowledge management, an intangible asset which is a strategic response is implemented effectively in different levels of business operations, it leads to some unique capabilities and capacities which in turn lead to superior performance, the hallmark of firm performance (Leal-Rodriguez et al., 2013).

2.3 Empirical Review

2.3.1 Staff Training and Performance

Engetou (2017) study investigated on the Impact of training and development on organizational performance. Using the National Financial Credit, Kumba branch, the researcher got information from 30 respondents, through questionnaires, interviews and personal observation. The research also reveals that training and development is a necessity in every company particularly for the unskilled or the less experience employees. Generally, employees’ work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee’ performance and an improvement in their skills and job efficiency.

Janes (2018) study investigated on the impact of employee training on organizational performance: a case study of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania. He study comprised a sample size of 219 respondents selected using purposive and simple random sampling techniques. Data collection was done through the
questionnaire administered to the respondents. Data was analysed using descriptive statistics and results presented using tables. The study results found that employee training has a significant effect on the performance of drilling companies. However, the study results found lack effective training and development policies in drilling companies.

Khan, Khan and Khan (2011) study examined the impact of training and development on organizational performance. The study sample comprised of 100 employees of different organizations of Islamabad, capital of Pakistan. The data is collected through a questionnaire consists of 15 questions. Descriptive statistics was used to determine the independent variables and to conclude the results on the basis of secondary and primary data. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall organizational performance.

Mansoor, Shah and Tayyaba (2015) carried out a study on the impact of training and development on organization performance with mediating role of intention to quit as human resource quality cost. The study target population was 600 respondents. Questionnaires were used to collect data. The relationship of training and development and organization performance has been found to be positively mediated by the intention of employees to quit the organizations. The positive relationship might exist due to the number of other factors like inflation, less job opportunities existing in the Pakistani context.

2.3.2 ICT Deployment and Performance

Kairu and Rugami (2017) carried out a study on the effect of ICT Deployment on the Operational Performance of Kenya Revenue Authority. The research design used for this
study was descriptive survey design. The population of this study was top management, middle management and supervisory employees of Kenya Revenue Authority and who have been with the institution for a minimum period of one year. Data was collected by use questionnaires. Data was analyzed mainly by use of descriptive and inferential statistics. The study concluded that ICT development in KRA management information system is compatible with other systems and flexible enough to support the growth of the firm crucial in assisting employees to enhance their performance.

Bryan, Sinkovics and Kim (2012) study investigated on the influence of Information technology on organizational performance within international business to business relationships: A review and an integrated conceptual framework. This literature review paper develops a conceptual model of IT-mediated relationships in international supply chain relationships. The framework integrates transaction cost economics and resource-based theory perspectives and argues that IT capabilities facilitate supply chain performance, deter partner’s opportunism and this process is mediated by B2B processes. The study established that IT capabilities contribute directly to improved organizational process such as coordination, transaction specific investment, absorptive capacity and monitoring.

Binuyo and Aregbeshola (2014) study investigated on the impact of Information and Communication Technology (ICT) on commercial bank performance. The study assessed the impact of ICT on the performance of South African banking industry using annual data over the period 1990-2012 published by Bankscope -World banking information source. Data analysis is carried out in a dynamic panel environment using the orthogonal transformation approach. The robustness of the results was affirmed by residual cointegration regression analysis using both Pedroni and Kao
methods. The findings of the study indicated that the use of ICT increases return on capital employed as well as return on assets of the South African banking industry.

Celemin-Pedroche, Rodriguez-Anton, Rubio-Andrada and Kostova (2015) study focused on the influence of technologies applied to organizational performance learning in the hotel sector. This paper has an exploratory character and analyses how the new ICTs influence the hotels’ organizational performance. Thus, a descriptive statistical analysis and a study of statistical associations through Cramer’s V have been carried out using data from 106 Valencian Community hotel establishments. The results show, on the one hand, that Internet and Intranet are the most influential technologies on intra-organizational level.

2.3.3 Customer Relations Management and Performance.

Hoseini and Naiej (2013) study investigated the influence of Customer Relationship Management and Organizational Performance: A Conceptual Framework Based on the Balanced Scorecard (Study of Iranian Banks). The sample was composed of 480 questionnaires were distributed among employees using questionnaires. Data were collected from the bank sectors in Iran. Based on extensive review of literature, the sub processes in implementing CRM were extracted and also four measures of balanced scorecard applied to performance. The results indicated that CRM processes are associated with bank performance.

Gitonga (2016) study examined the influence of Customer Relationship Management Practices and Performance of Safaricom Limited in Kenya. The study adopted a case study research design of Safaricom Limited was because it is the leading Telecommunication firm in Kenya with over 25.1 million subscribers where majority of them were old customers. The study used primary sources of data which was
collected using an interview guide using open-ended questions. Primary data was collected by interviewing three heads of marketing and one head of finance at Safaricom Limited. The study also found that customer relationship management practices impacted positively on performance of Safaricom Limited.

Shafique, Ahmad, Abbas and Hussain (2015) study examined how customer relationship management capabilities affect organizational performance; moderating role of competition intensity. This research was based on inductive research approach, and the design for this research was correlational. Data was collected through online and offline questionnaires. Researcher interacted maximum respondents to obtain data. The results show that when the competition intensity was taken as moderated variable then relationship and impact between customer relationship management capabilities and organizational performance was become more strengthen.

Wachira (2016) study focused on the effects of Customer Relationship Management on Perceived Organizational Performance: A Case Study Of Family Bank Limited. The study adopted a descriptive research design to address the research objectives. In this case sampling was done using a systematic random sampling technique to select the participating staff in all the bank branches covered. Data was collected in form of both primary and secondary data. The collected data was analysed using both qualitative and quantitative data analysis techniques using the Statistical Package for Social Sciences (SPSS version 22). The study found out that customer relationship management has a positive effect on the performance of the bank.

2.3.4 Strategic Partnership Management and Performance

Muiruri (2015) study focused on the effects of strategic partnerships and performance of Equity Bank in Kenya. This study adopted descriptive research design. Primary
data was used in the study and was obtained by use of an interview guide that was administered to managers who were interviewed at Equity Bank and partner organizations. The study findings established that strategic partnerships between Equity Bank and its partner organizations improve the staff capacity and thus enables it to be well equipped in handling the challenges they experienced and therefore improving on its service delivery.

Makau (2012) study examined the influence of strategic alliances and organizational competitiveness among commercial banks in Kenya: A case study of Kenya Commercial Bank. The study used descriptive case study design where a convenient sample was used to create a sample frame where 33 respondents were considered. The study used structured and semi-structured questionnaires to collect data. The study found that strategic alliances seek to create competitive advantage through collaboration rather than competition. Strategic alliances are also based on mutual trust of partners.

Muthoka and Oduor (2014) study examined the effects of strategic alliances on organizational performance: supermarkets and their alliances in Kenya. The sample of the study entailed a study of all the five big supermarkets (Nakumatt, Ukwala, Naivas, Tuskys and Uchumi) and 95 of their strategic alliances. Data for this study was collected from the head offices of the firms by use of a questionnaire. The data was analyzed using a multiple regression model. The empirical results of the study indicated that there was a strong, negative correlation between technological strategic alliances and performance. However, there was no statistical significant relationship between technological strategic alliances and performances among supermarkets and their alliances in Nairobi CBD.
Musau (2016) study examined the impact of strategic outsourcing on organizational performance: A Case Study of Bidco Africa Limited. The study employed a descriptive research design. Out of the study population of 1,000 employees of the company, a sample size of 90 was taken, whose elements was selected using a simple random sampling technique. Questionnaires were used as the primary data collection instrument. The study found that cost driven outsourcing led to improved organizational performance by reducing costs and risks while increasing operational efficiency, both in the short term and long term.

2.4 Summary of Empirical Literature Reviewed and Research Gaps

Table 2.1: Summary of Empirical Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Focus of the Study</th>
<th>Findings</th>
<th>Knowledge gap</th>
<th>Focus of the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engetou (2017)</td>
<td>Impact of training and development on organizational performance</td>
<td>Training and development is a necessity in every companies particularly for the unskilled or the less experience employees.</td>
<td>National Financial Credit context</td>
<td>Staff training on organizational performance in Kenya Postal Corporation</td>
</tr>
<tr>
<td>Janes (2018)</td>
<td>Impact of employee training on organizational performance</td>
<td>Employee training has a significant effect on the performance</td>
<td>Purposive sampling and simple random sampling</td>
<td>Stratified proportionate sampling</td>
</tr>
<tr>
<td>Khan, Khan and Khan</td>
<td>Impact of training and development on organizational performance</td>
<td>Training and Development have significant affect on Organizational Performance</td>
<td>More of qualitative data</td>
<td>Quantitative data</td>
</tr>
<tr>
<td>Khan, Khan and Khan</td>
<td>Impact of training and development on organization performance</td>
<td>Positive relationship between training and organizational performance</td>
<td>Cross-sectional research design</td>
<td>Descriptive research design</td>
</tr>
<tr>
<td>Mansoor et al. (2015)</td>
<td>Impact of training and development on organization performance</td>
<td>ICT development in KRA management information system</td>
<td>Kenya Revenue Authority</td>
<td>ICT deployment on organizational performance in</td>
</tr>
<tr>
<td>Kairu and Rugami</td>
<td>ICT Deployment on the Operational Performance</td>
<td>ICT development in KRA management information system</td>
<td>Kenya Revenue Authority</td>
<td>ICT deployment on organizational performance in</td>
</tr>
<tr>
<td>Study Authors</td>
<td>Title</td>
<td>Research Question</td>
<td>Methodology</td>
<td>Industry/Context</td>
</tr>
<tr>
<td>---------------</td>
<td>-------</td>
<td>-------------------</td>
<td>-------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Bryan et al. (2012)</td>
<td>Information technology on organizational performance within international business to business relationships</td>
<td>IT capabilities contribute directly to improved organizational process</td>
<td>Qualitative data</td>
<td>Kenya Postal Corporation</td>
</tr>
<tr>
<td>Binuyo and Aregbesola (2014)</td>
<td>Information and Communication Technology (ICT) on commercial bank performance</td>
<td>Use of ICT increases return on capital employed as well as return on assets of the South African banking industry</td>
<td>Commercial bank context</td>
<td>Kenya Postal Corporation</td>
</tr>
<tr>
<td>Celemín-Pedroche et al (2015)</td>
<td>Influence of technologies applied to organizational performance</td>
<td>Internet and Intranet are the most influential technologies on intra-organizational level.</td>
<td>Hotel sector</td>
<td>Kenya Postal Corporation</td>
</tr>
<tr>
<td>Hoseini and Naiej (2013)</td>
<td>Customer Relationship Management and Organizational Performance</td>
<td>CRM processes are associated with bank performance</td>
<td>Banking industry in Iran</td>
<td>Kenya Postal Corporation</td>
</tr>
<tr>
<td>Shafique et al (2016)</td>
<td>Customer relationship management capabilities affect organizational</td>
<td>when the competition intensity was taken as moderated variable then</td>
<td>Descriptive research design</td>
<td>Kenya Postal Corporation</td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Study context</td>
<td>Sources</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Makau (2012)</td>
<td>strategic alliances and organizational competitiveness among commercial banks in Kenya</td>
<td>Commercial Banks, Kenya Postal Corporation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Muthoka and Oduor (2014)</td>
<td>strategic alliances on organizational performance: supermarkets and their alliances in Kenya</td>
<td>Supermarkets, Kenya Postal Corporation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Musau (2016)</td>
<td>strategic outsourcing on organizational performance:</td>
<td>Bidco Africa Limited, simple random sampling technique, Kenya Postal Corporation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
2.5 Conceptual Framework

Independent Variables

Staff training;
- Superior skills
- Equip staff for execution

ICT deployment;
- Improve business process
- Productivity

Customer relations;
- Firm efficiency
- More contacts
- Important strategy

Strategic partners’ management
- Established strategic alliances
- New market development
- Perfect supply chain
- Scale companies economies

Dependent Variable

PERFORMANCE IN THE POSTAL CORPORATION OF KENYA
- Financial
- Market share
- Shareholder value

ENVIRONMENTAL CHALLENGES;
- Political
- Economic
- Social
- Technological

Source: Researcher (2018)

Figure 2.1: Conceptual Framework
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlines the methodology that was used for the study and adopts the following structure: research design, target population, sampling design and sample size, data collection instrument, pilot study, data collection procedure, data analysis and presentation and ethical consideration.

3.2 Research Design
Babbie and Mouton (2004) defines research design as a plan or blueprint of how a person intends to conduct his/her research. This study was carried out through a descriptive survey research design. Descriptive survey research design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Saunders, 2009). Descriptive survey research design was chosen because it enabled the researcher to generalise the findings to a larger population and it was more precise and accurate since it involves description of events in a carefully planned way.

3.3 Target Population
Population refers to the total collection of elements about which one wishes to make some inference (Cooper & Schindler, 2011) and an element represents each member of the population. According to Ngechu (2004) a population is a well-defined or set of people, services, elements, events, group of things or household that is being investigated. The target population was all the employees working in Postal Corporation of Kenya Mandera County branches. Postal Corporation of Kenya operates 6 post offices across the county with about 300 employees. The target
population of this study was thus the staff in the senior category, middle level and support staff. This is shown in Table 3.1.

**Table 3.1: Target Population**

<table>
<thead>
<tr>
<th>Category</th>
<th>Senior Staff</th>
<th>Middle level Management</th>
<th>Support Staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandera Town</td>
<td>4</td>
<td>12</td>
<td>45</td>
<td>61</td>
</tr>
<tr>
<td>Elwak</td>
<td>2</td>
<td>10</td>
<td>43</td>
<td>55</td>
</tr>
<tr>
<td>Rwamu</td>
<td>2</td>
<td>8</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Hafey</td>
<td>1</td>
<td>6</td>
<td>38</td>
<td>45</td>
</tr>
<tr>
<td>Takaba</td>
<td>1</td>
<td>9</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Banisa</td>
<td>1</td>
<td>7</td>
<td>39</td>
<td>47</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11</strong></td>
<td><strong>52</strong></td>
<td><strong>245</strong></td>
<td><strong>308</strong></td>
</tr>
</tbody>
</table>


### 3.4 Sampling Design and Sample Size

Mugenda and Mugenda (2003) defined sampling as the selection of respondents who represent the target population in the study. The study used stratified sampling to ensure that all cases are well represented and then simple random sampling technique was used to select the respondents. A sample size of 30% is taken (Mugenda & Mugenda, 2003). The researcher picked a sample of 93 respondents as shown on Table 3.1

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage (30%)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>11</td>
<td>30%</td>
<td>3</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>52</td>
<td>30%</td>
<td>16</td>
</tr>
<tr>
<td>Support Staff</td>
<td>245</td>
<td>30%</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>308</strong></td>
<td><strong>30%</strong></td>
<td><strong>93</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
3.5 Data Collection Instrument

This study used questionnaire as a data collection tool to all the respondents. Orodho (2005) defines a questionnaire as an instrument used to gather data, which allows a measurement for or against a particular viewpoint. The author emphasizes that a questionnaire has the ability to collect a large amount of information in a reasonably quick space of time. The instrument was chosen because the targeted population was literate which minimized the interpretation of the questions for their understanding to capture reliable information. The questionnaires were divided into different sections covering the objectives of the study. Likert scale was used in questions which tested on the degree of the respondents’ agreement with particular variables of the study.

3.6 Pilot Study

According to Kothari (2004), a pilot test is necessary for testing the reliability of data collection instruments. The aim of the pilot study was to test the reliability of the questionnaires. Pilot study was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a sample. The pilot study was conducted to 10 respondents who did not participate in the actual study.

3.6.1 Validity of the Research Instrument

Validity is the degree to which the research instruments was appropriately and accurately measure what they are supposed to measure (Orodho, 2005). Content validity was done to ascertain that the questionnaire measured what it was supposed to measure. The researcher used clear wording of the questions by using terms that are likely to be familiar to, and understood by the respondents. The researcher engaged his supervisor as the research expert to ascertain whether the content of the research
instrument were up to standard. To ensure content validity of the questionnaires, expert judgment was used. The supervisor ensured that the items in the questionnaire measured what they were supposed to measure.

### 3.6.2 Reliability of the Instrument

Cronbach’s alpha test was used to measure the internal consistency of the research instrument by obtaining a correlation coefficient. It also allowed measurement of reliability of every statement used to measure an objective under different categories and estimates the extent to which scores vary in different variables attributed chance or random errors (Reid, 2006). The author further shows that for the instruments to be reliable the correlation coefficient must be greater than 0.7. This study obtained a correlation coefficient of 0.677 which showed that the instruments were reliable for data collection as recommended by Mugenda and Mugenda (2003).

### 3.7 Data Collection Procedure

Top level management were contacted to affirm the intention for carrying out the study on the organization and to clarify the significant of the study and the commitment required from the management. Research assistants were employed to administer the questionnaires which were dropped to each respondent and picked later after two weeks. The researcher made a follow up through phone calls and in addition, visited the respondents before the stated period to remind them on the importance of responding to the questionnaire.

### 3.8 Data Analysis and Presentation

This study obtained both quantitative data and qualitative data. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation and presented in tables, charts and graphs. These were generated using Statistical Package
for Social Sciences (SPSS) version 17.0. Content analysis technique was used to analyze qualitative data collected using interview schedules. Mugenda and Mugenda (2003) define content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends. The in-depth understanding of the responses from the respondents was used in the analysis and interpretation of the data. Thematic approach was used to analyze qualitative data.

The study used Analysis of Variance (ANOVA) to test the level of significant of the variables on the dependent variable at 95% confidence level. In addition, the study conducted a multiple regression analysis to test the relationship between independent variables and dependent variable. The regression equation was:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

Whereby
- \( Y \) = Performance of Postal Corporation of Kenya
- \( X_1 \) = Staff Training
- \( X_2 \) = ICT Deployment
- \( X_3 \) = Customer Relationship Management
- \( X_4 \) = Strategic Partnership Management

\( \beta_1, \beta_2, \beta_3 \) are coefficients of determination

\( \epsilon \) is the error term.

3.9 Ethical Consideration

According to Mugenda and Mugenda, (2003), ethical considerations are important for any research. Ethical issues were taken into consideration including proper conduct of
the researcher and confidentiality of the information obtained from the respondents. An introductory letter to meet the respondents was obtained from the University. Respondents were encouraged to participate voluntarily and before administering the questionnaire, the researcher will seek for informed consent from respondents. The researcher ensured anonymity and confidentiality of all the information collected. The researcher obtained proposal approval from Graduate School and Research permit from NACOSTI.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction
This chapter presents data collected from the field, its analysis, and finally the interpretation of the findings on the strategic responses to the performance among public enterprises in Kenya, with a case study of Postal Corporation of Kenya. The data is presented in form of tables, charts and graphs.

4.2 Response Rate

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>76</td>
<td>82%</td>
</tr>
<tr>
<td>Non responses</td>
<td>17</td>
<td>18%</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.1 shows that out of the 93 questionnaires distributed to the respondents, 76 were filled in and returned forming a response rate of 82%. This response rate was excellent and representative and conform to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This implies that based on this assertion, the response rate in this case of 82% was therefore very good.
4.3 Background Information

4.3.1 Gender Distribution of Respondents

The research sought to find out the gender distribution of the respondents as shown in the figure 4.1 below.

Figure 4.1: Distribution of Respondents by Gender

Source: Survey Data (2018)

From the findings presented in Figure 4.1 above, 78% of the respondents was male while female respondents accounted for 22% of the respondents. The majority of the respondents were male. This implies that Postal Corporation of Kenya has employed more male than female in Mandera County.
4.3.2 Distribution of Respondents by Academic Qualification

The study further sought to establish the highest level of academic qualification attained by the respondents as shown below:

**Figure 4.2: Education levels of respondents**

![Education Level Chart]

Source: Survey Data (2018)

The figure above presents findings on the distribution of respondents by the highest level of academic qualification attained. From the findings, majority (42%) of the respondents had a diploma followed by 25% who had a degree. 17% of the respondents were certificate holders while as 7% had their masters. From the information obtained, it therefore implies that the respondents were sufficiently educated to properly articulates and participate in the research activity.

4.3.3 Length of Service in the Department

The study sought to determine the length of time that the respondents had been working with their current Departments’ (in years). The findings were presented in the figure below:
Source: Survey Data (2018)

The figure above presents findings on the length of time that the respondents had been working in the department (in years). From the findings, 4% of the respondents had been working in the department for Less than 1 year, 12% had been working in the department for between 1-5 years, 21% had been working in the department for between 5-10 years while another 63% had been working in the department for over 10 years. This implies that the respondents had enough experience and understanding of the department they were working in and could therefore give accurate judgements about their working environment.

4.3.4 Length of Service in the Organization

The study sought to determine the length of time that the respondents had been working with the organization (in years). The findings were presented in the table below:
Table 4.2: Length of Time Working with the Organization

<table>
<thead>
<tr>
<th>Length of service in the organization</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>6</td>
</tr>
<tr>
<td>1 - 5 years</td>
<td>22</td>
</tr>
<tr>
<td>5 - 10 years</td>
<td>37</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The figure above presents findings on length of time that the respondents had been working with the organization (in years). From the findings, 8% of the respondents had been working with the organization for Less than 1 year, 29% had been working with the organization for between 1-5 years, 49% had been working with the organization for between 5-10 years while another 11% had been working with the organization for over 10 years. This therefore means that majority of the respondents have been working with the organization for long time and could give reliable information about the operation of the organization.

4.4 Descriptive Analysis

Descriptive statistics such as means and standard deviations were used to present that quantitative data with the use of Statistical Package for Social Sciences (SPSS) version 17.0. It was based on study variables which were staff training, ICT deployment, customer relationship management and strategic partnership management.
4.4.1 Staff Training and Performance

The study sought to establish the respondents rating on various statements on the Influence of Staff Training on Performance. The findings were presented in the table below.

**Table 4.3: Staff Training and Performance**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company conducts training to enhance superior skills, knowledge and capabilities</td>
<td>3.364</td>
<td>1.0541</td>
</tr>
<tr>
<td>Staff training equips staff to execute duties and responsibilities efficiently</td>
<td>4.846</td>
<td>1.0948</td>
</tr>
<tr>
<td>There is improved staff performance as a result of staff training</td>
<td>3.901</td>
<td>0.8561</td>
</tr>
<tr>
<td>There is frequent skills assessment to identify specific skills required for the current needs</td>
<td>3.657</td>
<td>1.0072</td>
</tr>
<tr>
<td>Staff training programs incorporate the interests of organization and the workforce</td>
<td>3.861</td>
<td>0.9081</td>
</tr>
<tr>
<td>Staff apply their trainings in their day-to-day activities</td>
<td>3.509</td>
<td>1.007</td>
</tr>
<tr>
<td>Staff training has achieved high morale with increased confidence and motivation</td>
<td>2.900</td>
<td>1.043</td>
</tr>
<tr>
<td>The organization has recorded lower cost of production as training eliminates risks</td>
<td>3.197</td>
<td>1.374</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.65</strong></td>
<td><strong>1.043</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*

From the findings, the respondents agreed that staff training influences performance of Postal Corporation of Kenya to a great extent as shown by aggregate score of 3.65 with significance variance of 1.043. Majority of the respondents strongly agreed on the statements that Staff training equips staff to execute duties and responsibilities efficiently and that there is improved staff performance as a result of staff training as
shown by mean score of 4.846 and 3.901 respectively with a significance variance of 1.0948 and 0.8561 respectively. These findings agree with the findings of Engetou (2017) who investigated on the Impact of training and development on organizational performance and found that training and development is a necessity in every company particularly for the unskilled or the less experience employees. Generally, employees’ work contribution was greatly improved due to the training methods and tools used by the company.

The respondents agreed on the statements that staff training programs incorporate the interests of organization and the workforce (M=3.861, Std.Dev=0.9081), there is frequent skills assessment to identify specific skills required for the current needs (M=3.657, Std.Dev=1.0072), staff apply their trainings in their day-to-day activities (M=3.509, Std.Dev=1.007). From the table, the information indicates that the company conducts training to enhance superior skills, knowledge and capabilities (M=3.364, Std.Dev=1.0541). At the same time, the organization has recorded lower cost of production as training eliminates risks (M=3.197, Std.Dev=1.374) as indicated in the table above. Staff training has achieved high morale with increased confidence and motivation (M=2.900, Std.Dev=1.043). These findings concur with the findings of Janes (2018) who investigated on the impact of employee training on organizational performance: a case study of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania and found that employee training has a significant effect on the performance of drilling companies. However, the study results found out that effective training and development policies in drilling companies was lacking.
4.4.2 ICT Deployment and Performance

The study sought to determine the respondents rating on various statements on impact of ICT deployment on the performance within the firm as shown on the table below:

**Table 4.4: ICT Deployment and Performance**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT has improved business processes and changed the function of markets</td>
<td>3.961</td>
<td>1.051</td>
</tr>
<tr>
<td>ICT deployment has led to drastic improvement in productivity and reduction in costs.</td>
<td>3.246</td>
<td>0.637</td>
</tr>
<tr>
<td>Technological forecasting has helped protect and improve the profitability of the firms</td>
<td>4.113</td>
<td>0.983</td>
</tr>
<tr>
<td>The company keeps tabs on probable future advances in ICT that can affect its products and services</td>
<td>3.621</td>
<td>1.007</td>
</tr>
<tr>
<td>ICT deployment has helped monitor impending challenges and promising opportunities in the market</td>
<td>3.238</td>
<td>1.043</td>
</tr>
<tr>
<td>ICT deployment has led to improvement on the speed with which information is transmitted within the company</td>
<td>2.439</td>
<td>1.374</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>2.95</strong></td>
<td><strong>0.871</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2018)**

From the findings in the table above, the respondents indicated that ICT deployment influences performance of Postal Corporation of Kenya to a moderate extent as shown by aggregate score of 2.95 with significance variance of 0.871. Majority of the respondents strongly agreed on the statements that technological forecasting has helped protect and improve the profitability of the firms. Also, ICT has improved business processes and changed the function of markets as shown by mean score of 4.113 and 3.961 respectively which varied significantly as shown by standard deviation of 0.983 and 1.051 respectively. These findings are in line with the findings of Kairu and Rugami (2017) who carried out a study on the effect of ICT
Deployment on the Operational Performance of Kenya Revenue Authority. They concluded that ICT development in KRA management information system is compatible with other systems and flexible enough to support the growth of the firm which is crucial in assisting employees to enhance their performance.

The respondents agreed on the statements that ICT deployment has led to drastic improvement in productivity and reduction in costs (M=3.621, Std.Dev=1.007), ICT deployment has led to drastic improvement in productivity and reduction in costs (M=3.246, Std.Dev=0.637). According to the results, ICT deployment has helped monitor impending challenges and promising opportunities in the market (M=3.238, Std.Dev=1.043). The findings concur with the findings of Bryan, Sinkovics and Kim (2012) who investigated on the influence of Information technology on organizational performance within international business to business relationships. A review and an integrated conceptual framework established that IT capabilities contribute directly to improved organizational process such as coordination, transaction specific investment, absorptive capacity and monitoring.

The respondents were neutral on the statement that ICT deployment has led to improvement on the speed with which information is transmitted within the company as indicated by mean of 2.439 with a significance variance of 1.374. These findings are in contradiction with the findings of Celemín-Pedroche, Rodríguez-Anton, Rubio-Andráda and Kostova (2015) whose study focused on the influence of technologies applied to organizational performance in the hotel sector and found that Internet and Intranet are the most influential technologies on intra-organizational level.
4.4.3 Customer Relations Management and Performance

The study sought to determine the respondents rating on various statements on the Influence of customer relations management on performance within the firm.

Table 4: Customer Relationship Management and Performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRM implementation has led to firm efficiency</td>
<td>3.934</td>
<td>0.9302</td>
</tr>
<tr>
<td>The company has spending on CRM geared at increasing efficiency</td>
<td>3.501</td>
<td>1.2139</td>
</tr>
<tr>
<td>Competition has enabled the organizations to build more contacts and sustain relationships with customers</td>
<td>3.594</td>
<td>0.9837</td>
</tr>
<tr>
<td>CRM has led to provision of services and products that our customers want</td>
<td>4.561</td>
<td>1.1391</td>
</tr>
<tr>
<td>CRM has leveraged on ICT to build long term relationship with our customers</td>
<td>3.894</td>
<td>1.0792</td>
</tr>
<tr>
<td>The Company’s CRM system has collected, managed and linked information about the customer enabling marketing effectively</td>
<td>3.347</td>
<td>0.8478</td>
</tr>
</tbody>
</table>

Aggregated Score 3.805 1.032

Source: Survey Data (2018)

From the findings, the respondents indicated that customer relationship management influences performance of Postal Corporation of Kenya to a great extent as shown by aggregate score of 3.805 with significance variance of 1.032. Majority of the respondents strongly agreed on the statements that CRM has led to provision of services and products that customers want, CRM implementation has led to firm’s efficiency and CRM has leveraged on ICT to build long term relationship with customers as shown by mean score of 4.561, 3.934 and 3.894 respectively with a
significance variance of 1.1391, 0.9302 and 1.0792 respectively. These findings are in line with the findings of Hoseini and Naiej (2013) who investigated the influence of Customer Relationship Management and Organizational Performance, A Conceptual Framework Based on the Balanced Scorecard (Study of Iranian Banks) and established that that CRM processes are associated with bank performance. Gitonga (2016) also found that customer relationship management practices impacted positively on performance of Safaricom Limited.

The respondents agreed on the statements that competition has enabled the organizations to build more contacts and sustain relationships with customers. The company spends on CRM geared at increasing efficiency and the Company’s CRM system has collected, managed and linked information about the customer enabling marketing to be more effective as shown by mean of 3.501, 3.594 and 3.347 respectively and a standard deviation of 0.9837, 1.2139 and 0.8478 respectively. These findings agree with the findings of Shafique, Ahmad, Abbas and Hussain (2015) who examined on how customer relationship management capabilities affect organizational performance; moderating role of competition intensity. The study found out that when the competition intensity was taken as moderated variable, relationship and impact between customer relationship management capabilities and organizational performance was more strengthened.

4.4.4 Strategic Partner’s Management and Performance.

The study sought to assess the respondents rating on various statements on the influence of strategic partner’s management on performance within the firm you are working for.
Table 4.6: Strategic Partner’s Management and Performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company has established strategic alliances and cooperation with other firms</td>
<td>3.493</td>
<td>0.0293</td>
</tr>
<tr>
<td>Strategic partners management has helped the company accomplish new market development</td>
<td>3.150</td>
<td>1.3921</td>
</tr>
<tr>
<td>The company has made up its shortages in technology and manufacturing through strategic partnerships.</td>
<td>3.954</td>
<td>0.9783</td>
</tr>
<tr>
<td>Strategic partnership management perfected the effect of the supply chain thus achieving market share.</td>
<td>4.156</td>
<td>1.3191</td>
</tr>
<tr>
<td>Strategic partnerships has helped scale the company’s economies and strengthened its domestic and international competitiveness</td>
<td>3.948</td>
<td>1.0279</td>
</tr>
<tr>
<td>Strategic partnerships within the company has involved government agencies and international organizations, presenting multimember partnerships</td>
<td>3.437</td>
<td>0.7884</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.740</strong></td>
<td><strong>0.9493</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

From the findings in the table above, the respondents indicated that strategic partner’s management influences performance of Postal Corporation of Kenya to a great extent as shown by aggregate score of 3.740 with significance variance of 0.9493. Majority of the respondents strongly agreed on the statements that strategic partnership management perfected the effect of the supply chain. This resulted in achieving greater market share. The company has improved its technology and manufacturing through strategic partnerships. Strategic partnerships has also helped scale the company’s economies and strengthened its domestic and international competitiveness as shown by mean score of 4.156, 3.954 and 3.948 respectively and with a significance variance of 1.3191, 0.9783 and 1.0279 respectively. These findings are in line with the findings of Muthoka and Oduor (2014) whose study
examined the effects of strategic alliances on organizational performance: supermarkets and their alliances in Kenya and found that there was a strong, negative correlation between technological strategic alliances and performance. However, there was no statistical significant relationship between technological strategic alliances and performances among supermarkets and their alliances in Nairobi CBD.

The respondents also agreed on the statements that the company has established strategic alliances and cooperation with other firms. It has also helped the company internally in relation to government agencies and international organizations. Strategic partners management has helped the company accomplish new market development as shown by mean score of 0.0293, 0.7884 and 0.3921 respectively. These findings agree with the findings of Makau (2012) whose study examined the influence of strategic alliances and organizational competitiveness among commercial banks in Kenya: A case study of Kenya Commercial Bank and found that strategic alliances seek to create competitive advantage through collaboration rather than competition. Strategic alliances are also based on mutual trust of partners.

4.5 Regression Analysis
Regression analysis was used to model, examine, and explore the relationships between the independent variables (staff training, ICT deployment, customer relationship management and strategic partner’s management). The dependent variable (performance of Postal Corporation of Kenya) used for the study was important in measuring the extent to which changes in one or more variables jointly affected changes in another variable.
Table 4.7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.742a</td>
<td>.620</td>
<td>.813</td>
<td>.675</td>
<td>R Square Change</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
<td>df2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sig. F Change</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Predictors: (Constant), staff training, ICT deployment, customer relationship management and strategic partner’s management

The value of R in the model was 0.742 showing a very strong correlation between the independent variables studied on the dependent variable. The study further showed R-square (0.620) which measured the proportion of the variation in the dependent variable that was explained by variations in the independent variables. The four independent variables that were studied, explain 81.3% of performance of Postal Corporation of Kenya as represented by the adjusted R squared. This therefore means that other factors not studied in this research contribute 18.7%. Therefore, further research should be conducted to address this gap.

Table 4.8: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1.092</td>
<td>4</td>
<td>2.273</td>
<td>11.600</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>53.277</td>
<td>89</td>
<td>1.455</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54.369</td>
<td>93</td>
<td>3.728</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
The significance value is 0.000⁴ which is less than 0.05 thus the model is statistically significant in predicting how various factors affect performance of mobile payment services in Kenya. The F critical at 5% level of significance was 2.273. Since F calculated is greater than the F critical (value = 11.600), this shows that the overall model was significant. The relationship (p < 0.05) indicated a linear relationship among the variables under the study meaning there was 95% chance that the relationship among the variables was not due to chance.

**Table 4.9: Correlation Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0percent Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.357</td>
<td>.651</td>
<td></td>
</tr>
<tr>
<td>Staff training</td>
<td>.807</td>
<td>.052</td>
<td>4.012</td>
</tr>
<tr>
<td>ICT Deployment</td>
<td>.629</td>
<td>.049</td>
<td>3.058</td>
</tr>
<tr>
<td>Customer</td>
<td>.750</td>
<td>.121</td>
<td>2.040</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic</td>
<td>.572</td>
<td>.053</td>
<td>4.128</td>
</tr>
<tr>
<td>Partner's</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of Postal Corporation

**Source: Survey Data (2018)**

Table 4.9 above shows the constant in this model is represented by a value of 0.357, which is the expected value of performance of Postal Corporation of Kenya when the values of the independent variables are equal to zero. Based on the analysis, the regression equation for the independent variable on the dependent variable resulted to the following: Y = 0.357 + 0.807X1 + 0.629X2 + 0.750X3 + 0.572X4.

46
Where 

\[ Y = \text{Performance of Postal Corporation} \]

\[ X_1 = \text{Staff Training} \]

\[ X_2 = \text{ICT Deployment} \]

\[ X_3 = \text{Customer Relationship Management} \]

\[ X_4 = \text{Strategic Partner’s Management} \]

Table 4.9 also shows that staff training, ICT deployment, customer relationship management and strategic partner’s management had a positive and significant effect on performance of Postal Corporation of Kenya as indicated by their beta (\( \beta \)) values. The relationships (p<0.05) are all significant with cost staff training (\( \beta = 4.012, p<0.05 \)), ICT deployment (\( \beta = 3.058, p<0.05 \)), Customer relationship management (\( \beta = 2.040, p<0.05 \)) and strategic partner’s management (\( \beta = 4.128, p<0.05 \)). Staff training was found to be the most 80.7% significant among the four variables followed by customer relationship management 75.0%, ICT deployment 62.9% and strategic partner’s management 57.2%.

According to Evans, Pucik and Barsoux (2012) argue that organizations are facing increased competition due to globalization, changes in technology, political and economic environments and, therefore, prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. Werthner and Klein (2015) indicates that ICT is considered as a tool of marketing, contacting customers and looking for possible customers, as well as presenting ICT services as distinguished potential services for customers.

Customer relationship management (CRM) is increasingly important to firms as they seek to improve their profits through longer-term relationships with customers. CRM
represents a strategy for creating value for both the firm and its customers through the appropriate use of technology, data and customer knowledge (Payne & Frow, 2015).

Maurrasse (2013) indicates that the concept of strategic partnership is necessitated by the need for an organization to achieve its goals while leveraging on resources of another organization. Typically, strategic partnership can be viewed as a tool for competitive advantage.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This study sought to assess the findings on the strategic responses to the performance among public enterprises in Kenya, with a case study of Postal Corporation of Kenya. The findings, discussions, conclusion and recommendations are presented below.

5.2 Summary of Findings
The general objective of this study was to assess the influence of strategic responses on the performance of Postal Corporation of Kenya. The study’s specific objectives were to examine the influence of staff training, ICT deployment, customer relationship management and strategic partner’s management on the performance of Postal Corporation of Kenya. The target population was all the employees working in Postal Corporation of Kenya Mandera County branches. The sample size comprised of 93 respondents.

The first research objective sought to examine the influence of staff training on performance of Postal Corporation in Kenya. The study established that staff training influences performance of Postal Corporation of Kenya to a great extent. Majority of the respondents strongly agreed on the statements that staff training equips staff to execute duties and responsibilities efficiently and that there is improved staff performance as a result of staff training. The study also established that ICT deployment has led to drastic improvement in productivity and reduction in costs and has helped monitor impending challenges and promising opportunities in the market.
The second research objective sought to find out the influence of ICT deployment on performance of Postal Corporation in Kenya. The study revealed that ICT deployment influences performance of Postal Corporation of Kenya to a moderate extent. Majority of the respondents strongly agreed on the statements that technological forecasting has helped protect and improve the profitability of the firms and ICT has improved business processes and changed the function of markets.

The third research objective sought to establish the influence of customer relations management on performance of Postal Corporation in Kenya. The study found that customer relationship management influences performance of Postal Corporation of Kenya to a greater extent as shown by aggregate score of 3.805 with significance variance of 1.032. Majority of the respondents strongly agreed on the statements that CRM has led to provision of services and products that our customers want, CRM implementation has led to firm efficiency and CRM has leveraged on ICT to build long term relationship with our customers.

The fourth research objective sought to determine the influence of strategic partner’s management on performance of Postal Corporation in Kenya. The study established that strategic partner’s management influences performance of Postal Corporation of Kenya to a great extent as shown by aggregate score of 3.740 with significance variance of 0.9493. Majority of the respondents strongly agreed on the statements that Strategic partnership management perfected the effect of the supply chain thus achieving market share, the company has made up its shortages in technology and manufacturing through strategic partnerships and Strategic partnerships has helped scale the company’s economies and strengthened its domestic and international competitiveness.
5.3 Conclusion

The study concludes that staff training has a positive and significant effect on the performance of Postal Corporation of Kenya. The study concludes that the company conducts training to enhance superior skills, knowledge and capabilities; Staff training equips staff to execute duties and responsibilities efficiently; There is improved staff performance as a result of staff; staff training programs incorporate the interests of organization and the workforce; and staff training has achieved high morale with increased confidence and motivation.

The study concludes that ICT Deployment has a positive and significant effect on the performance of Postal Corporation of Kenya. The study further concludes that that ICT has improved business processes and changed the function of markets; ICT deployment has led to drastic improvement in productivity and reduction in costs; technological forecasting has helped protect and improve the profitability; The company keeps tabs on probable future advances in ICT that can affect its products and services, ICT deployment has helped monitor impending challenges and promising opportunities in the market.

The study concludes that customer relationship management has a positive and significant effect on the performance of Postal Corporation of Kenya. The study also concludes that the company has spending on CRM geared at increasing efficiency competition has enabled the organizations to build more contacts and sustain relationships with customers and that CRM has led to provision of services and products that customers want, CRM has leveraged on ICT to build long term relationship with our customers strengths.
The study concludes that strategic partner’s management has a positive and significant effect on the performance of Postal Corporation of Kenya. The study finally concludes that the company has established strategic alliances and cooperation with other firms; strategic partners’ management has helped the company accomplishes new market development; The company has made up its shortages in technology and manufacturing through strategic partnerships; strategic partnership management perfected the effect of the supply chain thus achieving market share and strategic partnerships has helped scale the company’s economies and strengthened its domestic and international competitiveness.

5.4 Recommendations for Policy and Practice

The study recommends that organizations should endeavor to train its staff in order to improve their performance. Training is important for employees’ development as it enables them achieve self-fulfilling skills and abilities; reduce operational costs, limits organizational liabilities.

The study also recommends the use of ICT in the performance of organizational activities. Information technology has become strategic in helping improve business processes and change the function of markets. It is, therefore, necessary for organizations to continue their efforts in developing and implementing the up-to-date technology.

The study also recommends that organizational managers should focus on customer relations management in order to improve organizational performance.

Finally, the study recommends that organizations should incorporate the CRM as it streamlines the organizational structure so that it improves and survives in the market.
CRM is considered a structure that gives support to the disadvantage of the competition. This creates value for the organization and the customers by enabling them to gain excellent benefits.

5.5 Recommendations for Further Studies
The findings of this study were based on strategic responses on the performance of Postal Corporation of Kenya. Therefore, it is recommended that similar studies should be carried out in other government institutions of Kenya and other sector as this would help in validating the findings and conclusions of this study.
REFERENCES


APPENDICES

Appendix I: Letter of Introduction

Afi Abdi Mohamud
P.O. Box
Nairobi - Kenya
Cell Phone: +254726296443
March 2018

Dear Sir/Madam,

RE: TO WHOM IT MAY CONCERN

I am a student researcher from Kenyatta University carrying out a study titled; STRATEGIC RESPONSES AND PERFORMANCE IN POSTAL CORPORATION OF KENYA IN MANDERA COUNTY, KENYA.

This letter serves to assure you that the information and data collected will be treated with strict confidence and will not be used for any other purposes other than the academic work only. The findings will strictly be used for academic purpose only and can be shared with your firm on request after the study has been completed.

Yours Faithfully,

Afi Abdi Moohamud
Appendix II: Questionnaire

Dear Respondent,

Please respond to the following questions below by ticking [√] on the appropriate option.

PART A: GENERAL INFORMATION

1. Please indicate your gender. Male [ ] Female [ ]

2. Kindly indicate your academic qualification:

Certificate level [ ] Diploma Level [ ] Degree Level [ ] Masters Level [ ]

Others.............................................

3. Please indicate your department:

Accounts [ ] Finance [ ]

Customer care [ ] Sales and marketing [ ]

Others (specify).............................................

4. How long have you been in this department?

Less than a year [ ] 1 - 5 years [ ] 5 - 10 years [ ] over 10 years [ ]

5. Indicate your length of service in the organization:

Less than a year [ ] 1 - 5 years [ ] 5 - 10 years [ ] over 10 years [ ]
PART B: INFLUENCE OF STAFF TRAINING ON PERFORMANCE

Below is a set of questions that seeks to assess the influence of staff training on performance within the firm you are working for. Please tick where appropriate to express the level of your agreement or disagreement with each statement using scale 5 to 0 provided below

5=strongly agree. 4-agree. 3=somewhat agree. 2= disagree. 1=strongly disagree. 0= N/A

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The company conducts training to enhance superior skills, knowledge and capabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Staff training equips staff to execute duties and responsibilities efficiently</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 There is improved staff performance as a result of staff training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 There is frequent skills assessment to identify specific skills required for the current needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Staff training programs incorporate the interests of organization and the workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Staff apply their trainings in their day-to-day activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Staff training has achieved high morale with increased confidence and motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 The organization has recorded lower cost of production as training eliminates risks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:................................................................................................................
............................................................................................................................
............................................................................................................................
............................................................................................................................
.............................................................................................................................
PART C: ROLE OF ICT DEPLOYMENT ON PERFORMANCE

Below is a set of questions that seeks to assess the impact of ICT deployment on the performance within the firm you are working for. Please tick where appropriate to express the level of your agreement or disagreement with each statement using scale 5 to 0 provided below

5=strongly agree. 4-agree. 3=somewhat agree. 2= disagree. 1=strongly disagree. 0= N/A

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ICT has improved business processes and changed the function of markets</td>
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<td>2 ICT deployment has led to drastic improvement in productivity and reduction in costs.</td>
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<td>3 Technological forecasting has helped protect and improve the profitability of the firms</td>
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<td>4 The company keeps tabs on probable future advances in ICT that can affect its products and services</td>
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<td>5 ICT deployment has helped monitor impending challenges and promising opportunities in the market</td>
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<td>6 ICT deployment has led to improvement on the speed with which information is transmitted within the company</td>
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Comments:..........................................................................................................................
PART D: INFLUENCE OF CUSTOMER RELATIONS MANAGEMENT ON PERFORMANCE

Below is a set of questions that seeks to assess the effect of customer relations management on performance within the firm you are working for. Please tick where appropriate to express the level of your agreement or disagreement with each statement using scale 5 to 0 provided below

5=strongly agree. 4-agree. 3= somewhat agree. 2= disagree. 1= strongly disagree. 0= N/A

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
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</thead>
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<tr>
<td>1 CRM implementation has led to firm efficiency</td>
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<td>2 The company has spending on CRM geared at increasing efficiency</td>
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<td>3 Competition has enabled the organizations to build more contacts and sustain relationships with customers</td>
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<td>4 The company has recognized CRM as an important strategy</td>
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<td>5 CRM has led to provision of services and products that our customers want</td>
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<td>6 CRM has leveraged on ICT to build long term relationship with our customers</td>
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<td>7 The Company’s CRM system has collected, managed and linked information about the customer enabling marketing effectively</td>
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PART E: ROLE OF STRATEGIC PARTNER’S MANAGEMENT ON PERFORMANCE.

Below is a set of questions that seeks to assess the influence of strategic partner’s management on performance within the firm you are working for. Please tick where appropriate to express the level of your agreement or disagreement with each statement using scale 5 to 0 provided below.

5=strongly agree. 4-agree. 3=somewhat agree. 2= disagree. 1=strongly disagree. 0= N/A

<table>
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<tr>
<th>Statement</th>
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</thead>
<tbody>
<tr>
<td>1  The company has established strategic alliances and cooperation with other firms</td>
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<td>2  Strategic partners management has helped the company accomplish new market development</td>
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<td>3  The company has made up its shortages in technology and manufacturing through strategic partnerships.</td>
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<td>4  Strategic partnership management has perfected the effect of the supply chain thus achieving market share.</td>
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<td>5  Strategic partnerships has helped scale the Company’s economies and strengthened its domestic and international competitiveness</td>
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<td>6  Strategic partnerships within the company has involved government agencies and international organizations, presenting multimember partnerships</td>
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Appendix III: Authorization Letter by Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke
P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/GAR/26579/2015
DATE: 24th May, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR AFI ABDA MOHAMUD — REG. NO.
D53/OL/GAR/26579/2015

I write to introduce Afi Abdi Mohamud who is a Postgraduate Student of this University. Mohamud is registered for M.B.A degree programme in the Department of Business Administration.

Mohamud intends to conduct research for a M.B.A Project Proposal entitled, “Strategic responses and performance in postal corporation of Kenya in Mandera County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

LM/jjm
Appendix IV: Approval Letter by Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

internal Memo

FROM: Dean, Graduate School
TO: Afik Abdi Mohamud
   C/o Business Administration Dept

DATE: 24th May, 2018
REF: D53/OL/GAR/26579/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL.

This is to inform you that Graduate School Board at its meeting of 9th May, 2018 approved your Research Project Proposal for the M.B.A Degree Entitled, “Strategic responses and performance in postal corporation of Kenya in Mandera County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

c.c.: Chairman, Business Administration Department.

Supervisor: Dr. Joyce Gakoko
C/o Department of Business Administration
Kenyatta University