STRATEGIC IMPLEMENTATION PRACTICES AND THE GROWTH OF SMALL AND MEDIUM ENTERPRISES IN GARISSA COUNTY, KENYA

BY

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JULY, 2019
DECLARATION

I declare that this research project is my original work and 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.

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DEDICATION

I dedicate this project to my parents Amir Tawane and Alaso Barre for their support throughout my academic journey, my brothers and sisters Idris, Madina, Abdirizak and Abdimalik for their encouragement. Finally my gratitude goes to my wife Jawahir Buthul and my children Ammar Ibrahim and Ammirah Ibrahim for their love.
ACKNOWLEDGEMENT

I do wish to acknowledge my supervisor Dr. Stephen Muathe (PHD) and appreciate his efforts to guide me through each step by sharing his powerful knowledge with me. I also wish to thank Kenyatta University fraternity for being part of such a great institution.
TABLE OF CONTENTS

DECLARATION .................................................................................................................i
DEDICATION ....................................................................................................................ii
ACKNOWLEDGEMENT ................................................................................................. iii
LIST OF TABLES .............................................................................................................vii
LIST OF FIGURES ..........................................................................................................viii
ABBREVIATIONS AND ACCRONYMS ........................................................................ix
OPERATIONAL DEFINITION OF TERMS ......................................................................x
ABSTRACT .......................................................................................................................xi

CHAPTER ONE: INTRODUCTION ................................................................................. 1
1.1 Background to the Study ....................................................................................... 1
1.1.1 The Concept of Growth ..................................................................................... 2
1.1.2 Strategic Implementation Practices ................................................................. 4
1.1.3 SMEs in Garissa County .................................................................................... 6
1.2 Statement of the Problem ..................................................................................... 7
1.3 Objectives of the Study ......................................................................................... 8
1.3.1 General Objective .............................................................................................. 8
1.3.2 Specific Objectives ............................................................................................ 8
1.4 Research Hypotheses ......................................................................................... 8
1.5 Significance of the Study ..................................................................................... 9
1.6 Scope of the Study ...............................................................................................10
1.7 Limitations of the Study .....................................................................................10
1.8 Organization of the Study ...................................................................................10

CHAPTER TWO: LITERATURE REVIEW ..................................................................... 12
2.1 Introduction ...........................................................................................................12
2.2 Theoretical Review ...............................................................................................12
2.2.1 Resource Based View Theory ..........................................................................12
2.2.2 Open Systems Theory .....................................................................................13
2.2.3 Balance Score Card ..........................................................................................14
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction ................................................................. 26
3.2 Research Design .......................................................... 26
3.3 Target Population .......................................................... 26
3.4 Sampling Design and Sample Size ...................................... 27
3.5 Data Collection Instrument ............................................... 29
3.5.1 Validity of the Instruments ............................................ 29
3.5.2 Reliability of the Instruments ......................................... 29
3.6 Data Collection Procedures ............................................... 30
3.7 Data Analysis and Presentation ......................................... 31
3.8 Ethical Consideration ..................................................... 32

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction .................................................................. 33
4.2 Response Rate .............................................................. 33
4.3 Background Information .................................................. 34
4.3.1 Respondents’ Gender .................................................. 34
4.3.2 Respondents’ Age ....................................................... 35
4.3.3 Respondents’ Level of Education .................................... 35
4.3.4 Respondents’ Level of Education .................................... 36
4.4 Descriptive Statistics ....................................................... 37
4.4.1 Resource Allocation ..................................................... 37
4.4.2 Leadership .............................................................. 40
4.4.3 Organizational Culture ........................................................................................................... 41
4.4.4 Communication ....................................................................................................................... 43
4.4.5 Organizational Growth ............................................................................................................ 45
4.5 Regression Analysis ................................................................................................................... 46

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS ..........50
5.1 Introduction .............................................................................................................................. 50
5.2 Summary ................................................................................................................................. 50
5.3 Conclusions ............................................................................................................................. 51
5.4 Recommendations for Policy and Practice ............................................................................. 52
5.5 Suggestions for Further Studies ........................................................................................... 53

REFERENCES ............................................................................................................................... 54

APPENDICES ................................................................................................................................. 60
Appendix I: Letter of Introduction ............................................................................................. 60
Appendix II: Questionnaire ........................................................................................................... 61
LIST OF TABLES

Table 2.1: Summary of Literature Reviewed and Research Gaps ......................................................... 22
Table 3.1: Target Population .............................................................................................................. 27
Table 3.2: Sample Size ...................................................................................................................... 28
Table 3.3: Reliability Test Results .................................................................................................... 30
Table 4.1: Response Rate .................................................................................................................. 33
Table 4.2: Respondents’ Age ............................................................................................................. 35
Table 4.3: Respondents’ Education Level .......................................................................................... 37
Table 4.4: Resource Allocation ......................................................................................................... 38
Table 4.5: Leadership ......................................................................................................................... 40
Table 4.6: Organizational Culture ..................................................................................................... 42
Table 4.7: Communication ................................................................................................................ 43
Table 4.8: Organizational Growth .................................................................................................... 45
Table 4.9: Model Summary ............................................................................................................... 46
Table 4.10: Analysis of Variance ...................................................................................................... 46
Table 4.11: Coefficient of determination .......................................................................................... 47
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 24
Figure 4.2: Respondents’ Gender ................................................................. 34
Figure 4.2: Respondents’ Work Experience ............................................. 36
# ABBREVIATIONS AND ACCRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ES</td>
<td>Economic Survey</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>KNBS</td>
<td>Kenya National Bureau of Standards</td>
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<td>NBC</td>
<td>Nigerian Bottling Company</td>
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<td>NBS</td>
<td>National Baseline Survey</td>
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<td>OST</td>
<td>Open Systems Theory</td>
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<td>POS</td>
<td>Point of Sale</td>
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<td>RBV</td>
<td>Resource Based View</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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### OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Strategy Implementation</td>
<td>Term used to depict the exercises inside a place of work or agency to manipulate the exercises related with the release of a key arrangement.</td>
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<tr>
<td>Growth</td>
<td>A procedure through which the structure of a little and medium ventures association expands the quantity of its jobs and connections</td>
</tr>
<tr>
<td>Small and Medium Enterprises</td>
<td>SMEs are non-backup, impartial organizations which lease fewer than a given figure of staff.</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>Commitment of available cash-flow to an assortment of undertakings. In the framework of an entire monetary framework, assets can be distributed by various capacities, for example, markets or central arranging</td>
</tr>
<tr>
<td>Communication</td>
<td>The process of relaying planned meanings from one person or more or to another by use of jointly well known symbols and semiotic conventions</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>Shared assumptions, values, and ideals, which governs how humans behave in agencies. Those shared values have a strong affect at the people within the corporation and dictate how they dress, act, and perform their jobs.</td>
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ABSTRACT

SMEs help to achieve sustainable growth as a centralized theme. However, SMEs in Garissa county face several and critical demanding situations to their growth. The general objective of study was to investigate the effect of strategic implementation practices on the growth of SMEs in Garissa County, Kenya. The specific objectives of the study were to establish the effect of resource allocation, communication, leadership styles and organizational culture on the growth of SMEs in Garissa County, Kenya. This study employed a descriptive research design. The study used a stratified sampling technique. In this study the identified strata was 5 categories of SMEs namely Food Vendors, Clothing Vendors, Beverage Vendors, Curio Vendors and Service Vendors. The sample size was 294 respondents. The main data collection tool for this study was questionnaire. Data analysis as done by use of descriptive statistics and regressions analysis. The study found a significant relationship between resource allocation, leadership, organizational culture, communication and the growth of SMEs. The survey concludes that allocation of resources helps small and medium-sized enterprise executives bring together more productive and efficient staff and allows them to evaluate their schedules and readily assess the accessibility of resources in real time, effective executive involvement can significantly improve the growth of SMEs in Garissa, organizational culture improves employees productivity, unites employees, easy accountability, higher job satisfaction, flexible working environment and increases marketability of SMEs prompting better development and looking after open, customary and precise channels of correspondence with all levels of SMEs workers and partners is imperative to guaranteeing the and effective tasks subsequently better development. The survey recommends that regular estimates are required for each task within the institution so that resource usage can take place as efficiently as possible without adversely influencing SME development. SME managers should ensure that they control risk and mitigate uncertainty, maximize communication efficiency within the team by being willing to lead. They should always be accessible to face the actual difficulties facing small and medium-sized enterprises in order to comprehend the true problems within the team that need to work to enhance SME development. Organizational goals should be conveyed to all staff and the organisation should create the correct distribution channels and feedback in top-down and bottom-up communication. SMEs managers should evaluate the current culture and performance, engage the employee in defining effective and efficient objectives, keep up an administration framework for needs and objectives, oversee correspondence propensities and schedules and assemble inspiration all through the procedure for better organizational culture.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizational growth is the ability to fulfill its task through the use of competitive management, authority, and a relentless commitment to achieving goals (Wang & Wang, 2012). The author anticipated that organizations need to grow from a predictable oriented organizational point of perspective on their evaluation of their form production through the provision of services. This extended approach could help resolve conflicts or use a mix to improve service and increase service production.

According to Richard, Devinney, Yip and Johnson (2011), organizational growth is focused on a balanced scorecard. Organizational growth can be assessed through Return on Investment (ROI), Return on Sales (ROS), capacity utilization, customer satisfaction and product quality. Raps and Kaufmann (2015) contend that considering the significant role that small and medium-sized enterprises perform in the economy, it is essential that the entire method of formulating and implementing strategies be effective in order to survive.

Alexander (2016), asserts that the most commonly arising strategic implementation issues encompass misjudging the time period required for execution and developing significant issues unexpected, as well as having adverse effects on uncontrollable variables in the external setting. Gaining a competitive advantage position and improving company efficiency comparative to their rivals are the primary goals company organizations should seek to achieve (Kinyoe, 2012). According to Otley
(2014), the organization must be efficient in implementing the strategy. It can be noted from this concept that the range of organizational operations connected with the execution of the policy is nearly coexistence with the whole management process.

1.1.1 The Concept of Growth

SMEs are extensively identified for their position in the socio-political and monetary growth. Its significance is in particular obvious in their potential to offer moderately inexpensive items, offerings, returns and jobs to some of individuals as found by Kauffmann (2013). The growth of small and medium firms can be decided by using the effectiveness and capabilities of the corporation’s resources inclusive of hard work, capital and know-how obtained, prepared and converted into products and services through the tasks of the enterprise, practices and systems (Nickell et al., 2014). Nickell et al. (2014) further observe that majority of SMEs begin and grow, however it is straightforward to fall because of opposition.

SMEs (SMEs) presently account for 95% of Brazilian firms, generate a few 16.6 million formal sector jobs, and make a contribution 20% to GDP (Mano et al., 2012). Over the past 3 decades of the 20th century, Peres and Stumpo (2010) observes that Brazil carried out a sequence of events to inspire the formalization of micro and small enterprises and to sell the creation of formal employment on this phase of companies. Consistent with the commentary that small agencies are liable for most of the people of jobs in Brazil, according to Lukacs (2011) the country has carried out a fixed of public policies to inspire their growth and formalization.
SMEs in Tanzania were anticipated to account for a large share of over 30% of Gross Domestic Product (GDP) (IPP media, 2012). The government of Tanzania formulates and implements diverse strategies meant for growing activity chances, improvement of infrastructure as well as earnings generation through the advent of latest micro and small businesses and enhancing the competitiveness of present one (Oludele & Emilie, 2012). In Uganda, Ishengoma and Kappel (2011) suggest that small and medium corporation’s restrained overall performance has been related to restrict right to finance, insufficient provision of public offerings, and adverse structure of taxation, excessive regulatory burden and corruption.

In Kenya, micro-organizations comprise of ten or less number of personnel and small organizations between eleven and fifty people. Census shows that SMEs include the lion’s proportion of establishments in Kenya, at the same time as there are some medium enterprises (KNBS, 2014). The SMEs (SMEs) performs an essential function in the Kenyan economy. Financial survey (2014) indicate that the region accounted for over fifty percent of newly created jobs 2013. Further to its importance in growing jobs, the small organization contributes to thirty three percent of the fee added in manufacturing and the retail trade in Kenya (Onyango & Tomecko, 2008).

In line with Amal et al. (2010) SMEs (SMEs) cut across sectors and enhancing the growth of SMEs requires regulations on the monetary, political and social bodies in the country at the consequent markets and at the corporations that modify, alleviate and legitimize those markets. As such, the SMEs development strategy has to deliver to the vanguard the unpredictable situations that SMEs encounter to lengthy outcomes and
cope with the deficiencies in institutional and organizational systems, if you want to enhance SMEs increase. It’s the responsibility of SMEs to implement aggressive commercial enterprise working practices and business techniques to increase its market, customer base and the number of its employees.

1.1.2 Strategic Implementation Practices

Lynch (2013) observes that strategy implementation in important because it enables the organization initialization and includes transforming the enterprise’s strategy into action and eventually into effects. Stressing the importance of the execution of the strategy shows that organizational success hinges on the design of methods that can be appropriate for external and internal settings, but on the efficient execution of the objectives. Harris and Moran (2010) note that the implementation of the strategy is probably the most important level of the process for the easy reason that the technique of an agency is nothing more than a fantasy without effective execution.

An organization is doubtful to effectively implement a corporate approach without well-built management. Highlighting the significance of effective management. Titus (2014) contends that even the first-rate corporate strategies developed cannot survive without capacity, meaning powerful management staff. Galpin (2014) suggests that what causes the distinction between achievement and unsuccessful use of strategy is how managers support and train their workforce in a business approach. The author also asserts that if senior management is not certainly aligned behind its task and guidelines, its behavior will always be powerful and silent in undermining the undertaking.
Corporate culture is a key component in the execution of the strategy because it impacts the manner in which personnel do matter in the organization (Wheelen & Hunger, 2013). Charan (2014) underlines the significance of subculture by suggesting that the biggest reason for the performing business is the inability to adopt and failure of capacity to take radical measures is embedded in the ethos of an organization. A feeble organizational culture affects the strong implementation of the policy inside the company as the staff may lack consistency and course of strategy. There might be a missing element between leadership and staff that might prevent the method's simple glide.

Quirke (2012) states that management should spend some time communicating with the employee community on the manner to reducing the opposition usually experienced during the execution stage of the policy. The strategic figurehead can be able to share their imaginative and prescient with the rest of the organization via effective discourse and be able to "picture a picture" of a favored destiny higher than the current scenario. In line with Wheelen and Starvation (2013) who observed that significance and effectiveness of conversation closer to managing change, they spotlight the want for executive to replace the employees the motives in the back of strategic modifications that they would have initiated. The communication plan ought to encompass, further to senior managers, middle managers and staff, external entities such as customers and vendors.

In line with addition, Thompson and Strickland (2010), who assert that inadequate financing may lead companies to understand limited satisfaction as a direct failure in
the execution of the policy. Furthermore, the authors claim that good movements to reallocate the job budget and distribute staff into fresh organizational structures indicate a resolute commitment to strategic exchange. Resources need to be channeled away from those regions which might be negative at turning in the corporation’s targets in the direction of those areas that are correct.

1.1.3 SMEs in Garissa County

SMEs in Garissa County face terror threats, debt collection, loss of running capital and electricity interruptions as the demanding situations (National Baseline Surveys (NBS, 2016). The cost of substances, hawkers, low demand and restricted legal guidelines culminate the listing of ten primary challenges facing these corporations. Terrorism and lack of confidence were ranked as the major pressing problem for the SMEs (Lynch, 2013).

SMEs in Garissa undergo comparable reports. Micro entrepreneurs in Garissa face specific demanding situations because of the geographical area and social set up of their organizations. They operate in surroundings with serious threats from terrorists, poor infrastructure and hazy societal view about their organization (Economic Survey, 2014). The consequences on their businesses are sluggish increase, and restricted selections main to stunting or dying of corporation.
1.2 Statement of the Problem

Regardless of the crucial role of SMEs in creating a competitive private sector and making a significant contribution to economic development and the implementation of tasks, SMEs are usually faced with higher difficulties worldwide and primarily in developing nations, Kenya (Aduko, 2011). Likewise, Cherugong (2015) observe that SMEs in Garissa county face several and critical demanding situations to their growth: the legal and regulatory restrictions, lack of access to government funding, low capacity of human capital, lack of management and training capabilities and poor technological capacity. Garissa County is thought for harsh climatic situations and rampant lack of confidence coupled with other various enterprise threats yet there are SMEs which have withstood the check of time. Consequently, it's far vital to discover how these SMEs in Garissa County put in force the techniques toward increase.

Research which have been done include, Heugens (2013) who examined strategic issues management and organizational results amongst Dutch food firms and determined that accomplishment of executive actions through corporations uncovered to either social or political difficult situations notably and optimistically impacted the end results of organizational performance. However, the study was carried out using qualitative data. Lawal, Omone and Oludayo (2012) investigated the strategic issue control on the performance of organizations and noted facts that the practice of management strategies stepped forward organizational performance. Nevertheless, the study utilized cross-sectional research design. Wanjohi and Mugure (2014) studied factors affecting the growth of SMEs in rural areas of Kenya and observed that strategies adopted through SMEs have been price wars, product differentiation, pace of service delivery and
customer service. However, the study utilized purposive sampling method which is not suitable to generalize the findings. In this regard, this study examined the effect of strategic implementation practices on the growth of SMEs.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of study was to investigate the effect of strategic implementation practices on the growth of SMEs in Garissa County, Kenya.

1.3.2 Specific Objectives

i. To establish the effect of resource allocation on the growth of SMEs in Garissa County, Kenya

ii. To examine the effect of communication on the growth of SMEs in Garissa County, Kenya

iii. To analyze the effect of leadership styles on the growth of SMEs in Garissa County, Kenya

iv. To establish the effect of organizational culture on the growth of SMEs in Garissa County, Kenya

1.4 Research Hypotheses

**HO₁:** There is no significant relationship between resource allocation and the growth of SMEs
**HO2:** There is no significant relationship between communication and the growth of SMEs

**HO3:** There is no significant relationship between leadership styles and the growth of SMEs

**HO4:** There is no significant relationship between organizational structure and the growth of SMEs

### 1.5 Significance of the Study

The study benefits different parties, including executives and entrepreneurs from SMEs, the public and academics. Managers and entrepreneurs of various SMEs in Garissa and throughout the nation can use the results of the survey to identify gaps that may warrant re-evaluation, flexibility and adaptability to fulfill environmental challenges and sophisticated laws. It can make them understand right approaches toward their growth. They can be capable to use tested techniques that have been successfully carried out through different top acting SMEs.

While recognizing steps made by the Kenyan government to revive and promote tiny and medium-sized organizations, the results can be of excellent assistance to the government as they would provide guidance on understanding of strategic execution methods among SMEs, thus playing a knowledgeable part in effectively and powerfully supporting SMEs.

Policy makers can gain from the results of finding out how to devise future laws to effectively affect this region. Long-term strategies and market forces appreciation. In
addition, any policy taken must expand the SMEs and provide the necessary motive. Capacity customers in the industry can study the business dynamics before they commit their assets. Academics can also be able to articulate the challenge and contribute to its full-fledged field management. They can be able to perform environmental evaluation goals and determine in which marketplace they fit.

1.6 Scope of the Study
This study was conducted in Kenya's Garissa County. The emphasis of the research was the effect of resource allocation, communication, leadership styles and culture on the growth of SMEs. The respondents were SME managers and employees. Data collection was done using semi-structured questionnaires.

1.7 Limitations of the Study
The study might be limited by the respondent unwillingness to attend to the research instruments. But, the researcher will first create an awesome rapport with the respondents by first explaining the importance and purpose of the study to them. The study might additionally be restrained with by the respondents not being cooperative to reveal pertinent information due to fear of being victimized. The respondents will be told the intention and purpose of the study so as to encourage them in participating in the study.

1.8 Organization of the Study
Chapter one is the background of the study, statement of the problem, study objectives, significance of the study, scope of the study, limitations of the study and organization
of the study. Chapter two entails of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three consists of the methodology which includes 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 comprises of theoretical review, empirical review based on research objectives, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review
2.2.1 Resource Based View Theory
Resource Based View (RBV) theory was propounded by (Wernerfelt, 1984). To develop the concept that method of a company is a feature of the complement of the assets apprehended. A business enterprise could be placed to be successful if it has the first-rate and most appropriate inventory of sources applicable for its enterprise and approach. Therefore, strategic management practices will rely upon company’s resources. The concept describes a company in phrases of the sources that firm integrates. Regularly, the time period resource is restrained to those attributes that decorate performance and effectiveness of the firm (Wernerfelt, 1984).

This theory was pertinent to study because the implication of the idea to the study is that strategic management practices on distinct SMEs will rely on the resources the SMEs has which greater regularly than no longer is laid low with SMEs size, statutory formation and industry. Consequently, SMEs growth will rely upon the strategic implementation practices followed.
2.2.2 Open Systems Theory
This study was based on the open systems theory by Wright and McMahan (1992). OST theory in fact relates to the concept that firms are heavily affected by their environment. OST is a changed control concept founded mainly on modern structures intended to produce healthy, revolutionary and adaptable organizations and societies in contemporary rapidly evolving and unpredictable settings. As companies and organizations conduct their business, they affect and trade their internal environments, while at the same moment being driven by the use of internal changes in local and global settings in a two-way important shift called a lively adaptive alternative (Pfeffer & Salancik, 2003).

The landscape involves other companies creating countless financial, political, or social influences. The location also provides significant resources to protect the business and direct alternation and survival (Scott, 2012). Corporations and individuals are structures that are open; they change and influence each other over time. In order to make those viability an open system should have an open and enthusiastic adaptive connection with its surrounding environment since a healthy open system has an immediate connection with its surrounding environment with regard to transforming principles and priorities over the years (Pfeffer & Salancik, 2003).

This theory was relevant to the study because operates in an open environment that is subject to changes that must be addressed using effective strategies in order for the SMEs to survive in such an environment. This implies that if a certain organization or network's ideals and expectations are out of tune with those that occur within the
external environment then that specific agency or network will eventually develop to be unhealthy and unfeasible.

2.2.3 Balance Score Card

The balance score card is a strategic performance measurement model which is developed by Kaplan and Norton (1997) who observe that the balance score card is a business framework used for tracking and managing an organization's strategy. The balance score card framework is based on the balance between leading and lagging indicators, which can respectively be thought of as the drivers and outcomes of the organizational goals.

According to Norreklit (2010) balance score card can assist give additional information on the approach selected, handle feedback and teaching procedures, and identify target numbers. The (operational) activities are established with measurable indices to help illustrate and adjust the approach selected. The beginning points of the balanced scorecard are the vision and approach seen from four angles: the financial perspective, the client perspective, the inner business processes and the development of learning.

Balanced score card was important to the research as it helps executives establish an institution's vision, mission and strategic goals, conduct a stakeholder analysis to assess customer and shareholder expectations, Create stock of critical success factors, transform strategic objectives into objectives, establish key performance variables to measure targets, decide target values and convert targets into operational operations.
2.2.4 Cybernetics Theory

This theory was developed by Ross Ashby and Wiener Norbert (1960). It underscored communication and control systems theory of mathematics via regulatory feedback. Feedback may be positive or negative; it may be immediate or postponed. Feedback is used to assess the efficacy of a specific message or scenario. Cybernetics is the study of regulatory feedback communication and control in both living and emotionless systems and their variations. It focuses on how anything (digital or mechanical) controls its behavior, procedures data, responds to data and changes, or can be altered to fulfill these three main duties better.

This theory was important to the research because it is necessary to educate employees personally about fresh policies and developments in the university system in order to allow staff members to be conscious of and engage efficiently in problems that concern them. Therefore, the origin of any data within the organization should be clear and credible. The channel in use should also be sufficient. The Cybernetics theory becomes helpful to any organization that intends to improve employee performance in order to guarantee that feedback mechanism is sufficient in the approach to work, productivity and high efficiency.

2.3 Empirical Literature Review

2.3.1 Resource Allocation and Growth of SMEs

Longenecker et al (2015) in their study determined that commencement of projects fail due to loss of foresight, negative resource making plans, undetermined timing, loss of
investment and poor useful resource allocation. These research show that an enterprise may want to have a top notch idea and a notable team, however nevertheless fail due to loss of training, loss of investment and, therefore, lack of time to permit an awesome version mature. The study similarly concluded that if an application will retain past its initial investment, the agency is routinely and carefully plan how any price range expansion will stay funded.

According to Zarutskie (2010), if an organization wants to preserve its aggressive gain, then it has to appreciate the additives of the individual assets resource which could contribute to better profitability. It was observed that individual assets can best be considered through know-how, skills acquired, abilities, skills and cognitive functionality which contradicts the findings of Hotice (2010) who shows that human capital is measured in terms of employee productivity.

Barney and Hesterly (2010) study asserted that informal uncertainty occurs whilst the hyperlink among the company’s individual aid and aggressive gain is tough to comprehend, rendering it difficult for the rivals to replicate accountable resource for productivity and marketplace management. Despite the fact that the study confirmed an effective relationship between work force and aggressive benefit, it lacked establishment of an oblique connection among the workforce and performance by means of both intervening and enhancing the relationship, so that it will be a focal point of the cutting-edge of the study.

Hakala (2011) study observed that for a company to attain a superior performance compared to its rivals, there is need to employ complex innovations that their rivals
cannot attain or copy by enhancing their product improvement, use rapidity of aggregate of authentic technology, and proactively enlarge latest technology in growing novel, precious and extraordinary product thoughts. Further, the company’s technical skills, studies and development assets and technical position emerge decisive in bringing inventiveness and well thought merchandise in the market, subsequently the enterprises greater overall performance.

2.3.2 Communication and Growth of SMEs
In a research on organizational interaction, Rajhans (2012) notes a key to staff motivation and general efficiency act as an essential part in worker inspiration on organizational performance as actual modifications are captivating vicinity in cutting-edge agencies that deal with the original brand authenticity of effective staffing, expanded workloads, working hours and a more prominence on overall performance, risk-taking and versatility. These days’ businesses operate through a number of companies either locally or internationally that display minute lenience for superior authority. To act on this scenario, the way of affiliation and attempt to look for an appropriate exciting equivalent with your listeners is important.

Study by Oyetunde and Oladejo (2012) discovered that results of complete confidence tested the synergistic connection between NBC, Ilorin plant's communication process and effective results. Furthermore, they suggested that there could still be more space for enhancement and hence higher general efficiency if the management accepted the following suggestions: more readability of thoughts before trying to communicate, better knowledge of the bodily and human environment while communicating and in
making plans conversation, consultation must both be top down and bottom up, whilst all facts are rendered implicit and express.

Elving and Hansma (2012) study revealed that the achievement of giving out and variation of organizational trade appreciably relies on the manager’s ability to communicate and inform in any respect tiers. Bennebroek-gravenhorst et al. (2013) determined that alongside the function of management towards staff input to the imminent exchange, sharing of facts and concrete conversation concerning the call for the exchange and goals of the adjustment in enterprise also are crucial.

According to Kibe (2014) study that used questionnaires that were self administered to the employees established the significance of each the hypothetical degree and realistic degree. It also observed that for effective organizational performance, an open communication atmosphere must be endorsed. On one occasion contributors of the enterprise sense loose to contribute to comments, thoughts and disapproval at every degree it will increase the performance.

Neves and Eisenberger (2012) reviewed that management communication became definitely related to a temporal trade in Point Of Sale (POS), mediates the connection linking management communications and its implications of practice. Mainly, it found out that executive exchange of information influence performance in particular since it signals that the organization minds on the properly-being and principles on the offerings of its personnel. This study additionally adopted the use the alleged organization help in
conditions of conversation as measurements influencing the information exchange on corporation performance.

2.3.3 Leadership Styles and Growth of SMEs

Rejas, Ponce, Almonte and Ponce (2011) carried out a research in Chile, which aimed at finding out whether or not management style influences the overall performance of small corporations. They found out from their study that transformational leadership has a tremendous effect on overall performance, while transactional management and laissez-faire style of leadership have poor influence. In another study, Obiwuru, Okwu, Akpa and Nwankere (2012) performed a survey which decided on small scale corporations in Nigeria as regard the results of management styles on organisational performance and determined out a positive effect on transactional management method.

In his study in the United States of America, Muterera (2012) found that each transactional and transformational leadership behavior is certainly linked to organizational performance, but that transformation management behavior has certainly resulted in organizational performance beyond the contribution of transactional leadership. The study concluded that management is a vibrant procedure at work set in which one person over a specific period of time, and in a selected organizational situation influences other organization members to assign without restraint to the accomplishment of institution obligations or desires.

Bass (2010) shows the connection between leadership and culture through analyzing the influence of various kinds of leadership on tradition. The author also observe transactional leaders have a tendency to act within the confines of the prevailing
tradition, even as transformational leaders often work in the direction of converting the organizational subculture in step with their imaginative and prescient. In addition, Brown (2012) show that effective leaders want to increase the abilities that allow them to modify elements in their subculture in an effort to enhance their organizational performance.

According to House and Adyta’s (2013) study which criticized leadership studies focusing on advanced-subordinate interactions, excluding a number of other capacities exercised by leaders, and excluding organizational and environmental factors that are essential for mediating management efficiency. Another issue with the current management studies is that the impacts rely on the assessment amount. House and Aditya (2013), prominent among micro-degree research that makes a specialty of the leader on the subject of the subordinates and instant superiors, and macro-degree studies that makes a specialty of the whole corporation and its surroundings. Different academicians have also counseled that leaders and their management style have an effect on each of their subordinates and organizational results.

2.3.4 Organizational Culture and Growth of SMEs
Hoq and Chauhan (2011) in their study observed that improved performance of enterprises are normally characterized with the aid of a robust set of middle managerial values because of the unique business norms which identifies the manner in which the company carries out the business enterprise. Moreover, agencies are traditionally sure, showing a completely exclusive norms in a totally unique report. Agawal, Barney, Foss and Klein (2011) argue that culture can be copied based on few conditions, and it
should be accepted that part of organizational cultures need to be mainly for a small group of corporations so as to produce remarkable output.

Hotstede, Fritz, Canavan, Oosterkamp and Van (2010) recognized norms, values, beliefs, tactics and guidelines as additives of organizational culture. It was observed that there may be no tremendous courting linking culture and enterprise performance. Barney and Hesterly (2011) revealed that the company has to try to apprehend its cultural tendencies as a way to generate better performance than its fighters, in a examine the use of beneficial aid based complete perspective of the company by Kraaijenbrink, Spender and Green (2010) superior tradition resulting to better performance, one has to be precious, unique and rigid to replication. Treasured culture should make the firm to do matters and act in a manner resulting in excessive sales, reduced charges and immoderate earnings margin.

Grahovac and Miller (2009) in their study indicated that if one company copies a valuable tradition of a competing employer, then the achievement in editing that precious tradition will nice allow the copying corporation to do matters that the imitated corporation has already executed, ultimately it's miles going to fine get everyday returns in preference to superior returns. It was also found that small companies have greater elastic organizational tradition compared with bigger companies.

Kim et al. (2014) stated culture impacts a diffusion of organizational strategies and performance. The power of cultural values became discovered to be linked to the organizational performance of companies in a few cases. As an example, it was correlated with return on property in manufacturing firms, increase in annual fees and
sum confident in coverage businesses. There was no big correlation with hospital overall performance. Marcoulides and Heck (2015) positioned that organizational lifestyle has a strong direct effect on organizational performance. Oparanma (2010) discovered that organizational subculture is an important variable to be taken into consideration with organizational performance in consideration.

2.4 Summary of Literature Reviewed and Research Gaps

The table below is a summary of the studies reviewed which will highlight the focus areas, findings, knowledge gap and focus of the current study. This will guide the researcher as they attempt to bridge the gaps identified in previous studies.

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>Kamunge et al. (2014)</td>
<td>Factors affecting the performance of small and micro enterprises in Limuru Town Market of Kiambu County, Kenya</td>
<td>the government need to begin imparting primary enterprise and economic management abilities as this will enable marketers to make knowledgeable funding and make the most the to be had business possibilities</td>
<td>The study focused on access to infrastructure and access to information on business performance</td>
<td>Resource allocation and organizational growth</td>
</tr>
<tr>
<td>Babajide</td>
<td>Effects of microfinance recapitalization</td>
<td>a recapitalization</td>
<td>The study focused on access to infrastructure and access to information on business performance</td>
<td>Leadership styles and</td>
</tr>
<tr>
<td>Year</td>
<td>Author(s)</td>
<td>Study Description</td>
<td>Findings</td>
<td>Notes</td>
</tr>
<tr>
<td>------</td>
<td>-----------</td>
<td>-------------------</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>The effect of microfinance banks on the growth of micro and small enterprises (MSEs) in Nigeria</td>
<td>microfinance banks to beautify the potential to aid small enterprise growth</td>
<td>organization of micro and business size and business location on organizational growth</td>
</tr>
<tr>
<td>2013</td>
<td>Njoroge and Gathungu</td>
<td>The effect of entrepreneurial education and training on development of small and medium size enterprises in Githunguri District - Kenya</td>
<td>the government should formulate and put in force schooling applications aimed at equipping SME proprietors with entrepreneurial abilities.</td>
<td>Communicating and organization of communication on organizational growth</td>
</tr>
</tbody>
</table>

**Source:** Researcher (2017)
2.5 Conceptual Framework

According to Mugenda and Mugenda (2003), the conceptual framework is a hypothetical model that identifies the model being studied and the association between dependent and independent variables. The following conceptual framework illustrates the relationship between the independent variable and the dependent variable, based on four independent variables and one dependent variable.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Allocation</td>
<td>Growth of SMEs</td>
</tr>
<tr>
<td>• Finance</td>
<td>• Profitability</td>
</tr>
<tr>
<td>• Labour</td>
<td>• Market Share</td>
</tr>
<tr>
<td>• Material</td>
<td></td>
</tr>
<tr>
<td>• Machinery</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>• Verbal/Written</td>
<td></td>
</tr>
<tr>
<td>• Informal/Formal</td>
<td></td>
</tr>
<tr>
<td>• Downwards/upwards</td>
<td></td>
</tr>
<tr>
<td>Leadership Styles</td>
<td></td>
</tr>
<tr>
<td>• Transactional</td>
<td></td>
</tr>
<tr>
<td>• Transformation</td>
<td></td>
</tr>
<tr>
<td>• Autocratic</td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td></td>
</tr>
<tr>
<td>• Mission</td>
<td></td>
</tr>
<tr>
<td>• Vision</td>
<td></td>
</tr>
<tr>
<td>• Values</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

Figure 2.1: Conceptual Framework
Figure 2.1 shows the independent variables as the resource allocation, communication, leadership and organizational culture and the dependent variable is the growth of SMEs (SMEs).
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter comprises of the research design, target population, sampling design and sample size, data collection instrument, pilot study, data analysis and ethical considerations.

3.2 Research Design
The study utilized descriptive survey research design in which according to Mugenda and Mugenda (2003) the design entails collection of data for the purpose of testing hypotheses or giving answers to research questions based on current situation. The design was utilized because it enabled the researcher to use methods of collecting data from a small sample that was representative of a large population.

3.3 Target Population
Mugenda and Mugenda (2003) describe a population to be a whole institution of individuals, occasions or gadgets having commonplace characteristics that comply with a given specification. The study was conducted in small and medium companies in Garissa and for the reason that populace of the study is infinite because there are no registration and regulation controlling the total number small and medium organizations in Garissa, County, Kenya. The target population was 1109 SMEs that were banking with the Micro Finance Institutions in Garissa. This was because the micro finance institutions in Garissa County are positioned in town and SMEs in this area use Micro Finance Institutions (MFIs) services.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Targeted Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Vendors</td>
<td>356</td>
<td>32.1</td>
</tr>
<tr>
<td>Clothing Vendors</td>
<td>201</td>
<td>18.1</td>
</tr>
<tr>
<td>Beverage Vendors</td>
<td>312</td>
<td>28.1</td>
</tr>
<tr>
<td>Service Vendors</td>
<td>145</td>
<td>13.1</td>
</tr>
<tr>
<td>Curio Vendors</td>
<td>95</td>
<td>8.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1109</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Micro Finance Institutions in Garissa County (2018)

3.4 Sampling Design and Sample Size

A stratified sampling technique was used to define the categories of SMEs to be researched. In this study the recognized strata was 5 categories of SMEs (Food Vendors, Clothing Vendors, Beverage Vendors, Curio Vendors and Service Vendors). The stratified sampling method was satisfactory acceptable on this study because the populace was composed of various categories of SMEs in Garissa County, Kenya. This technique was suitable because it represented not only the general population however also the key classes of the populations and additionally the method can be pleasant perfect as it minimizes biasness as discovered by Cooper and Schindler (2011). Proportionate sampling was used to select the employees from each identified stratum.

The formula of Taro Yamane was used to decide the sample size. The elements assume distribution and take into account the suitable sample size from the entire population owing to the essence that the research included all classes of small and medium-sized enterprises. According to Hussey and Hussey (1997), a sampling error of less than 10 percent and confidence levels of more than 90 percent are acceptable, thus the research
introduced a 5 percent sampling error to decide the minimum sample size used for this research.

The formula for obtaining the sample size was shown below:

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

Where: 
- \( n \) = sample size
- \( N \) = population size
- \( e \) = level of precision/sampling error at .05

\[ n = \frac{1109}{1+1109(0.05)^2} = 294 \]

The sample size to be used will be 294 respondents. This was suitable as the participants belonged to one of a kind categories and each category has a unique role from each other.

<table>
<thead>
<tr>
<th>Category</th>
<th>Targeted Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Vendors</td>
<td>356*0.265</td>
<td>91</td>
<td>32.9</td>
</tr>
<tr>
<td>Clothing Vendors</td>
<td>201*0.265</td>
<td>53</td>
<td>18.0</td>
</tr>
<tr>
<td>Beverage Vendors</td>
<td>312*0.265</td>
<td>83</td>
<td>28.2</td>
</tr>
<tr>
<td>Service Vendors</td>
<td>145*0.265</td>
<td>39</td>
<td>12.9</td>
</tr>
<tr>
<td>Curio Vendors</td>
<td>95*0.265</td>
<td>25</td>
<td>9.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1109*0.256</strong></td>
<td><strong>294</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher (2018)*
3.5 Data Collection Instrument

A questionnaire was used in the study to collect the required data. Questionnaires is a useful tool of accumulating the number one facts for the reason that respondents can read after which supply responses to each object and they are able to reach a large number of subjects as located through Orodho (2005). They in addition the questionnaires were used because they were less expensive and the usage of less time as systems of data series. The questionnaires constituted of open and closed ended questions covering all of the objectives of the study.

3.5.1 Validity of the Instruments

Validity is the degree to which the study data collection tools will be adequate and the anticipated outcome should be given (Orodho, 2005). The data collection instrument's content validity was evaluated by verifying the jargons, vocabulary and correct phrase wording. The study will use both face and content validity to examine the questionnaires' validity, and the researcher will also seek supervisors' assistance in finding out if or not the instruments could measure what they intended to measure.

3.5.2 Reliability of the Instruments

Pilot study is an initial examination carried out before proceeding on the principle study (Mugenda & Mugenda, 2003). Therefore, a pilot study from 10 SMEs that was incorporated into the study. The cause behind pilot study was to evaluate the readability of the questionnaire objects so that those objects established to be baseless or insufficient were discarded or changed to enhance the study instruments.
After the pilot study, the respondents’ questionnaires were examined with the use of split-half approach. Orodho (2005) alludes to a split-half strategy as a kind of reliability based entirely on a study instruments co-efficient of internal consistency. The instrument was typically split into equal halves in terms of uniform numbering and scored one at a moment after being tested. In line with Orodho (2005) a correlation co-efficient of approximately 0.8 is sufficient to choose the units as dependable for the study.

This study obtained a correlation coefficient of 0.753. 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’s Alpha</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource allocation</td>
<td>6</td>
<td>0.701</td>
<td>Reliable</td>
</tr>
<tr>
<td>Leadership</td>
<td>6</td>
<td>0.835</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>6</td>
<td>0.792</td>
<td>Reliable</td>
</tr>
<tr>
<td>Communication</td>
<td>6</td>
<td>0.694</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Growth</td>
<td>5</td>
<td>0.742</td>
<td>Reliable</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>0.753</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Pilot Data (2018)

3.6 Data Collection Procedures

Before going to the field, a letter from that university was sought to introduce the researcher to the relevant authorities. Research assistants were employed to administer the questionnaires to the respondents in the respective SMEs location. This process was
expected to take two weeks. During the administration of the questionnaires the respondents were told the aim of the study and the need for them to respond to the questionnaires.

3.7 Data Analysis and Presentation

Facts gathered from the questionnaire were analyzed, summarized, and interpreted using descriptive statistical techniques inclusive of mean and standard deviation. Within the process of data evaluation the researcher used descriptive and statistical analysis with the help of the SPSS version 20.0. Regression analysis was used to investigate the link between strategic implementation practices and the growth of small and medium businesses in Garissa County, Kenya. In addition, the study conducted a multiple regression analysis.

The regression equation was: \[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where:

- \( Y \) – Growth of SMEs in Kenya
- \( \beta_0 \) – Constant
- \( X_1 \) – Resource Allocation
- \( X_2 \) – Communication
- \( X_3 \) – Leadership
- \( X_4 \) – Organizational Culture
- \( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 \) - Coefficients of determination
- \( \varepsilon \) - Error term
3.8 Ethical Consideration

In an effort to respect the authorities and standards of research ethics, the respondents were encouraged to answer the questionnaires by clarifying to them the value of the study and were assured that the information they provided would not be shared with unauthorized persons. All the relevant letters of introduction from the university and from National Commission for Science, Technology and Innovation (NACOSTI) was obtained.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter is a detailed presentation of the outcome of the data obtained from the field. It comprises of the response rate, background information of the study, descriptive statistics and regression analysis of the data.

4.2 Response Rate

The study’s sample size was 294 respondents drawn from Food Vendors, Clothing Vendors, Beverage Vendors, Curio Vendors and Service Vendors. The findings of response rate are presented in Table 4.1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>285</td>
<td>96.9</td>
</tr>
<tr>
<td>Non-response</td>
<td>9</td>
<td>3.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Out of the 294 questionnaires administered, 285 were collected fully filled and were used in the study. This represents a response rate of 96.9%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for a study, 60% is good and 70% is excellent for a study. Therefore this response rate was considered ideal and reliable for the study.
4.3 Background Information

The background information of the respondents was based on gender, age, work experience and level of education. The findings are presented as follows.

4.3.1 Respondents’ Gender

The respondents were asked to indicate their gender and the findings are presented in Figure 4.1.

Figure 4.1: Respondents’ Gender

Source: Survey Data (2018)

Figure 4.1 shows that most (55.09%) of the respondents were female and 44.91% were male. This shows that all genders were well represented. The findings also indicate that majority of the respondents were female. Female are more in the MSEs sector largely because of their limited access to capital. Women have limited collateral and in addition they have to attend to other house chores which leave them with limited time to do business. As such, they are limited in their operations to MSEs.
4.3.2 Respondents’ Age

The respondents were asked to indicate their age and the findings are presented in Table 4.2.

Table 4.2: Respondents’ Age

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25 years</td>
<td>49</td>
<td>17.2</td>
</tr>
<tr>
<td>25 - 29 years</td>
<td>93</td>
<td>32.6</td>
</tr>
<tr>
<td>30 - 45 years</td>
<td>133</td>
<td>46.7</td>
</tr>
<tr>
<td>Over 45 years</td>
<td>10</td>
<td>3.5</td>
</tr>
<tr>
<td>Total</td>
<td>285</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.2 shows that majority (46.7%) of the respondents were aged between 30 and 45 years, 32.6% between 20 to 29 years and over 45 years, 17.2% below 25 years. The age of the respondents was important as different age groups have different challenges in operating their businesses.

4.3.3 Respondents’ Level of Education

The respondents were asked to indicate their age and the findings are presented in Figure 4.2.
Figure 4.2: Respondents’ Work Experience

Source: Survey Data (2018)

Figure 4.2 show that majority (48.42%) of the respondents had operated their business for a period of 10 years and above, 34.74% between 2 to 5 years, 10.53% between 6 to 9 years and 6.32% for less than 2 years. These findings show that most of the respondents had operated their business for a long period hence are more informed on the challenges facing SMEs in Garissa County.

4.3.4 Respondents’ Level of Education

The respondents were asked to indicate their education level and the findings are presented in Table 4.3.
Table 4.3: Respondents’ Education Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>94</td>
<td>33.0</td>
</tr>
<tr>
<td>Post Graduate Diploma</td>
<td>12</td>
<td>4.2</td>
</tr>
<tr>
<td>Bachelors Degree</td>
<td>152</td>
<td>53.3</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>27</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>285</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.3 shows that majority (53.3%) of the respondents had attained a bachelors degree level of education, 33.0% diploma, 9.5 master’s degree and 4.2% post graduate diploma level of education. These findings show that the respondents had attained different levels of education. Education levels affect the management levels hence the higher education level attained by the businessman the more it is assumed that they can make better decisions to grow the business. This however may vary from one businessman to another.

4.4 Descriptive Statistics

Descriptive statistics were used to present that quantitative data with the use of SPSS version 20.0. The findings of the study are presented as follows per study specific objective.

4.4.1 Resource Allocation

The first research objective sought to establish the effect of resource allocation on the growth of SMEs in Garissa County, Kenya. The findings are presented in Table 4.4.
Table 4.4: Resource Allocation

<table>
<thead>
<tr>
<th></th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The physical work surroundings (workplace space, tools of work) in the corporation</td>
<td>4.08</td>
<td>1.080</td>
</tr>
<tr>
<td>Life of budgetary allocation within the company toward strategy implementation</td>
<td>3.93</td>
<td>0.838</td>
</tr>
<tr>
<td>Availability of required personnel capabilities in the employer</td>
<td>4.18</td>
<td>0.650</td>
</tr>
<tr>
<td>Inadequate monetary resources to execute the strategy</td>
<td>3.91</td>
<td>0.830</td>
</tr>
<tr>
<td>There are redundant assets that hinder strategy implementation</td>
<td>4.40</td>
<td>0.673</td>
</tr>
<tr>
<td>Key formulators of the strategic selection do not play an energetic position in implementation</td>
<td>4.40</td>
<td>0.698</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td><strong>4.15</strong></td>
<td><strong>0.792</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2018)**

The results in Table 4.4 show that the respondents strongly agreed that resource allocation affects the growth of SMEs in Garissa County, Kenya as shown by the aggregate mean of 4.15 with a significance variance of 0.792. According to Zarutskie (2010), if an organization wants to preserve its aggressive gain, then it has to appreciate the additives of the individual assets resource which could contribute to better profitability. It was observed that individual assets can best be considered through know-how, skills acquired, abilities, skills and cognitive functionality.

The respondents strongly agreed on the statements that there are redundant assets that hinder strategy implementation, key formulators of the strategic selection do not play an energetic position in implementation and that availability of required personnel capabilities in the employer as shown by mean of 4.40, 4.40 and 4.18 respectively with
significance variance of 0.673, 0.698 and 0.650 respectively. Longenecker et al (2015) in their study determined that commencement of projects fail due to loss of foresight, negative resource making plans, undetermined timing, loss of investment and poor useful resource allocation and concluded that if an application will retain past its initial investment, the agency is routinely and carefully plan how any price range expansion will stay funded.

The respondents agreed on the statements that the physical work surroundings (workplace space, tools of work) in the corporation, life of budgetary allocation within the company toward strategy implementation and that inadequate monetary resources to execute the strategy as shown by mean of 4.08, 3.93 and 3.91 with a respective standard deviation of 1.080, 0.838 and 0.830. Hakala (2011) study observed that for a company to attain a superior performance compared to its rivals, there is need to employ complex innovations that their rivals cannot attain or copy by enhancing their product improvement, use rapidity of aggregate of authentic technology, and proactively enlarge latest technology in growing novel, precious and extraordinary product thoughts.
4.4.2 Leadership

The second research objective sought to examine the effect of leadership on the growth of SMEs in Garissa County, Kenya. The findings are presented in Table 4.5.

**Table 4.5: Leadership**

<table>
<thead>
<tr>
<th></th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting relationships within the company between all levels of management</td>
<td>4.58</td>
<td>0.562</td>
</tr>
<tr>
<td>The extent of delegation in the enterprise</td>
<td>3.54</td>
<td>1.604</td>
</tr>
<tr>
<td>Clean definition of purposeful roles to implement the method</td>
<td>3.10</td>
<td>1.487</td>
</tr>
<tr>
<td>Day-to-day instructions given by using management to personnel to implement strategy</td>
<td>4.67</td>
<td>0.589</td>
</tr>
<tr>
<td>Every day selections made by management and their consistency toward effective strategy implementation</td>
<td>3.39</td>
<td>1.680</td>
</tr>
<tr>
<td>Top management dedication toward effective strategy implementation</td>
<td>3.88</td>
<td>1.080</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.86</strong></td>
<td><strong>1.167</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.5 show that the respondents agreed that leadership affects the growth of SMEs in Garissa County, Kenya as shown by the aggregate mean of 3.86 with a significance variance of 1.167. Bass (2010) shows the connection between leadership and culture through analyzing the influence of various kinds of leadership on tradition.

The respondents strongly agreed on the statements that day-to-day instructions given by using management to personnel to implement strategy and that reporting relationships within the company between all levels of management as shown by mean score of 4.67 and 4.58 respectively with significance variance of 0.589 and 0.562 respectively. This concur with findings of Fenwick and Gayle (2012) who observe the lacking institutions.
in know-how on the connection among leadership and organizational performance showed that irrespective of an hypothesized management overall performance relationship suggested by using a few researchers, current findings are inconclusive and tough to interpret.

The respondents agreed on the statements that top management dedication toward effective strategy implementation and that the extent of delegation in the enterprise as shown by mean score of 3.88 and 3.54 respectively with respective variance of 1.080 and 1.604. Chu et al. (2009) give an explanation for in addition the idea of charismatic management. This is a value-based fashion that effects in emotional bonds between leaders and followers.

The respondents were neutral on the statements that every day selections made by management control and their consistency toward effective strategy implementation and that clean definition of purposeful roles to implement the method as shown by mean score of 3.39 and 3.10 which varied significantly as shown by standard deviation of 1.680 and 1.487. This contradicts with the findings of Brown (2012) who show that effective leaders want to increase the abilities that allow them to modify elements in their subculture in an effort to enhance their organizational performance.

4.2.3 Organizational Culture

The third research objective sought to identify the effect of organizational culture on the growth of SMEs in Garissa County, Kenya. The findings are presented in Table 4.6.
Table 4.6: Organizational Culture

<table>
<thead>
<tr>
<th></th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The goals of and incentives for the workforce are aligned with the strategy implementation</td>
<td>4.47</td>
<td>1.315</td>
</tr>
<tr>
<td>There is alignment among the subculture of the business enterprise and the approach</td>
<td>4.65</td>
<td>0.662</td>
</tr>
<tr>
<td>Our enterprise culture is responsive</td>
<td>4.82</td>
<td>0.384</td>
</tr>
<tr>
<td>Our enterprise subculture is adjustable</td>
<td>3.93</td>
<td>0.589</td>
</tr>
<tr>
<td>Our enterprise culture is dynamic</td>
<td>4.07</td>
<td>1.448</td>
</tr>
<tr>
<td>Our business affords a pleasant client-focused surroundings</td>
<td>4.59</td>
<td>1.152</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.42</strong></td>
<td><strong>0.925</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.6 show that the respondents strongly agreed that organizational culture affects the growth of SMEs in Garissa County, Kenya as shown by the aggregate mean of 4.42 with a significance variance of 0.925. Hoqand Chauhan (2011) in a SMEs study observed that companies with advanced performances are typically characterized with the aid of a robust set of middle managerial values because of the unique culture of the business enterprise and that define the manner the company conducts its business enterprise events.

The respondents strongly agreed on the statements that our enterprise culture is responsive, our business affords pleasant client-focused surroundings and there is alignment among the subculture of the business enterprise and the approach as shown by mean score of 4.82, 4.65 and 4.59 respectively and a standard deviation of 0.384, 0.662 and 1.152 respectively. Agawal, Barney, Foss and Klein (2011) assert that despite
of the results, culture can be duplicated in a few conditions, and it have to be agreed that cultures of some organizations need to exist in mainly few numbers of corporations for it to produce higher performance.

4.2.4 Communication

The fourth research objective sought to establish the effect of communication on the growth of SMEs in Garissa County, Kenya. The findings are presented in Table 4.7.

Table 4.7: Communication

<table>
<thead>
<tr>
<th></th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective communication of organizational objectives to all the employees</td>
<td>4.14</td>
<td>1.616</td>
</tr>
<tr>
<td>Ongoing meetings between management and employees are carried out</td>
<td>4.68</td>
<td>0.800</td>
</tr>
<tr>
<td>There is a regular review and adjustments of communication plans</td>
<td>4.18</td>
<td>0.808</td>
</tr>
<tr>
<td>The organization has established communication strategies to help minimize organizations potential disputes and misunderstandings</td>
<td>4.15</td>
<td>1.199</td>
</tr>
<tr>
<td>There is a clear communication giving employees opportunity to comment/ cast a vote in order to identify clients needs.</td>
<td>4.11</td>
<td>1.187</td>
</tr>
<tr>
<td>There is effective communication of organizational objectives to all the employees</td>
<td>4.71</td>
<td>0.733</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.33</strong></td>
<td><strong>1.059</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.7 show that the respondents strongly agreed that communication affects the growth of SMEs in Garissa County, Kenya as shown by the aggregate mean of 4.33 with a significance variance of 1.059. Rajhans (2012) study show that communication strategy act as an essential part in worker inspiration on organizational
performance as actual modifications are captivating vicinity in cutting-edge agencies that deal with the original brand authenticity of effective staffing, expanded workloads.

The respondents strongly agreed on the statements that ongoing meetings between management and employees are carried out and that there is effective communication of organizational objectives to all the employees as shown by mean score of 4.71 and 4.68 respectively and standard deviation of 0.733 and 0.800 respectively. Communication is crucial for efficient team results and communications for any organization is like blood flow in the human body, according to Mckinney, Barker, Smith and Davis (2014). It is therefore used in their organizational setting by any organization that knows the significance of communication.

The respondents agreed on the statements that there is a regular review and adjustments of communication plans, the organization has established communication strategies to help minimize organizations potential disputes and misunderstandings, there is effective communication of organizational objectives to all the employees, ongoing meetings between management and employees are carried out and that there is a clear communication giving employees opportunity to comment/cast a vote in order to identify clients needs as shown by mean of 4.18, 4.15, 4.14 and 4.11 respectively and standard deviation of 0.808, 1.199, 1.616 and 1.187 respectively. Neves and Eisenberger (2012) reviewed that management communication became definitely related to a temporal trade in Point Of Sale (POS), mediates the connection linking management communications and its implications of practice.
4.2.5 Organizational Growth

The study sought to investigate the extent to which strategic implementation practices influence the growth of SMEs in Garissa County, Kenya. The findings are presented in Table 4.8.

<table>
<thead>
<tr>
<th></th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is efficiency in operation</td>
<td>4.01</td>
<td>1.258</td>
</tr>
<tr>
<td>There is profitability</td>
<td>3.78</td>
<td>0.784</td>
</tr>
<tr>
<td>Improved corporate image</td>
<td>4.32</td>
<td>1.245</td>
</tr>
<tr>
<td>Quality management</td>
<td>4.11</td>
<td>0.546</td>
</tr>
<tr>
<td>It has led to increase in market share</td>
<td>3.98</td>
<td>1.912</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>4.04</td>
<td>1.149</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.8 show that the respondents strongly agreed that strategic management practices affects the growth of SMEs in Garissa County, Kenya as shown by the aggregate mean of 4.04 with a significance variance of 1.149. Moran (2010) observes that execution of the strategy is probably the most important level of the process for the easy reason that the technique of an organization is nothing more than a dream without effective execution.

The respondents strongly agreed on the statements on improved corporate image (M=4.32, SD=1.245), Quality management (M=4.11, SD=0.546), there is efficiency in operation (M=4.01, SD=1.258), it has led to increase in market share (M=3.98,
SD=1.912) and there is profitability (M=3.78, SD=0.784). Harris and Moran (2010) contend that technique of implementation is perhaps the maximum critical level in the system for the motive that is devoid of effective adoption Corporation’s method is actually not anything more than a delusion.

### 4.3 Regression Analysis

The relationship between independent variables (resource allocation, leadership, organizational culture and communication) and depend variable (growth) was modeled using regression analysis.

**Table 4.9: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.452&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.597</td>
<td>.593</td>
<td>1.452</td>
<td>.204</td>
</tr>
</tbody>
</table>

<sup>a</sup> Predictors: (Constant), Communication, Organizational Structure, Resource Allocation, Leadership

**Source:** Survey Data (2018)

The four independent variables (resource allocation, leadership, organizational culture and communication) that were studied, explain 59.3% of the growth of SMEs in Garissa County, Kenya as represented by the adjusted R square. Therefore, this implies that other factors contribute 40.7% of the growth.

**Table 4.10: Analysis of Variance**
Table 4.1: Analysis of Variance

<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>151.542</td>
<td>4</td>
<td>7.885</td>
<td>37.976</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>590.122</td>
<td>280</td>
<td>2.108</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>741.663</td>
<td>284</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Communication, Organizational Structure, Resource Allocation, Leadership

b. Dependent Variable: Organizational Growth

Source: Survey Data (2018)

The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how resource allocation, leadership, organizational culture and communication influenced the growth of SMEs. The F calculated at 5% level of significance was 37.976. Since F calculated is greater than the F critical (p value = 7.885), this shows that the overall model was significant.

Table 4.11: Coefficient of determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.608</td>
<td>.1432</td>
<td>1.444</td>
<td>.000</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>.710</td>
<td>.239</td>
<td>4.050</td>
<td>.187</td>
</tr>
<tr>
<td>Leadership</td>
<td>.798</td>
<td>.171</td>
<td>2.291</td>
<td>4.679</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>.523</td>
<td>.060</td>
<td>4.218</td>
<td>4.059</td>
</tr>
<tr>
<td>Communication</td>
<td>.644</td>
<td>.086</td>
<td>2.146</td>
<td>2.380</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Growth

Source: Survey Data (2018)
The established regression equation by the study was \( Y = 0.608 + 0.710 X_1 + 0.798 X_2 + 0.523 X_3 + 0.644X_4 \)

Where 

- \( Y \) = Organizational Growth
- \( X_1 \) = Resource Allocation
- \( X_2 \) = Leadership
- \( X_3 \) = Organizational Culture
- \( X_4 \) = Communication

From the above regression model, holding resource allocation, leadership, organizational culture and communication constant, growth of SMEs in Garissa County, Kenya would be 0.608 (60.8\%). As shown in table 4.10 resource allocation, leadership, organizational culture and communication had a positive and significant effect in growth of SMEs in Garissa County, Kenya as indicated by t-values. The relationships (p < 0.05) are all significant with resource allocation (t = 1.879, p < 0.05), leadership (t = 4.679, p < 0.05), organizational culture (t = 4.059, p < 0.05) and Communication (t = 2.380, p < 0.05). Leadership was found to have a greater (79.8\%) on the growth of SMEs compared to other independent variables studied. This was followed by resource allocation (71.0\%), communication (64.4\%) and organizational culture (69.4\%).

Quirke (2012) states that administration must spend time communicating with group of workers on the way to decrease the opposition generally experienced during the strategy implementation stage. In line with Thompson and Strickland (2010), insufficient funding may additionally lead businesses to comprehend confined fulfillment to outright failure in strategy implementation. Quirke (2012) states that administration
must spend time communicating with group of workers on the way to diminish the resistance. Charan (2014) underlines the significance of subculture by indicating that the primary reason for the business to perform is the inability to perform and the absence of capacity to take decisive action is embedded in the culture of an institution.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter covers the summary of findings, recommendations for policy and practice, conclusions and suggestions for further studies.

5.2 Summary

The general objective of study was to investigate the effect of strategic implementation practices on the growth of SMEs in Garissa County, Kenya. Descriptive research design was used. Stratified sampling method was used to sample respondents from Food Vendors, Clothing Vendors, Beverage Vendors, Curio Vendors and Service Vendors. Data was collected using questionnaires and analyzed using both descriptive statistics and regression analysis. The summary of findings is given as follows:

The first research objective sought to establish the effect of resource allocation on the growth of SMEs in Garissa County, Kenya. The study established that resource allocation had a positive and significance relationship on the growth of SMEs. There are redundant assets that hinder strategy implementation, key formulators of the strategic selection do not play an energetic position in implementation and that availability of required personnel capabilities in the employer.

Objective two sought to examine the effect of leadership on the growth of SMEs in Garissa County, Kenya. The study examined a significant effect of leadership on growth of SMEs. Day-to-day instructions given by using management to personnel to
implement strategy and that reporting relationships within the company between all levels of management affects the growth of SMEs.

Objective three sought to analyze the effect of organizational culture on the growth of SMEs in Garissa County, Kenya. The study identified a significant effect of organizational culture on growth of SMEs. The enterprise culture is responsive, our business affords pleasant client-focused surroundings and there is alignment among the subculture of the business enterprise and the approach.

Objective four of the study sought to establish the effect of communication on the growth of SMEs in Garissa County, Kenya. The study established a significant effect of communication on growth of SMEs ongoing meetings between management and employees are carried out and that there is effective communication of organizational objectives to all the employees.

5.3 Conclusions
The study concludes that resource distribution helps SME executives assemble highly efficient and effective staff, allowing them to evaluate their priorities and assess the availability of resources in real time.

The study concludes that leadership support is considered one of the critical success factors in improving the growth of SMEs, effective executive involvement can significantly improve the growth of SMEs in Garissa. The leaders play a crucial role in
overseeing particular organizational goals eventually intended to advance towards strategic planning goals.

The study concludes that organizational culture improves employee productivity, unites employees, easy accountability, higher job satisfaction, flexible working environment and increases marketability of SMEs leading to better growth.

The research concludes that it is essential to maintain open, regular and precise channels of communication with staff and partners at all levels of SMEs in order to ensure better development for the and effective activities.

5.4 Recommendations for Policy and Practice

On resource allocation, the study recommends that regular assessment is essential for each allocation within the organization so that resource usage can take place as efficiently as possible without adversely influencing SME development.

On leadership, the research proposes that SME managers ensure that they regulate risks and minimize uncertainty, maximize communications efficiency within the team by being ready to lead. They should always be accessible to face the actual difficulties facing small and medium-sized enterprises in order to comprehend the true problems within the team that need to work to enhance SME development.

On communication, the research proposes that organizational goals be communicated to all staff and that the organization create the correct channels for service and feedback in top-down and bottom-up interaction. On organizational culture, the survey proposes that SME executives assess present culture and performance, engage employees in
identifying effective and efficient goals, retain a leadership structure for priorities and objectives, handle communications practices and routines, and create motivation throughout the process.

5.5 Suggestions for Further Studies

The findings of this study were based on how resource allocation, leadership, organizational culture and communication affect the growth of SMEs in Garissa County, Kenya. Further research should therefore be carried out to explore the impact of other variables not conceptualized in this study, especially given the empirical implications of the determination coefficient obtained from the model summary output.
REFERENCES


APPENDICES

Appendix I: Letter of Introduction

Ibrahim Amir Tawane

P.O Box 5789 - 00200

Nairobi.

Dear Participant,

**RE: REQUEST TO CARRY OUT A STUDY**

I am a student of Kenyatta University in my final year of Master Program in Business Administration. I am in the process of collecting data concerning how SMEs in Garissa County implement their strategies towards their growth.

It is my sincere request that you participate in filling in the questionnaires given to by my research assistant. Kindly be honest to the your responses and I assure you that no other party will access what you have contributed towards the success of this process.

Your cooperation will be appreciated.

Yours Faithfully

Ibrahim Amir Tawane

MBA Student – Kenyatta University
Appendix II: Questionnaire

Section A: Demographic Data

1. Gender: Male [ ]  Female [ ]

2. Age (Years): [ ] Below 25 [ ] 25–29 [ ] 30–45 [ ] Over 45

3. How many years experience do you have in the business sector?
   [ ] Less than 2 years [ ] 2–5 years
   [ ] 6–9 years [ ] 10 and above

4. Level of education
   [ ] Diploma [ ] Bachelor’s Degree
   [ ] Masters Degree [ ] Other (specify) ………………………………………

Section B: Resource Allocation

5. Does resources allocation influence the growth of SMEs in Garissa County, Kenya? Please tick appropriately Yes [ ] No [ ]

The statements below relate to resource allocation factors that could influence the growth of SMEs in Garissa County, Kenya.

Supplied also are five options corresponding to these statements: Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.
The physical work surroundings (workplace space, tools of work) in the corporation

Life of budgetary allocation within the company toward strategy implementation

Availability of required personnel capabilities in the employer

Inadequate monetary resources to execute the strategy

There are redundant assets that hinder strategy implementation

Key formulators of the strategic selection do not play an energetic position in implementation

6. Based on your opinion, how does the resource allocation influence the growth of SMEs in Garissa County, Kenya?

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

Section C: Leadership

7. Does leadership influence the growth of SMEs in Garissa County, Kenya?

Please tick appropriately  Yes [ ]         No [ ]

The statements below relate to leadership factors that could influence the growth of SMEs in Garissa County, Kenya.
<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting relationships within the company between all levels of management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The extent of delegation in the enterprise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean definition of purposeful roles to implement the method</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day-to-day instructions given by using management to personnel to implement strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Every day selections made by management control and their consistency toward effective strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management dedication toward effective strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Based on your opinion, how does the leadership influence the growth of SMEs in Garissa County, Kenya?

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
………………………………

Section D: Communication

9. Does communication influence the growth of SMEs in Garissa County, Kenya?

  Please tick appropriately  Yes [ ]  No [ ]

The statements below relate to communication factors that could influence the growth of SMEs in Garissa County, Kenya.
The goals of and incentives for the workforce are aligned with the strategy implementation

There is alignment among the subculture of the business enterprise and the approach

Our enterprise culture is responsive

Our enterprise subculture is adjustable

Our enterprise culture is dynamic

Our business affords a pleasant client-focused surroundings

All levels of management relates well with juniors in the enterprise

10. Based on your opinion, how does the communication influence the growth of SMEs in Garissa County, Kenya?

……………………………………………………………………………………………

……………………………………………………………………………………………

Section E: Organizational Culture

11. Does organizational culture influence the growth of SMEs in Garissa County, Kenya? Please tick appropriately Yes [ ] No [ ]

The statements below relate to organizational culture factors that could influence the growth of SMEs in Garissa County, Kenya.

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The degree of compatibility among the strategy and enterprise values and beliefs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing recommendations on how internal activities are carried out and administered within the business enterprise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present legal guidelines and statutory provisions as regards to protection of the environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The character of your agency’s relationship with the encircling organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing regulations guiding formation of change unions by using organization’s</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Based on your opinion, how does the organizational culture influence the growth of SMEs in Garissa County, Kenya?


Section F: Growth of SMEs

Using a scale of 1-5, please indicate your agreement/disagreement levels with the following statements on the influence of strategic implementation practices on the growth of SMEs in Garissa County, Kenya.

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is efficiency in operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is profitability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved corporate image</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It has led to increase in market share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>