STRATEGIC PRACTICES AND PERFORMANCE OF THE MINISTRY OF INDUSTRIALIZATION AND ENTERPRISE DEVELOPMENT OF KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY

DECEMBER, 2018
DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.

Signature…………………………… Date ………………………

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Business administration department

SUPERVISOR

I confirm that the work reported in this research project was carried out by the Candidate under my supervision as the appointed university supervisor.

Signature…………………………… Date ………………………

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Kenyatta University
DEDICATION

This research project is dedicated to my family for their endless support and encouragement.
ACKNOWLEDGMENT

I acknowledge my supervisor, Shadrack Bett who guided me tirelessly through the research project. I also acknowledge my family members, friends and colleagues whose support made it possible for me to go through this research project process successfully and wish to thank Kenyatta University fraternity for giving me the opportunity to be part of such a great institution.
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<tr>
<td>AML/CFT</td>
<td>Anti-Money Laundering/Combating the Financing of Terrorism</td>
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<tr>
<td>CBK</td>
<td>Central Bank of Kenya</td>
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<td>Cenfri</td>
<td>The Centre for Financial Regulation and Inclusion</td>
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<td>CMA</td>
<td>Capital Markets Authority</td>
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<td>CPI</td>
<td>Consumer Price Index</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>IAIS</td>
<td>International Association of Insurance Supervisors</td>
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<td>ICT</td>
<td>Information and Communications Technology</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MFI</td>
<td>Micro Finance Institution</td>
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<td>MI</td>
<td>Micro insurance</td>
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<td>MOIED</td>
<td>Ministry of Industrialization and enterprise Development</td>
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<td>NGO</td>
<td>Non-Government Organization</td>
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<td>NIP</td>
<td>National Industrial Policy</td>
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<td>RBA</td>
<td>Retirement Benefits Authority</td>
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<td>RBT</td>
<td>Resource Based Theory</td>
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<td>RBV</td>
<td>Resource Based View</td>
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<td>SASCO</td>
<td>Savings and Credit Co-operatives</td>
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<td>SASRA</td>
<td>SACCO Societies Regulatory Authority</td>
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<td>SLA</td>
<td>Service Level Agreement</td>
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<td>SMS</td>
<td>Short Message Service</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>Activity Coordination</td>
<td>The synchronization and integration of activities, responsibilities, and command and control structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives.</td>
</tr>
<tr>
<td>Communication</td>
<td>Refers to a way of transferring messages within the parties concerned in the strategy implementation</td>
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<tr>
<td>Management Commitment</td>
<td>Direct participation by the highest level management in all specific and critically important aspects</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>Refers to a system of shared assumptions, values, and beliefs, which governs how people behave in organizations</td>
</tr>
<tr>
<td>Strategic Practice</td>
<td>Involves the formulation and implementation of the major goals and initiatives taken by a company’s top management</td>
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ABSTRACT

Strategic practices effectiveness is a requirement for organizations not only to be successful with current undertakings, but also to be successful in the future. Outstanding organizational performance invariably maps to the strategic practices within an organization. The purpose of this study was to establish the strategic practices and performance of the ministry of industrialization and enterprise development in Kenya. The general objective of this study was to investigate the strategic practices and performance in the Ministry of Industrialization and Enterprise Development. The specific objectives of the study were to determine the effect of management commitment, communication, activity coordination and organizational culture on organizational performance. The study was based on resource based view, competitive advantage theory, open system theory, internal control theory and stewardship theory.

This study was carried out through a descriptive survey research design. The target population for the study was the Ministry of Industrialization and Enterprise Development of Kenya. The total number of respondents was 300 comprising of middle and senior managers. The study used stratified sampling method to ensure that all cases are well represented and uses simple random sampling method to select the respondents. The sample size will be 171 respondents. This study used questionnaire as a data collection tool to all the respondents. Inferential statistics were used to analyse data. The study established that management commitment, communication, activity coordination and organizational culture had a positive and significant effect on the performance of MOIED. The study concludes that commitment of MOIED managers who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to the organization. Effective communication and the sharing of particular information between management and employees is a fundamental prerequisite in organizational strategy to positively involve employees in the organization in which they are employed. Different types of work are performed by various departments and work groups in MOIED to ensure better performance. All constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance. The study recommends that the management should also have steering and functional teams. The management of the ministry must embrace clarity of ideas before communicating and also the purpose of communication must be thoroughly analyzed, thorough consultation from both levels of the organization. MOIED should be interested in improving activity coordination especially in matters delivery in the public sector. MOIED should invest in organization culture thus improving on their performance.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Strategic management has been widely embraced by organizations all over the world in pursuit of achieving efficiency and effectiveness that ultimately lead to competitive advantage over competitors (Raduan, Jegak, Haslinda and Alimin, 2015). Ansoff (2009) views strategy in terms of market and product choices. According to his view, strategy is the “common thread” among an organization’s activities and the market. The author further indicate that strategic management brings about clearer definition of objectives, providing better guidance to the entire organization, making managers and organizational members more alert to new opportunities and threatening development, it helps in overcoming risks and uncertainties and therefore contributes to organization success.

Firms that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders (Covin, 2009). According to Chell, Haworth and Brearley (2011) strategies which result in high performance are identified with activities that generally lead to success in the industry that is key success factors. These activities are associated with initiatives in the industry. Activities associated with high performing strategies also include emphasis on customer service and support, extensive advertising, and use of external finance.
1.1.1 Organizational Performance

Organizational performance is the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time (Stafford & Miles, 2013). Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (Denison, Haaland, Goelzer & Yilmaz, 2008). High organizational performance is achieved when all the parts of an organization work together to achieve desired results.

Organizational performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee relationships (Dess & Robinson, 2014). The authors also indicated that organizational performance is based on balanced scorecard and can be appraised by return of investment, margin on sales, capacity utilization, customer satisfaction and product quality. In the same way, Richard, Devinney, Yip and Johnson (2011) identified that return on investment, sales and market growth and profit are important factors that can be measured by organization performance.

Ambastha and Monaya (2010) regard organizational performance to include performance in earnings, growth and profitability; quality of products, services and capacity to satisfy consumer expectations; productivity in terms of higher production and lower use of resources; innovation in products, services and management process; and image in corporate branding, building trust and reputation in relationship with stakeholders. Porter and Kramer (2011) argue that strategy must not regard competitiveness of an organization to be limited to specific and known forces of the market in which the
organization operates, but competitive forces should be looked into in relation to strategic practices the organization uses.

Organizational performance is generally assessed with financial indicators such as return on investment or profit per share (Morah, 2015). The author further indicates that organizational performance are based on indicators such as return on investments, sales, profit per share. Nevertheless, an organization has many other facets; among them are the people who work for it, the processes they use to achieve its objectives, and the environment in which the organization evolves. According to Kaplan and Norton (2001) balance scorecard includes financial and non-financial indicators of four main organizational facets: financial, customers, internal processes and innovation and improvement.

1.1.2 Strategic Practices

Strategic practice involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Murimbika, 2011). According to Ofunya (2013) strategic practices defines the purpose of the organization and the plans and actions to achieve that purpose. It is that set of managerial decisions and actions that determine the long term performance of a business enterprise. It involves formulating and implementing strategies that will help in aligning the organization and its environment to achieve organizational goals.

Kim and Maubouregne (2012) indicate that management commitment is the capability to inspire confidence and support among an organization’s people who are needed to
achieve organizational goals. A manager basically is responsible for functional activities including planning, investigating, organizing, and controlling. Kreitner and Kinicki (2017) indicate that support from the top management plays an essential role in creating a vision and strategic plan for an organization while trying to implement that vision and plan. Therefore, management support plays a very important role in organizations since it is responsible for defining strategies and designs the organization’s path to be more effective and efficient in performance.

Communication as a medium, a means to performance ends, or as constitutive, as the end in itself is a process of transmitting information from one person to another (Banihashemi, 2011). According to Stephen (2011) communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating understanding it enhances co-operation and promote effective performance. Effective managers understand that the end effective, straightforward communication between managers and employees is essential for success.

Many organizations try to introduce the most successful system, which would lead to successful performance. Little (2012) observes that the organization can be characterized as an establishment of commitment, mandates, distribution of functions and subordination between members of organization. Vanagas and Stankevic (2014) show the need for coordination is the division of labor, specialization and individual attitudes. The authors further indicate that while coordinating it is necessary to align all company’s operations so that the company would gain success as soon as possible, proportionally reconcile certain things and activities and to adapt certain measures to achieve the objectives.
Organizational culture is the system of shared assumptions, values, and beliefs that governs how an organization interacts both with internal and external environments (Stafford & Miles, 2013). These shared values have a strong influence on internal organizational actors interact with others within the environment. Hofstede and Hofstede (2010) posits that organizational culture is unique in different organizations based on different parameters such as achievement, fairness, collaboration, teamwork, competitiveness, and rules among others. Organizations are more likely to embrace change when the organization’s culture is aligned with the mission and goals of the company.

1.1.3 Ministry of Industrialization and Enterprise Development

The Ministry of Industrialization and Enterprise Development (MOIED) is mandated to propel Industrialization and Undertaking Advancement through: Industrialization and Helpful Approach itemizing and execution; Execution of the Modern Property Rights organization; Private Sector Advancement Strategy and Key; Quality Control including Mechanical Principles change; Co-specialist Investment funds, Credit and other Budgetary Administrations Arrangement and bearing; and Development of Micro, Small and Medium Enterprises and Buy Kenya arrangement.

The service has created vital, far reaching and incorporated projects to manage Kenya on its adventure to industrialization. The projects are guided by Kenya Vision 2030, the nation's financial improvement outline that means to change Kenya into a recently industrializing, "center wage nation giving a top notch life to every one of its residents by the year 2030". The target of the Economic Pillar of Vision 2030 is to make a vigorous, differentiated and aggressive assembling part in three ways: boosting neighborhood
generation, growing to the provincial market and exploiting worldwide market specialties.

In the course of recent years, Kenya's assembling base has stayed static at 11% of the nation's GDP, and its mechanical fares have diminished in supreme terms. Expanding this base is basic to work creation and monetary development and in addition local and remote speculation. We have recognized open doors that will dramatically increase the measure of current formal assembling part occupations to roughly seven hundred thousand and add USD 2 to 3 billion to our GDP.

To understand these open doors, the need to conquer six difficulties: framework and land accessibility, abilities and capacities in need parts, nature of sources of info, cost of operation, access to business sectors and financial specialist cordial strategies. We have built up a five-direct system toward catch these open doors throughout the following ten years.

Their Vision is to make Kenya Globally competitive and sustainable industrial, enterprise and cooperative sector and Mission is to create an enabling environment for a globally competitive, sustainable Industrial, enterprise and Co-operative sector through appropriate policy, legal and regulatory framework. In order to reactivate the rapid and sustainable growth of the industrial and enterprise sector in Kenya, the following guiding principles adapted from the National Industrialization Policy (NIP) was embraced

Enhancing productivity and competitiveness: The policy emphasizes increased productivity and competitiveness as one of the key guiding principles for expanding and maintaining the domestic and export markets in a liberalized environment. Market access: The Plan takes cognizance of the need to regional and global markets for Kenya's
manufactured. High value addition and diversification: The Plan seeks to take advantage of the existing natural and human resource endowment to open up avenues value addition, creation of wealth, and employment generation. It focuses on promotion of processing of primary products. Equitable development:

The Plan lays a structure for fair scattering of businesses all through the nation keeping in mind the end goal to quicken the pace of advancement in all territories. Innovation and development: The Plan presents methodologies for starting advancement and mechanical headway for boosting profitability and aggressiveness of the modern part. Reasonable exchange hones: The Plan looks to establish a framework for building up the vital foundation or upholding Intellectual Property Rights to make a level playing stage for reasonable rivalry by guarding against property rights encroachment counteracting dumping of fakes and substandard and second hand products. Development and graduation of MSMIs: The Plan grasps the guideline of advancing the development and graduation of MSMIs into huge enterprises that will shape the bedrock of industrialization. Business Creation: This Plan targets quality and sustainable work creation. Natural Sustainability: The Plan perceives the need to advance practical modern improvement that maintains ecological insurance, administration and productive asset use. Consistence with the Kenya's Current Constitution: The Plan advocates for strategic, lawful, and administrative changes to upgrade consistence with the arrangements of the Constitution and considers the established arrangements for a regressed structure of government and the specific call to energize territorial dispersal of enterprises as a reason for value and strengthening the country over. Instruction and human asset improvement:
The strategic perceives that industrialization can just happen when there is a solid and all around prepared workforce from all levels of preparing.

1.2 Statement of the Problem

Strategic management remains important despite the size of the company as the success of a company is dependent on external environment and how it aligns its resources internally to exploit opportunities and cover its weaknesses (Krop, 2014). Problems with performance continue unabated (AL-Ghamdi, 2005). Though the reason for the failure of strategies is viewed to be strategic practices and performance process in the strategic management literature, this issue has attracted less attention than the issue of strategic formulation in research.

Locally these studies include those done by; Nyika (2007), Magambo, (2012), Okinda (2008), Wambugu (2006) among others. Although Okinda (2008) carried out a study on strategic implementation in Kenya, he sought to explore the extent to which organizations in Kenya have adopted strategic planning practices and to establish the challenges they face in pursuit of their strategic planning practices. The emphasis was on strategic planning practices. In the International context, AL-Ghamdi (2005), Koseoglu et al, (2009), Nadar et al, (2011), Okumu (2003) among others. The literature indicates that several studies have been conducted in various industries to identify the challenges of strategic practices and performance. However, none have been conducted with focus on the ministry in Kenya. This is especially important given the unique role the ministry plays.

There still exists a gap as far as strategic implementation in the ministry in Kenya is concerned. In an attempt to bridge the gap, this research focused on determining the
challenges of strategic practices and performance in ministry of industrialization and enterprise development in Kenyan context.

1.3 Objective of the Study

1.3.1 General Objective
The general objective of this study was to investigate the strategic practices and performance in the ministry of Industrialization and Enterprise Development.

1.3.2 Specific Objectives
i. To determine the effect of management commitment on the performance of the MOIED of Kenya.

ii. To assess the influence of communication on the performance of the MOIED of Kenya.

iii. To evaluate the role of activity coordination on the performance of the MOIED of Kenya.

iv. To examine the effect of organization culture on the performance of the MOIED of Kenya.

1.4 Research Questions
i. To what extent does management commitment affect performance of the MOIED?

ii. How does a communication influence performance of the MOIED?

iii. What are the roles of activity coordination on the performance of the MOIED?

iv. To what extent does organization culture affect performance of the MOIED?

1.5 Significance of the Study
The findings will be useful to the management of MOIED in improving its performance through effective strategic practices and be used as basis of formulation of policies on
areas that need implementation of alternative strategies to enhance their performance. Investors would get helpful information which they can use to make their investment decisions. The findings of the study will provide valuable information on strategic management practices to cope with competition in related sectors of economy. The result of the study will assist the government of Kenya in formulating policies that assist firms in the MOIED to improve their performance. The findings of this study will also be beneficial to scholars of strategic management by adding to the body of knowledge into the influence of strategic practices on organizational performance.

1.6 Scope of the Study

This study was carried out in the ministry of Industrialization and Enterprise Development in Kenya. The study focused on how management support, communication, activity coordination and organizational culture influence organizational performance. The study targeted middle and senior level managers in the ministry who are all based in headquarters and satellite offices within Nairobi. Descriptive research design and stratified sampling method was used. The study used questionnaires as data collection instrument.

1.7 Limitations of the Study

This study could be limited by none participation of the respondents due to fear of victimization by their seniors. To overcome this, researcher assured the respondents of their privacy and confidentiality of the collected data. Further, the respondents’ names were not included in the data collection tools for the purposes of confidentiality. The study was also conducted using predetermined questionnaires. This could stop the
respondents from expressing their views freely and widely. However, the researcher overcame this by designing a questionnaire with both open and closed ended questions.

1.8 Organization of the Study

This research project consists of preliminary section and five chapters. The preliminary part consists of title page, declaration, dedication, acknowledgement, table of contents, list of tables, list of figures, abbreviations and acronyms, and definition of terms and abstract. Chapter one constitutes the background of the study, statement of the problem, objectives, significance, scope, limitations and organization of the study. Chapter two comprises of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three encompasses the methodology which presents the research design, target population, sampling design, research instrument, data collection procedure, data analysis and ethical considerations. Chapter four constitutes the research findings and discussion which presents the response rate, background information, descriptive statistics, inferential statistics and analysis of qualitative data. Chapter five presents the summary, conclusion, recommendations for policy and practice, and recommendations for further study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical literature review, empirical literature review, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Literature Review

This study applies the asset construct hypothesis in light of HR and dissects its impact on system practices and execution. The resource based hypothesis (Wernerfelt, 2004 and Barney, 2003) concentrates on inside qualities and shortcoming in hierarchical assets, indicating how forms are overseen and how the assets are apportioned and conveyed, all keeping in mind the end goal to aid the execution of the methodologies. As per Barney (2003) to effectively actualize techniques, assets must be key. The asset based point of view in a contemporary view incorporates an organization's components, for example, structure, correspondence inside a group of players endeavoring to facilitate data scattered among them and duty of the key players in an association administration keeping in mind the end goal to completely guarantee appropriate methodology practices and execution (Barney, 2003).

2.2.1 Resource Based View

The adequacy of firm procedures relies upon the usage and misuse of existing assets. To the degree that organizations have pools of underutilized assets, these make one of a kind, firm-particular open doors for abuse (Montgomery, 2004). Broadening is one such procedure for misusing existing firm-particular assets: firm enhancement can be comprehended as a procedure through which chiefs initially recognize assets that are
exceptional to their firm, and after that choose in which territories the assets can win be used to take the association to more prominent statures as far as techniques.

As indicated by Montgomery (2004) the asset based point of view thusly implies that there is a sure concentrate on assets possessed by the organization or by its accomplices; and the different assets (and abilities) that can clarify organization execution and long haul development or decrease. The asset based viewpoint intends to give a photo of an organization asset earlier and amid basic leadership procedures and business methodologies in organization. It likewise means to portray potential requirement for changes in organization association (in frameworks and structures) keeping in mind the end goal to have the capacity to actualize business systems. The point of view additionally has a specific concentrate on administration, its restricted access to data and its capacity to work proficiently and successfully with business system (Montgomery, 2004). At long last, the asset based viewpoint underscores that organizations need to exhibit how to change (progressively) the fixings (assets and abilities) with a specific end goal to understand their maximum capacity.

Hypothetically, the focal preface of RBV tends to the key inquiry of why firms are extraordinary and how firms accomplish and manage upper hand by sending their assets. Unmistakably, these thoughts are not new. In 2003, Barney displayed a solid and exhaustive system to distinguish the required qualities of firm assets with a specific end goal to create reasonable upper hand. These qualities incorporate whether assets are: important (as in they abuse openings as well as kill dangers in a company's domain), uncommon among an association's present and potential contenders, supreme, and non-substitutable (Barney, 2003).
The focal suggestion of the asset based research is that organizations are heterogeneous regarding the vital assets they possess and control. It is by and large recommended that this heterogeneity is a result of asset showcase defects (Barney, 2003), asset stability (Barney, 2003), and firms' failure to adjust their collected load of assets after some time. In this vein, each firm can be conceptualized as a one of a kind heap of unmistakable and impalpable assets and abilities (Wernerfelt, 2004). Assets, which are the essential unit of investigation for RBV, can be characterized as those advantages that are attached semi-forever to the firm (Wernerfelt, 2004). It incorporates budgetary, physical, human, business, mechanical, and authoritative resources utilized by firms to create, fabricate, and convey items and administrations to its clients (Barney, 2003). We can arrange assets as unmistakable (money related or physical) or impalpable (i.e., representative's information, encounters and aptitudes, association's notoriety, image name, hierarchical systems).

Abilities, interestingly, allude to an association's ability to convey and arrange diverse assets, more often than not in mix, utilizing authoritative procedures, to influence a coveted end (Spanos et al, 2001). They are data based, naturally elusive procedures that are firm particular and are produced after some time through complex collaborations among the company's assets (Spanos et al, 2001). They can uniquely be thought of as moderate merchandise's created by the firm to give improved efficiency of its assets, and also vital adaptability and assurance for its last item or administration.

In an evolving domain, firms should persistently obtain, create and overhaul their assets and abilities in the event that they are to keep up aggressiveness and development (Montgomery, 2004). Asset Based View is an exceptional model of how firms contend in
the field of vital administration. As indicated by Das and Teng, (2000) the model is viewed as having earth shattering potential in field of vital administration as it gives much extra knowledge over customary understandings. The idea that organizations are on a very basic level heterogeneous, as far as their assets and inward abilities has for quite some time been at the core of the field of vital administration.

2.2.2 Competitive Advantage Theory

As indicated by Porter (1998), firms, not countries, contend in universal markets. He contends that one must see how firms make and maintain upper hand so as to clarify what part the country plays all the while. A country's industry comprises of a gathering of organizations contending among themselves, as well as a total against a similar industry in different nations. Firms position themselves inside an industry through various procedures. By and large, be that as it may, firms in a country's industry seek after comparative procedures that make the business' methodology obviously not the same as the technique of a similar industry in another country. A country's industry is focused with respect to other countries' ventures if the business as total has an upper hand that enables it to reliably make higher benefits than match enterprises in different countries (Porter, 1996)

Upper hand of Nations which is the model for this investigation gives a system to look at how countries pick up an upper hand in the worldwide commercial center in light of particular determinants found in ventures inside a country. This hypothesis investigates how organizations inside a country increase upper hand. Watchman trusts that, "gatherings or groups of interconnected firms, providers, related ventures, and foundations that emerge specifically areas, have turned into another path for
organizations, and governments to consider economies, evaluate the upper hand of areas, and set open strategic" (Porter, 1990).

The four essential determinants of his model are factor conditions, request conditions, related and supporting enterprises, and firm system, structure, and contention. Factor conditions are the essential contributions of creation important to contend in an industry.

Cases of factor conditions are talented work, framework, or capital assets. Request conditions are the nature of the home interest for an item or administration in an industry. Related and supporting businesses are characterized by whether a country has the provider and related ventures that are universally aggressive. The fourth determinant is firm procedure, structure, and competition which is characterized by the conditions inside a country that control how organizations are made, sorted out, and overseen alongside the kind of household contention. As indicated by Porter, these determinants separately and as a structure give the air to countries to increase upper hand. Watchman positions these determinants in a "precious stone" example (Porter, 1990).

Doorman contends that the objectives and methodologies in firms change all through the world. It is vital that the correct objectives and procedures are connected with a specific end goal to meet the desires of investors, supervisors and representatives in a firm. Through the accomplishment of individual objectives and friends objectives and managed duty of the same, the subsequent impact on national need on objectives can prompt an upper hand. The discoveries of Porter's exploration recommend that the relationship between overwhelming residential contention between firms in an offer to exceed each different and steady strain to pick up piece of the overall industry by reliably enhancing

16
As per Porter (1990), factor conditions are the sources of info that are important to contend in an industry. He breaks components of creation as HR, physical assets, information assets, capital assets, and framework. Doorman characterizes HR as the amount and nature of labourers alongside the expenses of work force. The physical assets of a country would be arrive, water, mineral stores, or other physical attributes. Doorman characterizes a country's abundance of logical, specialized and showcase information as learning assets. Capital assets characterized by Porter are the expenses and measure of capital accessible to fund an industry. At long last, Porter characterizes foundation as the framework that is required all together for an industry to contend. This incorporates transportation framework, correspondences framework, instalments or assets exchange, social insurance, and package and mail conveyance. He additionally expresses that in the event that one country is to have solid factor conditions, the fitting ventures inside a country must convey these components in a productive and compelling way (Porter, 1990).

Home request conditions for an industry's item or administration is another determinant of Porter's national upper hand in an industry. He expresses that there are three wide characteristics that are critical for home request. They are the piece of home request, the size and example of development of home request, and internationalization of household request (Porter, 1990). He recommends that home request enables neighbourhood firms to watch a prior photo of the necessities of the purchaser before equal outside firms. Home request additionally makes upper hand in light of the fact that keeping in mind the
end goal to address the home country purchaser's issues, neighbourhood firms can advance and adjust speedier than equal remote firms.

The second quality of interest conditions as expressed by Porter is the request size and example of development. Doorman (1990) states that, "gave that its synthesis is advanced and foresees worldwide and not simply residential requirements, the size and example of development of home request can strengthen national preferred standpoint in an industry". The third quality of interest conditions is the internationalization of household request. Watchman watches that upper hand can be acknowledged through instruments that influence a country's local to request global.

Supporting ventures help give the fundamental information sources that an industry may need to contend. Related ventures enable offer or arrange an incentive to chain exercises inside enterprises. Doorman watches that these common exercises can occur in innovation advancement, producing, dissemination, advertising, or administration. Related ventures give a stream of significant data and understanding, which can help make upper hand for an industry (Porter, 1990).

Watchman additionally observe that upper hand in provider ventures makes focal points in three ways. An early, quick, or particular access to the most practical sources of information can make upper hand. Providers can help make upper hand by having close working association with the organizations they supply. According to Porter (1980), the consistent correspondence and cooperation amongst firms and providers can prompt advancement and redesigning. However, providers are worldwide contenders they would have more important sources of data and knowledge on contending globally.
2.2.3 Open System Theory

Open Systems Theory (OST) alludes to the idea that associations are emphatically affected by their condition (Harvey, 2005). OST is a cutting edge frameworks based on administration hypothesis intended to make sound, inventive and flexible associations and groups in the present quick changing and unusual situations. As associations and groups direct their business they impact and change their outer surroundings, while in the meantime being affected by outside changes in neighborhood and worldwide conditions in a two-manner powerful change known as dynamic versatile change (Pfeffer & Salancik, 2003). The earth comprises of different associations that apply different powers of a monetary, political, or social nature. The earth additionally gives key assets that manage the association and prompt change and survival. Associations and groups are open frameworks; changing and affecting each other after some time.

To guarantee feasibility an open framework must have an open and dynamic versatile association with its outer condition in light of the fact that a sound reasonable open framework has an immediate relationship as for changing esteems and desires after some time with its outside condition (Pfeffer & Salancik, 2003). This implies if the qualities and desires of a specific association or group are out of synchronize with those that exist in the outside condition then that specific association or group will in the long run end up plainly unfortunate and unviable. Individuals too are open frameworks. Through their activities, they impact and change their outside condition, and in the meantime are always being affected by changes in the outer condition. From a worker's point of view, the association itself is their prompt outside condition. In the present globalized and arranged
world socio-natural change is constant and expanding exponentially (Pfeffer & Salancik, 2003).

2.2.4 Internal Control Theory

This theory is derived by Dr. Isiam Glaser with the science of perceptual Control Theory by Isiam Powers’. This theory is based on the belief that all behavior is internally motivated. When management maintains a business environment that emphasizes an appropriate level of control consciousness, a company is likely to be an effective internal control system.

Examples of such policies are: a well-publicized statement on conduct, enforcement of policies, tight budgetary controls, support of an effective internal auditing function and practices for hiring personnel with competence and integrity.

Top management, the board of directors and the audit committee are influential in creating an appropriate internal control environment through effective organization structure, sound management practices, adherence to appropriate standards of ethical conduct, and compliance with applicable laws and regulations (Public Company Accounting Oversight Board, 2004). This theory is relevant to this study in that it reiterates that business environment which the management maintains influences the performance of an organization. Hence, possession of the appropriate core competencies would result to better organization performance of Public Institutions.
2.2.5 Stewardship theory

The stewardship theory, also known as the stakeholders’ theory, receives an alternate approach from the organization hypothesis. It begins from the preface that associations fill a more extensive social need than simply boosting the abundance of investors. Successful organizations are judged by their capacity to include an incentive for every one of their partners. A few researchers view the common habitat as a key partner (Dunphy et al., 2003). At the point when partners get what they need from a firm, they come back to the firm for additional (Freeman & McVea, 2001). Therefore, managers should consider the cases of partners when settling on choices and direct business capability towards the partners (Manville and Ober, 2009). Cooperation of partners in basic leadership can upgrade productivity and diminish conflicts (Rothman & Friedman, 2001).

In synopsis, the stewardship hypothesis proposes that an association's governing body and its leaders, going about as stewards, are more spurred to act to the greatest advantage of the firm instead of for their own egotistical advantages. This is on the grounds that, after some time, senior administrators tend to see a firm as an augmentation of themselves (Clarke, 2004; Wheelen & Yearning, 2002). In this manner, the stewardship hypothesis contends that, contrasted with investors, a company's best administration thinks more about the association's long term achievement (Mallin, 2004).

This theory informs this study in that it asserts that the abilities of the stakeholders impact the performance of an organization directly. Thus, it is expected that good core competencies would translate to better organization performance.
2.3 Empirical Review

This section highlights the various independent variables which includes; management commitment, communication channels, activity coordination and organization culture and performance of the ministry as the dependent variable.

2.3.1 Management Commitment and Performance

Amin (2016) study examined the role of transformational leadership on organizational performance in Kenya: A Case Study of National Bank of Kenya. The study used a descriptive research design. The target population was all the 168 staff working at the headquarters of the National Bank of Kenya. Stratified random sampling was used. Primary data was used and it was collected by use of semi structured questionnaires. The study found that leaders at the National Bank of Kenya act as coaches and advisors to individuals, mentor the junior staff to improve personal and professional growth and support a flexible work schedule.

Mostashari (2015) study investigated the impact of organizational leadership on organizational performance: a study on small and medium size private companies in three cities of Tehran, Mashhad, Isfahan and Iran. The population chosen was from a random selection of small and medium private companies’ employees in Iran. The results obtained show that there is a relationship between transformational leadership and employee satisfaction, extra effort, and effectiveness.

Edoka (2015) study examined the effective leadership and organizational performance: A case study of national youth service corps (NYSC) of Kogi State. The study was done through the use of questionnaire and structured interview schedules. The study employed
survey research design in the work. Stratified random sampling was used to select the respondents. The study revealed that there are no leadership obstacles that hamper organisational performance of NYSC in the Kogi State resulting from the structure of the organisation management.

2.3.2 Communication and Performance

Ngozi and Ifeoma (2015) carried out a study on the role of effective communication on organizational performance: A Study of Nnamdi Azikiwe University, Awka. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of this research work was drawn from the Academic and Non-academic staff. The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization.

Udegbe, Udegbe, Ogundipe, Ganiyat and Rashdidat (2012) study examined the impact of business communication on organizational performance in Nigerian companies. Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. Data were analyzed using descriptive statistics, percentages and t-test analysis. The study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies.

Haroon and Malik (2018) study examined the impact of organizational communication on organizational performance. The population of the study was students and teachers of public and private sector universities through proportionate stratified sampling technique. For the collection of data two self-developed research questionnaires were used. Linear
Regression was applied to see the impact of overall organizational communication on organizational performance. Findings of the research revealed that there was significant effect of organizational communication on organizational performance.

2.3.2 Activity Coordination and Performance

Dietrich (2017) study examined coordination strategies in organizational development programs. This study employs the inductive multiple case study method. The analysis of the empirical data results in the identification of three distinct strategies; centralized strategy, balanced strategy, and subordinate strategy that describe the logic through which inter-team interaction takes place in the case programs. The results of the study suggest that the utilization of distinct coordination strategies is related to three dominant antecedent factors which are the number of projects, interdependency and task analyzability.

Van Veelen, Storms and Van Aart (2016) study investigated the effective and efficient coordination strategies for agile crisis response organizations. This paper provides a classification of artificial coordination strategies, specified in terms of the Rasmussen’s three-level model for supervisory control: skill, rule and knowledge based. Three distinct strategies to artificial coordination based on Rasmussen’s levels are described. These approaches are applied in a small case study related to the problem of medic-casualty allocation in the crisis response domain. In terms of effectiveness and efficiency, the knowledge-level coordination strategies seem to be the most effective, where the skill-level strategies are the most efficient.
Osifo (2012) study examined the influence of organization and coordination as an intra- and inter performance perspective. This study was qualitative in nature. The questions of competition, performance, and expectations are best answered through a good networking of men, material, and ideas. The result of the research showed that the effective and efficient connections of internal and external organizational components help in reducing internal and external complexities and uncertainties in an organization.

2.3.4 Organizational Culture and Performance

Kamaamia (2016) study examined the effect of organizational culture on organizational performance: A Case of Kenya School of Monetary Studies (KSMS). The study adopted a descriptive survey research design. The sample frame consisted of a list of all KSMS employees obtained from KSMS HR office. This study relied on primary data, which was collected using an electronic questionnaire emailed to respondents. The study data was analyzed for descriptive statistics and inferential statistics. The findings on the effect of organizational culture on performance revealed the existence of statistically significant relationship between organizational culture and performance.

Nikpour (2017) study investigated the impact of organizational culture on organizational performance based on the mediating role of employee's organizational commitment. This study was descriptive and co-relational research that was conducted through the survey method. The study population consisted of all employees in education office of Kerman province and 190 persons were selected as volume of sample by using Cochran’s formula. The findings of the research indicated that the suggested model had appropriate fit and organizational culture beyond its direct impact exerted indirect impact on
organizational performance through the mediation of employee’s organizational commitment that the extent of indirect impact was significantly higher than direct impact.

Chukwu, Aguwamba and Kanu (2017) study investigated the impact of organizational culture on performance of banking industry in Nigeria. A survey was conducted in this study using questionnaire. The data collected was analyzed using percentages and multiple regression. The findings show that a significant and positive relation lies between the independent variables, cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness and the dependent variable organizational performance.
### 2.4 Summary of Literature Reviewed and Research Gaps

#### Table 2.1: Summary of 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>Mostashari (2015)</td>
<td>Organizational leadership on organizational performance</td>
<td>There is a relationship between transformational leadership and employee satisfaction, extra effort, and effectiveness</td>
<td>A study on small and medium size private companies</td>
<td>A Case Study of ministry of industrialization and enterprise development in Kenya</td>
</tr>
<tr>
<td>Edoka (2015)</td>
<td>Effective leadership and organizational performance</td>
<td>There are no leadership obstacles that hamper organisational performance</td>
<td>A case study of national youth service corps (NYSC) Kogi State</td>
<td>A Case Study of ministry of industrialization and enterprise development in Kenya</td>
</tr>
<tr>
<td>Ngozi and Ifeoma (2015)</td>
<td>Role of effective communication on organizational performance</td>
<td>Effective communication is the remedy to effective and efficient management performance of employees in an organization</td>
<td>A Study of Nnamdi Azikiwe University, Awka using a survey research method</td>
<td>A Case Study of ministry of industrialization and enterprise development in Kenya using descriptive research design</td>
</tr>
<tr>
<td>Udegbe et al. (2012)</td>
<td>Business communication on organizational performance</td>
<td>Effective business communication is emphasized to</td>
<td>large manufacturing and service companies</td>
<td>A Case Study of ministry of industrialization and enterprise development in Kenya</td>
</tr>
<tr>
<td>Authors / Year</td>
<td>Title and Methodology</td>
<td>Results</td>
<td>Research Design</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>-----------------------</td>
<td>---------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Haroon and Malik (2018)</td>
<td>Impact of organizational communication on organizational performance</td>
<td>There was significant effect of organizational communication on organizational performance</td>
<td>Linear Regression</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Dietrich (2017)</td>
<td>Coordination strategies in organizational development programs</td>
<td>Utilization of distinct coordination strategies is related to three dominant antecedent factors: the number of projects, interdependency and task analyzability</td>
<td>Multiple case study method</td>
<td>Descriptive research design</td>
</tr>
<tr>
<td>Van Veelen, Storms and Van Aart (2016)</td>
<td>Effective and efficient coordination strategies for agile crisis response organizations</td>
<td>Knowledge-level coordination strategies seem to be the most effective, where the skill-level strategies are the most efficient</td>
<td>Qualitative study</td>
<td>Quantitative study</td>
</tr>
<tr>
<td>Osifo (2012)</td>
<td>Organization and coordination: An intra-and inter performance perspective</td>
<td>Effective and efficient connections of internal and external organizational components help in reducing internal and</td>
<td>Cros-sectional research design and purposive method</td>
<td>Descriptive research design and stratified sampling design</td>
</tr>
<tr>
<td>Authors</td>
<td>Topic</td>
<td>Findings</td>
<td>Study Area</td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Kamaamia (2016)</td>
<td>Organizational culture on</td>
<td>Existence of statistically significant relationship between organizational culture and performance.</td>
<td>A Case of Kenya School of Monetary Studies (KSMS).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organizational performance</td>
<td></td>
<td>A Case Study of ministry of industrialization and enterprise development in Kenya</td>
<td></td>
</tr>
<tr>
<td>Nikpour (2017)</td>
<td>Organizational culture on</td>
<td>Model had appropriate fit and organizational culture beyond its direct impact exerted indirect impact on organizational performance</td>
<td>Employee's organizational commitment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organizational performance</td>
<td></td>
<td>Organizational performance</td>
<td></td>
</tr>
<tr>
<td>Chukwu et al. (2017)</td>
<td>Organizational Culture on</td>
<td>Significant and positive relation</td>
<td>Banking industry in Nigeria</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Performance</td>
<td></td>
<td>Government sector</td>
<td></td>
</tr>
</tbody>
</table>

Source: Literature Reviewed (2018)
2.5 Conceptual Framework

Independent Variables

Management Commitment
- Management support,
- Strategic direction,
- Management willingness.

Communication
- Resources
- Information sharing,
- Employee participation.

Activity Coordination
- Collaboration
- Teamwork
- Control.

Organizational Culture
- Leadership style
- Organization politics
- Core values

Dependent Variable
Performance of MOIED
- Satisfaction
- Acceptance by employees.

Source: Researcher (2018)

Figure 2.1: Conceptual Framework

Figure 2.1 shows the relationship between independent variables and dependent variable.

The independent variables are management commitment, communication, activity coordination and organizational culture.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of 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

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, Lewis & Thornhill, 2009). This design was chosen because it enabled the researcher to generalize 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

The target population for the study was the ministry of industrialization and enterprise development of Kenya. The population was 300 comprising of middle and senior managers drawn from 6 departments namely internal audit, human resource, planning, technical, procurement and finance among others in the headquarters and satellite offices within Nairobi county. This is shown in Table 3.1.
Table 3.1: Target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Audit</td>
<td>10</td>
</tr>
<tr>
<td>Human Resources</td>
<td>75</td>
</tr>
<tr>
<td>Planning</td>
<td>80</td>
</tr>
<tr>
<td>Technical</td>
<td>55</td>
</tr>
<tr>
<td>Procurement</td>
<td>50</td>
</tr>
<tr>
<td>Finance</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
</tr>
</tbody>
</table>

*Source: Ministry of industrialization and enterprise development, HRM Report of 2018*

3.4 Sampling Design and Sample Size

Sampling techniques and sample size are important to establish the representativeness of the sample for generalization (Kombo & Tromp, 2006). The study used stratified random sampling method to ensure that all the departments are well represented and used simple random sampling method to select the respondents. The study used a sample size formula by Taro Yamane (1967) assuming an error term of 5%.

\[
 n = \frac{N}{1+N(e)^2} \\
 n = \frac{300}{((1+ 300*(0.05)^2))} \\
 n = 171
\]

The sample size will be 171 respondents which represent a 57% of the target population. The proportionate distribution of sample size was obtained using a 0.57. This shown in
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sampling Factor</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Audit</td>
<td>10</td>
<td>0.57</td>
<td>6</td>
</tr>
<tr>
<td>Human Resources</td>
<td>75</td>
<td>0.57</td>
<td>43</td>
</tr>
<tr>
<td>Planning</td>
<td>80</td>
<td>0.57</td>
<td>45</td>
</tr>
<tr>
<td>Technical</td>
<td>55</td>
<td>0.57</td>
<td>31</td>
</tr>
<tr>
<td>Procurement</td>
<td>50</td>
<td>0.57</td>
<td>29</td>
</tr>
<tr>
<td>Finance</td>
<td>30</td>
<td>0.57</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>0.57</strong></td>
<td><strong>171</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

3.5 Data Collection Instrument

This study used questionnaire as a data collection tool. 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. 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 in this case 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 from marketing department who did not participate in the actual study.

3.6.1 Validity of the Instrument

Validity test involves checking whether the data collection instrument will give data regarding the intended objective of the study (Orodho, 2005). The researcher used content validity test to ensure that the questionnaires were put in simple language the respondents could easily understand and ensured clarity of questions. This was achieved by consulting the supervisor as the expert.

3.6.2 Reliability of the Instrument

Reliability as described by Cooper and Schindler (2011) is carried out to test the internal consistency of the questionnaire. Cronbach’s alpha coefficient was utilized to obtain a correlation coefficient of the test scores. Mugenda and Mugenda (2003) indicates that test scores ranges between 0 to 1. The test score is closer to 1 indicates that the instruments are more reliable. The results of reliability test are shown in Table 3.3.

Table 3.3: Reliability Test Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>No. of Items</th>
<th>Cronbach alpha</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Commitment</td>
<td>7</td>
<td>0.678</td>
<td>Reliable</td>
</tr>
<tr>
<td>Communication</td>
<td>5</td>
<td>0.781</td>
<td>Reliable</td>
</tr>
<tr>
<td>Activity Coordination</td>
<td>6</td>
<td>0.873</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>6</td>
<td>0.796</td>
<td>Reliable</td>
</tr>
<tr>
<td>Performance</td>
<td>27</td>
<td>0.845</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Pilot Data (2018)
3.7 Data Collection Procedure

Kombo and Tromp (2006), states that data collection is important in research because it allows for dissemination of accurate information and development of meaningful programmes. The questionnaires were self-administered. The researcher informed the respondents that the instruments being administered were for research purpose only and the response from the respondents is be kept confidential. The researcher obtained an introductory letter from the University in order to collect data from the field and then delivered the questionnaires to the respondents with the help of a research assistant using the drop and pick later method.

3.8 Data Analysis and Presentation

Before handling the responses, the finished survey was altered for culmination and consistency. Quantitative data gathered was investigated by descriptive statistics using SPSS and was presented through percentages, means, standard deviations and frequencies. The data was presented in bar charts, graphs and pie charts and in prose-form. This was finished by counting up reactions, figuring rates of varieties accordingly and in addition depicting and translating the information in accordance with the examination targets and suspicions through utilization of factual bundle for sociologies (SPSS V. 20). Content examination was utilized to investigate subjective information gathered from the open-finished inquiries. The researcher, additionally utilize a multivariate relapse model to contemplate the connection between authoritative culture, top level administration responsibility, correspondence channels and co-appointment exercises on methodology practices and execution of MOIED. The researcher viewed
relapse technique as helpful for its capacity to test the idea of impact of autonomous factors on a reliant variable.

The examination, likewise utilized inferential insights to quantify the quantitative information which utilized different relapses utilizing the SPSS. The relapse demonstrates was as per the following:

**Linear Regression Model:**

\[ Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon \]

**Where:**

- \( Y \) = Performance of MOIED
- \( X_1 \) = Management Commitment
- \( X_2 \) = Communication
- \( X_3 \) = Activity Coordination
- \( X_4 \) = Organizational Culture
- \( \beta_0 \) = constant (y intercept)
- \( \beta \) = coefficient
- \( \varepsilon \) = error term

**3.9 Ethical Consideration**

The researcher acquired a permit from the National Commission for Science, Technology and Innovation (NACOSTI) and an introduction letter from the University before proceeding to the study area. Participants were given adequate information on the aims of the research, the procedure that would be followed, the credibility of the researcher and the way in which the results were used. This enabled participants to make an informed
decision on whether they want to participate in the study or not. Participant confidentialities were not compromised as their names were not indicated in the questionnaire.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and interpretation. The main objective of the study was to investigate the strategic practices and organizations performance a case study of MOIED.

4.2 Response Rate

A total of 171 questionnaires were distributed and 165 were collected having been filled completely. This constituted a response rate of 96.5% which according to Mugenda and Mugenda (2003), a response rate of 50 percent is adequate for analysis and reporting. The table 4.1 above shows the response rate for the study.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>165</td>
<td>96.5</td>
</tr>
<tr>
<td>Non-response</td>
<td>6</td>
<td>3.5</td>
</tr>
<tr>
<td>Total</td>
<td>171</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

4.3 Background Information

4.3.1 Gender

Gender is the state of being male or female. Respondents were asked by the researcher to give their gender.
Most of the respondent were from the male sexual orientation with 56% whereas those from the female sex are 44%. As Weber (2009), showed, gender factors become a relevant when in data collection regarding matter to what people do, think, like and dislike. The outcomes are reflected in the figure 4.1 above.

### 4.3.2 Age

The respondents were asked to give their age and the results were as follows.

#### Table 4.2: Age Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 30</td>
<td>56</td>
<td>33.9</td>
</tr>
<tr>
<td>31 – 40</td>
<td>28</td>
<td>16.9</td>
</tr>
<tr>
<td>41 – 50</td>
<td>46</td>
<td>27.9</td>
</tr>
<tr>
<td>50 and above</td>
<td>35</td>
<td>21.2</td>
</tr>
<tr>
<td>Total</td>
<td>165</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
The findings from the study indicates that, majority of the respondents are those who are aged between 21 to 30 years with 33.9 %, followed by 27.9% aged between 41 to 50 years, 21.2% aged 50 years and above, 16.9% aged between 31 to 40 years. This suggests the respondents are leaving the organization as they get more established most likely to get into different organizations.

4.3.2 Acadamic Background
The respondents were asked to give their history in terms of the academic experience.

![Academic Background](source)

**Figure 4.2: Academic Background**

*Source: Survey Data (2018)*

The study found out that generally people who have been questioned were elites. Majority of these are master’s degree graduates with 60.2%. This category is followed by those who managed had PhD’s degree with 19.4%. In the third position was those who had first degree managed to attain a post graduate diploma certificate with 13.9%
whereas those who have attained the degree alone level followed with 3.7%. Lastly on 2.8% of the respondents have managed the professional certification only. This implies that majority of the employees are recruited immediately while a few with master’s degree are also considered probably due to the expertise they have attained. This tallies with, UNESCO (2000b) points out that the success of ICT in teaching and learning process in higher education shall base on the degree with which a person has access ICT facilities. The results have been presented in the figure 4.2 above.

4.3.3 Duration of Employment at Current Capacity

This is the time in which one has been legally employed as a worker in a certain position in MOIED. This study required the respondents to give the duration in which they have been in the current job position. This was intended to ascertain the respondents’ level of responsibilities and seniority in both the decision making processes and the teaching and learning process.

![Figure 4.3: Duration at Current Position](source: Survey Data (2018))
The investigation discovered that, greater part of the respondents have been working in the current limit with regards to a span between 4 to 5 years with 46.3%. These classification is trailed by the individuals who have just figured out how to function for a term between 6 to 8 years with 23.1%. This was nearly trailed by the individuals who have worked for a length between 1 to 3 years with 19.4%. In conclusion in the fourth position was a gathering of respondents who appears to have worked for quite a while, that is a span between 9 to 10 years with 11.1%. This is caused by intergovernmental. The outcomes are appeared in the figure 4.3 above.

4.3.4 Department
This is a distinct division of a whole organization. The research required the respondents to give the department in which they are working.

![Bar chart showing respondents in % per Department](image)

**Figure 4.4: Respondents in % per Department**

**Source: Survey Data (2018)**

The figure 4.4 above shows that, majority of the respondents were from the planning department, closely followed by those from human resource department in the second position. In the third position was respondents who work under technical department,
respondents under the procurement followed in the fourth position while those from the finance department came in fifth. In the sixth and last position was a group of respondents grown the planning, human resource, technical, procurement, finance and audit departments with frequency of 30, 24, 20, 15, 10 and 2 respectively.

4.3.5 Duration at the Organization
This is the time in which one has been employed at the organization. The study required the respondents to give the duration which they have been employed at the organization.

Table 4.3: Duration at the Organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 5</td>
<td>22</td>
<td>13.3</td>
</tr>
<tr>
<td>4 - 10</td>
<td>41</td>
<td>24.8</td>
</tr>
<tr>
<td>11 - 15</td>
<td>55</td>
<td>33.3</td>
</tr>
<tr>
<td>16 - 20</td>
<td>31</td>
<td>18.8</td>
</tr>
<tr>
<td>Over 20</td>
<td>16</td>
<td>9.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>165</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.3 shows that majority (33.3%) of the respondents had stayed in the organization for a period between 11 to 15 years, 24.8% between 6 to 10 years, 18.8% between 16 to 20 years, 13.3% between 1 to 5 years and 9.7% for over 20 years. From the findings it shows that there is a lot of employees appreciation which motivated them to work at MOIED for even twenty years.

4.4 Descriptive Statistics
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
It was based on study variables which were management commitment, communication, activity coordination, organizational culture and organization performance. The findings are discussed as follows:

4.4.1 Management Commitment and Performance

The first research objective sought to determine the effect of management commitment on the performance of the MOIED of Kenya. The findings are presented in Table 4.4.

Table 4.4: Management Commitment and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company has a well-structured organization structure and personnel</td>
<td>4.25</td>
<td>0.1452</td>
</tr>
<tr>
<td>Monitoring and evaluation are conducted at regular time to avoid breakdowns</td>
<td>3.25</td>
<td>0.2149</td>
</tr>
<tr>
<td>Management have directed substantial resources’ allocation towards strategy implementation practices.</td>
<td>4.12</td>
<td>0.1254</td>
</tr>
<tr>
<td>MOIED have requisite monitoring and evaluation personnel as well as in administrative positions</td>
<td>3.87</td>
<td>0.0145</td>
</tr>
<tr>
<td>Increasing the potential to utilize less-experienced staff if properly trained</td>
<td>3.18</td>
<td>0.1851</td>
</tr>
<tr>
<td>Efficient, effective assessment and improvement across multiple process departments in MOIED</td>
<td>4.12</td>
<td>0.4512</td>
</tr>
<tr>
<td>Strategy implementation practices are the important elements of consideration and the basis on which the adoption and development of strategy performance Frameworks</td>
<td>3.14</td>
<td>0.0252</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>3.70</td>
<td>0.1659</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
From the findings, the respondents agreed that management commitment influences performance of the MOIED of Kenya to a great extent as shown by aggregate score of 3.70 with significance variance of 0.1659. Majority of the respondents strongly agreed that the company has a well-structured organization structure and personnel (M=4.25, SD=0.1452). This was followed by the statements that management have directed substantial resources’ allocation towards strategy implementation practices (M=4.12, SD=0.1254), Efficient, effective assessment and improvement across multiple process departments in MOIED (M=4.12, SD=0.4512), MOIED have requisite monitoring and evaluation personnel as well as in administrative positions (M=3.87, SD=0.0145), monitoring and evaluation are conducted at regular time to avoid breakdowns (M=3.25, SD=0.2149), increasing the potential to utilize less-experienced staff if properly trained (M=3.18, SD=0.1851) and strategy implementation practices are the important elements of consideration and the basis on which the adoption and development of strategy performance Frameworks (M=3.14, SD=0.0252).

These findings agree with the findings of Amin (2016) study which found that leaders at the National Bank of Kenya act as coaches and advisors to individuals, mentor the junior staff to improve personal and professional growth and support a flexible work schedule. Mostashari (2015) study also show that there is a relationship between transformational leadership and employee satisfaction, extra effort, and effectiveness.

4.4.2 Communication and Performance

The second research objective sought to assess the influence of communication on the performance of the MOIED of Kenya. The findings are presented in Table 4.5.
Table 4.5: Communication and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability virtual private networks, so staff working at different geographic locations can have secure and reliable access to shared resources</td>
<td>3.10</td>
<td>0.1528</td>
</tr>
<tr>
<td>Communication offers a range of technologies to assist organizations in running efficiently</td>
<td>4.25</td>
<td>0.5118</td>
</tr>
<tr>
<td>Information quality is highly adhered to at MOIED.</td>
<td>4.85</td>
<td>0.8472</td>
</tr>
<tr>
<td>Provision of simple effective solutions on sharing information</td>
<td>3.82</td>
<td>0.2521</td>
</tr>
<tr>
<td>On-time delivery is the ability to deliver according to a promised schedule</td>
<td>4.12</td>
<td>0.5142</td>
</tr>
<tr>
<td>In today's competitive environment, clients are becoming more international, dynamic, and customer-driven</td>
<td>3.95</td>
<td>0.2152</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.02</strong></td>
<td><strong>0.4156</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2018)**

From the findings, the respondents agreed that communication influences performance of performance of the MOIED of Kenya to a great extent as shown by aggregate score of 4.02 with significance variance of 0.4156. Majority of the respondents strongly agreed that information quality is highly adhered to at MOIED (M=4.85, SD=0.8472) and communication offers a range of technologies to assist organizations in running efficiently (M=4.25, SD=0.5118). These were followed by the statements that on-time delivery is the ability to deliver according to a promised schedule (M=4.12, SD=0.5142), in today's competitive environment, clients are becoming more international, dynamic, and customer-driven (M=3.95, SD=0.2152), provision of simple effective solutions on sharing information (M=3.85, SD=0.2521) and availability virtual private networks, so
staff working at different geographic locations can have secure and reliable access to shared resources (M=3.10, SD=0.1528).

These findings concur with the findings of Ngozi and Ifeoma (2015) who observe that effective communication is the remedy to effective and efficient management performance of employees in an organization. Udegbe et al. (2012) study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies. Haroon and Malik (2018) study also examined the impact of organizational communication on organizational performance and revealed that there was significant effect of organizational communication on organizational performance.

4.4.3 Activity Coordination and Performance

The third research objective sought to evaluate the role of activity coordination on the performance of the MOIED of Kenya. The findings are presented in Table 4.6.
Table 4.6: Activity Coordination and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels of employees are involved in activities identification, implementation and decision making in MOIED</td>
<td>3.29</td>
<td>0.1252</td>
</tr>
<tr>
<td>Extent at which employee identified activities are under consideration in your organization</td>
<td>3.59</td>
<td>0.3054</td>
</tr>
<tr>
<td>There is high level of coordination of activities at MOIED.</td>
<td>3.45</td>
<td>0.0612</td>
</tr>
<tr>
<td>There is high delivery time at MOIED.</td>
<td>3.87</td>
<td>0.8212</td>
</tr>
<tr>
<td>The organization ensure better coordination of activities</td>
<td>3.02</td>
<td>0.1352</td>
</tr>
<tr>
<td>There is success in the rate of coordination of activities in MOIED’s current and future performance</td>
<td>3.95</td>
<td>0.2152</td>
</tr>
<tr>
<td>MOIED invest for future activities</td>
<td>4.05</td>
<td>0.2562</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.60</strong></td>
<td><strong>0.2742</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*

From the findings, the respondents agreed that activity coordination influences performance of performance of the MOIED of Kenya to a great extent as shown by aggregate score of 3.60 with significance variance of 0.2742. Majority of the respondents strongly agreed that MOIED invest for future activities (M=4.05, SD=0.2562) and there is success in the rate of coordination of activities in MOIED’s current and future performance (M=3.95, SD=0.2152). These were followed by the statements that there is high delivery time at MOIED (M=3.87, SD=0.8212), extent at which employee identified activities are under consideration in your organization (M=3.59, SD=0.3054), there is high level of coordination of activities at MOIED (M=3.45, SD=0.0612), levels of employees are involved in activities identification, implementation and decision making.
in MOIED (M=3.29, SD=0.1252) and the organization ensure better coordination of activities (M=3.02, SD=0.1352).

These findings are in line with the findings of Dietrich (2017) study which suggest that the utilization of distinct coordination strategies is related to three dominant antecedent factors: the number of projects, interdependency and task analyzability. Osifo (2012) study examined the influence of organization and coordination: An intra-and inter performance perspective and shows that the effective and efficient connections of internal and external organizational components help in reducing internal and external complexities and uncertainties in an organization.

4.4.4 Organizational Culture and Performance

The fourth research objective sought to examine the effect of organizational culture on the performance of the MOIED of Kenya. The findings are presented in Table 4.7.
Table 4.7: Organizational Culture and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of standard operating norms at MOIED</td>
<td>3.34</td>
<td>0.7342</td>
</tr>
<tr>
<td>Organization culture is now recognized as a powerful strategic weapon</td>
<td>3.65</td>
<td>0.1512</td>
</tr>
<tr>
<td>Value-driven operations is thus a strategic concept for strategy implementation.</td>
<td>3.21</td>
<td>0.1532</td>
</tr>
<tr>
<td>Organization values awareness of MOIED in strategy performance, and rapid and flexible response to customer and market requirements.</td>
<td>3.26</td>
<td>0.1154</td>
</tr>
<tr>
<td>The company employees can relate and understand the core values of MOIED</td>
<td>4.14</td>
<td>0.1254</td>
</tr>
<tr>
<td>Organization Culture ensure effective deployment of strategies and assist organizations to run efficiently</td>
<td>3.95</td>
<td>0.2152</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.59</strong></td>
<td><strong>0.2491</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2018)**

From the findings, the respondents agreed that organizational culture influences performance of performance of the MOIED in Kenya to a great extent as shown by aggregate score of 3.59 with significance variance of 0.2491. Majority of the respondents strongly agreed that the company employees can relate and understand the core values of MOIED (M=4.14, SD=0.1254) and organization Culture ensure effective deployment of strategies and assist organizations to run efficiently (M=3.95, SD=0.2152). These were followed by the statements that organization culture is now recognized as a powerful strategic weapon (M=3.65, SD=0.1512), provision of standard operating norms at MOIED (M=3.34, SD=0.7342), organization values awareness of MOIED in strategy performance, and rapid and flexible response to customer and market requirements.
(M=3.26, SD=0.1154) and value-driven operations is thus a strategic concept for strategy implementation (M=3.21, SD=0.1532).

These findings concur with the findings of Kamaamia (2016) study which revealed the existence of statistically significant relationship between organizational culture and performance. Nikpour (2017) study investigated the impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment and indicated that suggested model had appropriate fit and organizational culture beyond its direct impact exerted indirect impact on organizational performance through the mediation of employee’s organizational commitment that the extent of indirect impact was significantly higher than direct impact.

4.4.5 Organizational Performance

The study sought to determine the extent to which strategic practices influences performance of MOIED in Kenya. The findings are shown in Table 4.8.

Table 4.8: Organizational Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic practices have enabled MOIED to satisfy their clients</td>
<td>4.01</td>
<td>1.245</td>
</tr>
<tr>
<td>Strategic practices have enabled MOIED to gain better image</td>
<td>4.34</td>
<td>1.006</td>
</tr>
<tr>
<td>Strategic practices have enabled MOIED to offer quality service</td>
<td>3.99</td>
<td>1.645</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>4.11</td>
<td>1.299</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

From the findings, the respondents agreed that strategic practices influences performance of performance of the MOIED in Kenya to a great extent as shown by aggregate score of
4.11 with significance variance of 1.299. Majority of the respondents strongly agreed that strategic practices have enabled MOIED to gain better image (M=4.34, SD=1.006), followed by Strategic practices have enabled MOIED to satisfy their clients (M=4.01, SD=1.245) and Strategic practices have enabled MOIED to offer quality service. Strategic practice involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Murimbika, 2011).

Kim and Maubouregne (2012) indicate that management commitment is the capability to inspire confidence and support among an organization’s people who are needed to achieve organizational goals. Communication as a medium, a means to performance ends, or as constitutive, as the end in itself is a process of transmitting information from one person to another (Banihashemi, 2011). Hofstede and Hofstede (2010) posits that organizational culture is unique in different organizations based on different parameters such as achievement, fairness, collaboration, teamwork, competitiveness, and rules among others.

4.5 Inferential Statistics

4.5.1 Correlation Analysis

Correlation analysis was done to show how strongly two variables are related to each other or the degree of association between the two. The findings are presented in Table 4.9.
Table 4.9: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Management Commitment</th>
<th>Communication</th>
<th>Activity Coordination</th>
<th>Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Commitment</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.799**</td>
<td>.154</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.214</td>
<td>.112</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>165</td>
<td>165</td>
<td>165</td>
</tr>
<tr>
<td>Communication</td>
<td>Pearson Correlation</td>
<td>.799**</td>
<td>1</td>
<td>.788**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.006</td>
<td>.019</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>165</td>
<td>165</td>
<td>165</td>
</tr>
<tr>
<td>Activity Coordination</td>
<td>Pearson Correlation</td>
<td>.102</td>
<td>.788**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.137</td>
<td>.006</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>165</td>
<td>165</td>
<td>165</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>Pearson Correlation</td>
<td>.073</td>
<td>-.161*</td>
<td>.823</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.288</td>
<td>.019</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>165</td>
<td>165</td>
<td>165</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

**Source:** Survey Data (2018)

The Pearson’s r for the correlation between management commitment and communication variables is 0.799 which is close to 1 with a significant value of 0.00 which is less than 0.05. This shows a strong relationship meaning that changes in one variable are strongly correlated with changes in the second variable. Therefore, it can be concluded that there is a strong relationship between management commitment and communication. Communication is strongly related to activity coordination (r=0.788, p<0.05) which means that increase in communication leads to increase in activity coordination and vice versa.
4.5.2 Regression Analysis

Regression analysis was carried out to show which among the independent variables were related to dependent variable. The findings are presented in Table 4.10.

Table 4.10: Regression Analysis

<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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.781a</td>
<td>.609</td>
<td>.589</td>
<td>1.423</td>
<td>.011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sig. F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.002a</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Management commitment, communication, activity coordination, organizational culture

Source: Survey Data (2018)

Table 4.10 shows a model summary that provides information about the regression line’s ability to account for the total variation in the dependent variable. R² also called the coefficient of determination, is the statistical measure of how close the data are to the fitted regression line which is 0.609 (60.9%). The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 0.589 (58.9%) of the changes in the performance of MOIED variables could be attributed to the strategic practices. This means that other variables not studied contribute 41.1% of the performance of MOIED in Kenya.
4.5.3 Analysis of Variance (ANOVA)

Table 4.11: Analysis of Variance (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>Regression</td>
<td>4.762</td>
<td>4</td>
<td>0.191</td>
<td>5.588</td>
<td>.002a</td>
</tr>
<tr>
<td>Residual</td>
<td>419.063</td>
<td>159</td>
<td>2.024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>423.825</td>
<td>164</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Management commitment, communication, activity coordination, organizational culture

Source: Survey Data (2018)

The probability value of 0.02 indicates that the regression model was highly significant in predicting how management commitment, communication, activity coordination, organizational culture influence performance MOIED. The F calculated at 5% level of significance was 5.588 since F calculated is greater than the F critical (value = 0.191), this shows that the overall model was significant.
4.5.4 Determinant of Coefficients

Table 4.12: Determination of Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% 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</td>
<td>(Constant)</td>
<td>0.521</td>
<td>.494</td>
</tr>
<tr>
<td></td>
<td>Management Commitment</td>
<td>.820</td>
<td>.069</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td>.746</td>
<td>.131</td>
</tr>
<tr>
<td></td>
<td>Activity coordination</td>
<td>.664</td>
<td>.138</td>
</tr>
<tr>
<td></td>
<td>Organizational Culture</td>
<td>.703</td>
<td>.085</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of MOIED

Source: Survey Data (2018)

As shown in Table 4.12, the established regression equation by the study was:

\[ Y = 0.521 + 0.820X_1 + 0.746X_2 + 0.664X_3 + 0.703X_4. \]

Where

\[ Y = \text{Performance of MOIED} \]

\[ X_1 = \text{Management Commitment} \]

\[ X_2 = \text{Communication} \]

\[ X_3 = \text{Activity Coordination} \]

\[ X_2 = \text{Organizational Culture} \]

From the results in Table 4.12, holding management commitment, communication, activity coordination and organizational culture, performance of MOIED would be 0.521.

In addition, the findings show that a unit increase in holding management commitment, communication, activity coordination and organizational culture would lead to 0.820, 0.746, 0.664 and 0.703 increase in performance of MOIED respectively. Management
commitment had the greatest (82.0%) influence on the performance of MOIED followed by communication (74.6%), organizational culture (70.3%) and lastly activity coordination (66.4%).

Firms that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders (Covin, 2009). According to Chell, Haworth and Brearley (2011) strategies which result in high performance are identified with activities that generally lead to success in the industry; that is key success factors. These activities are associated with initiatives in industry. Activities associated with high performing strategies also include emphasis on customer service and support, extensive advertising, and use of external finance.
5.1 Introduction

This chapter presents a summary of the study findings, conclusions and recommendations. It also makes suggestions for further research.

5.2 Summary of Findings

This study is an attempt to investigate strategy implementation practices and performance in public service sector; a case study of MOIED. Findings was reviewed, analyzed and conclusions drawn on the research objectives; Management Commitment, Organization Culture, Coordination of Activities and Communication. Below is summary of findings.

The first research objective sought to determine the effect of management commitment on the performance of the MOIED of Kenya. The study revealed that management commitment influences performance of performance of the MOIED of Kenya to a great extent. The respondents agreed most that the company has a well-structured organization structure, the management have directed substantial resources’ allocation towards strategy implementation practices and efficient, effective assessment and improvement across multiple process departments in MOIED.

The second research objective sought to assess the influence of communication on the performance of the MOIED of Kenya. The study found that communication had a great influence on the performance of performance of the MOIED. It was also found that information quality is highly adhered to, communication offers a range of technologies to assist organizations in running efficiently, on-time delivery is the ability to deliver
according to a promised schedule in today's competitive environment, clients are becoming more international, dynamic, and customer-driven.

The third research objective sought to evaluate the role of activity coordination on the performance of the MOIED of Kenya. Activity coordination was found to have an influence on the performance of MOIED. Majority of the respondents strongly agreed that MOIED invest for future activities, there is success in the rate of coordination of activities in MOIED’s current and future performance and that there is high delivery time at MOIED.

The fourth research objective sought to examine the effect of organizational culture on the performance of the MOIED of Kenya. From the findings, the respondents agreed that organizational culture influences performance of performance of the MOIED in Kenya to a great extent. Majority of the respondents strongly agreed that the company employees can relate and understand the core values of MOIED and organization Culture ensure effective deployment of strategies and assist organizations to run efficiently.

5.3 Conclusions
The study concludes that:

Management commitment had a positive and significant effect on the performance of MOIED. Management commitment is a crucial factor in achieving organizational success in MOIED. Commitment MOIED managers who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to the organization.
Communication had a positive and significant effect on the performance of MOIED. Effective communication and the sharing of particular information between management and employees is a fundamental prerequisite in organizational strategy to positively involve employees in the organization in which they are employed. The primary management aim when formulating a communication policy or strategy should be to encourage employees to connect with the organization as a whole.

Activity coordination had a positive and significant effect on the performance of MOIED. Different types of work are performed by various departments and work groups in MOIED to ensure better performance. It ensures unity of action among individuals, work groups and departments, and brings harmony in carrying out the different activities and tasks so as to achieve the organizational goals efficiently.

Organizational culture had a positive and significant effect on the performance of MOIED. All constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance.

5.4 Recommendations for Policy and Practice

The study recommends on the following:

In matters management commitment, appoint and train teams in monitoring and evaluation. The management should also have steering and functional teams. Also it is recommended to make the head of monitoring and evaluation a member of strategic level management to guide MOIED decisions from a performance approach. Management
plays a crucial role in the present knowledge based economy hence, organizations tend to rely heavily on Management in order to develop and grow their businesses.

For an effective and efficient organizational performance, management must embrace; more clarity of ideas before communicating; better understanding of the physical and human environment when communicating; purpose of communication must be thoroughly analyzed; when planning communication, consultation should both be top down and bottom up.

MOIED should be interested in improving activity coordination especially in matters delivery in the public sector.

The study recommends that MOIED should invest organization culture thus improving on their performance. The organization should initiation; design, organization, management, provision, support and improvement of services tailored to the needs of organization are addressed.

5.5 Recommendations for Further Research

Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other public service sector organization. Further research focusing on monitoring and evaluation is recommended.

This study was a descriptive study to learn about a few selected practices of strategy implementation for organizations performance. There are a number of issues such as legal, regulatory and interventions from the MOIED. A detailed study should take a more
comprehensive approach considering a wide range of areas of strategy implementation for organizations performance.
REFERENCES


Mostashari, E. (2015). *Impact of organizational leadership on organizational performance: a study on small and medium size private companies in three cities of Tehran, Mashhad, Isfahan, Iran* (Doctoral dissertation, The British University in Dubai (BUiD)).


APPENDICES

Appendix I: Introduction Letter

Everlyne Wangila,
P.O Box, 43844-00100,
Mobile: 0720845999
Email: evawangila@gmail.com
Nairobi.
Date……………………

Dear Sir/Madam/,

RE: FILLING OF QUESTIONNAIRE.

I am a student at Kenyatta University doing MASTER OF BUSINESS ADMINISTRATION, I intend to carry out a study on “STRATEGIC PRACTICES AND PERFORMANCE OF THE MINISTRY OF INDUSTRIALIZATION AND ENTERPRISE DEVELOPMENT, KENYA.” Kindly spare some of your time to complete the questionnaire attached herein. The information given was handled with utmost confidentiality.

Yours faithfully

EVERLYNE WANGILA
Appendix II: Questionnaire

Instructions

Please tick (✔) the box that matches your answer or fill the space provided

PART A: General Information

1) What is your gender? (tick one)
   Male ( ) Female ( )

2) Please indicate your age bracket (tick one)
   21-30 ( ) 31-40 ( ) 41 - 50 ( ) 50 and above ( )

3) What is your highest academic qualifications?
   Degree [ ] Post graduate diploma [ ] Masters [ ] PHD [ ] Professional [ ]

4) How long (years) have you been working in your present capacity?
   1 - 3 years ( ) 4 - 5 years ( )
   6 - 8 years() 9 - 10 years ( )
   Above 10 Years ( )

5) Kindly indicate your department
   Audit ( ) Human Resource ( ) Planning( ) Technical ( ) Procurement ( )
   Finance ( ) Others ( )

6) How long have you worked for the industry?
   1 – 5years ( ) 6 – 10years ( )
   11 – 15 years ( ) 15 – 20years ( )
   Over20year ( )
PART B: Performance of MOIED

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent are the following factors contribute to strategy implementation practices for organizations performance; a case study of MOIED

Coordination of Activities

<table>
<thead>
<tr>
<th>Factors Under Consideration</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels of employee involvement in activity identification, implementation and decision making in your organization</td>
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<td></td>
</tr>
<tr>
<td>Extent at which coordination of activities are under consideration in your organization</td>
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<tr>
<td>How is the level of coordination of activities at MOIED</td>
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<tr>
<td>To what extent can you describe an activity delivery time at your organization</td>
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<tr>
<td>Describe the extent at which coordination of activities at MOIED is being rendered</td>
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<td>In your view, rate the processes and activities ability to deliver current and future MOIED success</td>
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<tr>
<td>The extent at which MOIED invest for future activities</td>
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</table>
### Organization Culture

#### 8)

<table>
<thead>
<tr>
<th>Factors Under Consideration</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of standard norms in MOIED</td>
<td></td>
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<tr>
<td>Organization culture is now recognized as a powerful strategic weapon</td>
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<tr>
<td>Culture-driven activities is thus a strategic concept for strategy implementation in MOIED</td>
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<tr>
<td>Core values awareness of MOIED in technology, and rapid and flexible response to customer and market requirements.</td>
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<tr>
<td>MOIED employees can easily relate and apply the organizations core values</td>
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<tr>
<td>Organization culture ensures effective deployment of strategy and assist organizations to run efficiently</td>
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</tbody>
</table>
## Communication

| 9) |  
| --- | --- |
| **Factors Under Consideration** | 1 | 2 | 3 | 4 | 5 |
| Availability of virtual private networks, so staff working at different geographic locations can have secure and reliable access to shared resources |  |  |  |  |  |
| Communication offers a range of opportunities to assist MOIED in running efficiently |  |  |  |  |  |
| Information quality is highly adhered to at MOIED |  |  |  |  |  |
| Provision of simple effective communication solutions on information sharing |  |  |  |  |  |
| On-time delivery is the ability to deliver according to a promised schedule |  |  |  |  |  |
| In today's competitive environment, clients are becoming more international, dynamic, and customer-driven |  |  |  |  |  |
Management Commitment

10) Factors Under Consideration

<table>
<thead>
<tr>
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<th>1</th>
<th>2</th>
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<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>The company has a well-structured organogram and personnel</td>
<td></td>
<td></td>
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<tr>
<td>Strategy Monitoring and evaluation are conducted at regular time</td>
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<td>to avoid breakdowns</td>
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<tr>
<td>Management have directed substantial resource allocation in the</td>
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<tr>
<td>strategy implementation practices</td>
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<td></td>
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<tr>
<td>MOIED have requisite monitoring and evaluation personnel as well</td>
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<td></td>
<td></td>
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<tr>
<td>as system administrators</td>
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<tr>
<td>MOIED management increase the potential to utilize less-</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>experienced staff if properly trained</td>
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<tr>
<td>Efficient, effective assessment and improvement across multiple</td>
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<tr>
<td>process disciplines in MOIED</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Strategy implementation practices are the important elements</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>of consideration and the basis on which the adoption and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>development of monitoring and evaluation Frameworks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please comment on strategy performance in MOIED? ……………………………

Give recommendations on how MOIED can improve on strategy performance in your department? ……………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

THANK YOU
Appendix III: Research Authorization Letter from Kenyatta University 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/CTY/PT/30886/2015
DATE: 23rd May, 2017

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR EVERLYNE WANGILA – REG. NO.
D53/CTY/PT/30886/2015

I write to introduce Ms. Everlynne Wangila, who is a Postgraduate Student of this University. She is registered for M.B.A degree programme in the Department of Business Administration.


Any assistance given will be highly appreciated.

Yours faithfully,

[Signature]

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

FROM: Dean, Graduate School
TO: Everlyn N. Wangila
     C/o Business Administration Dept.

DATE: 23rd May, 2017
REF: D53/CTY/PT/30886/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th May, 2017 approved your Research Project Proposal for the MBA Degree Entitled, “Strategy practices and performance of the Ministry of Industrialization and Enterprise Development of 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.

GIDEON KAMENYI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Mr. Shadrack Bett
   C/o Department of Business Administration
   Kenyatta University

GK/lmm
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 254-20-2213471, 2241349, 3310571, 2219420
Fax: 254-20-318244, 318249
Email: og@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No. NACOSTI/P/17/11635/17602

Date: 19th June, 2017

Everlyne Naswa Wangila
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Strategy practices and performance of the Ministry of Industrialization and Enterprise Development of Kenya,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 19th June, 2018.

You are advised to report to the Principal Secretary, Ministry of Industrialization and Enterprise Development, the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Principal Secretary
Ministry of Industrialization and Enterprise Development.

The County Commissioner
Nairobi County.
Appendix VII: Research Permit

THIS IS TO CERTIFY THAT:
MISS. EVERLYNE NASWA WANGILA
of KENYATTA UNIVERSITY, 7262-100
NAIROBI, has been permitted to conduct
research in Nairobi County
on the topic: STRATEGY PRACTICES
AND PERFORMANCE OF THE MINISTRY
OF INDUSTRIALIZATION AND
ENTERPRISE DEVELOPMENT OF KENYA
for the period ending: 19th June, 2018

Permit No: NACOSTI/P/17/11635/17602
Date Of Issue: 20th June, 2017
Fee Received: Ksh 1000

Applicant's Signature

Director General
National Commission for Science,
Technology & Innovation

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