

**STRATEGIC RESPONSES AND ORGANIZATIONAL PERFORMANCE OF PUBLIC
UNIVERSITIES IN NAIROBI COUNTY, KENYA**

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DECLARATION

This proposal is my original work and has not been presented for a degree in any other University.

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I confirm that the work in this thesis was done by the candidate under my supervision.

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DEDICATION

I dedicate this project to my family for their unwavering support and encouragement throughout this project.

ACKNOWLEDGEMENT

I give thanks to the Almighty God for granting me good health and making this proposal a success. Through Him all things were possible. My special thanks to my supervisor Dr. Priscilla Ndegwa for her patience and guidance. I am greatly indebted for her support, timely feedback, and constructive criticism. I also acknowledge the invaluable support of my family members for understanding me and offering their support, as well as enduring my absence throughout the completion of this project.

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ABBREVIATIONS AND ACRONYMS

CHE	Commission for Higher Education
CHET	Centre for Higher Education Transformation
ICT	Information Communications and Technology
KU	Kenyatta University
NACOSTI	National Commission of Science Technology and Innovation
SACCO	Saving and Credit Co-operative Society
SASRA	Sacco Societies Regulatory Authority
SPSS	Statistical Package for Social Sciences
TUK	Technical University of Kenya
UoN	University of Nairobi

OPERATIONAL DEFINITION OF TERMS

Cost cutting strategies	Adopting operations that involve minimum cost to attain maximum returns, implying that the firm exercises operational efficiency and competitive pricing.
Market expansion	The process of offering a product or service to a wider section of an existing market or into a new market for an organization to sell its products to new groups of the potential customers.
Organizational culture	A uniform discernment of an organization based on outstanding unique set of assumptions separating one organization from another.
Performance of public universities in Kenya	The capacity of public universities in Kenya to achieve their goals effectively and efficiently by means of the available resources.
Public universities	Institutions of higher learning that are developed and provided with staff as well as facilities using public funds.
Strategic responses	The reactive and the proactive changes in the public universities' methods, procedures, and processes to align themselves to their external environment to achieve certain organizational objectives.

Technology Adoption

The introduction of digital learning, management and administration methods to accommodate the intended needs of the user.

ABSTRACT

Strategic responses enable organizations to maximize on their core competencies to be able to provide value adding goods and services. Organizations that embrace strategic responses have a better performance compared to those that fail to implement strategic responses. Public universities in Kenya have been experiencing rapidly changing environmental circumstances and these institutions need to change their tactics to increase their performance in the competitive environment. The main objective of this study was to establish the relationship between strategic responses and organizational performance of public universities in Kenya. The specific objectives of this study were to establish the influence of technology adoption, market expansion, cost cutting strategies and organizational culture on organizational performance of public universities in Kenya. The study employed a descriptive design. The study target population was 22 chartered public universities in Kenya. The sampling frame was university administrators, lecturers, non-teaching staff, and students in these chartered public universities in Kenya. The sample size for the study was 108 respondents picked randomly. Validity of the questionnaire was achieved through expert opinion while reliability was measured using the Cronbach's alpha coefficient value of above 0.7. The research data was analysed using both descriptive and inferential statistics with the help of the statistical package for social sciences. Data was presented in form of tables, charts and graphs. The findings from the study would be of value to the management and staff of public universities in Kenya to enable them adopt the best strategies, the government in policy formulation, and academicians and researchers would find the research useful as it would be a point of reference and add to the existing body of knowledge. The study established that technology adoption positively and significantly influences the organizational performance as shown by t values ($t=4.963$, <0.005), the study established that market expansion had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values ($t=3.653$, <0.005). The study examined that cost cutting strategies had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values ($t=7.202$, <0.005) and the study examined that organizational culture had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values ($t=6.729$, <0.005). The study concluded that by implementing appropriate technologies, the university may reach higher standards of competence and boost its performance. By creating new campuses and offering innovative products and services, the universities reach out to a wider community of clients. Cost cutting strategy aims at increasing the efficiency of the processes as process improvisation affects the nature of current systems and enhance the consistency of product formulation. The organization's culture distinctly separates the institution from its rivals. This involves common beliefs and values that are developed by the management of the University and then conveyed and enhanced by different strategies that eventually form the attitudes, expectations and understanding of its employees. The study recommended that the university should integrate technology deployment with change management and establish the goals it wants to achieve, and then plan backwards, finding a technology that best supports improved performance. The university should determine its strategic and operational readiness to join the emerging business on the basis of the unique consumer conditions for its latest products and services. The university should have a clear view of its strategy and ensure it is consistently understood across the organization. The university should have a purpose-driven operational culture in which workers clearly recognize their immediate and long-term goals. Ensure successful modes of contact which involve transparency, courtesy and proactiveness.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Strategic responses are perceived as key drivers in dealing with challenges and changes in the business environment and responding to the needs of the customers (Collins, 2014). According to Ndung'u, Machuki and Murerwa (2017) the main question in strategic management over time has been how organizations can boost their efficiency and effectiveness. Ndung'u, Machuki and Murerwa (2017) further indicate that changes and predictability in the external market environment in which companies operate decide how they match strategic strategies and their future output. The choice of strategic strategies is therefore partly dictated by the competitive forces of the business on the market, so businesses have to balance the volatility in the marketplace with their aggressiveness.

There has emerged a consensus that the business environment is becoming more competitive due to globalization (Mohamud, 2018; Busienei, 2013). According to Wairimu (2012), strategic responses realign the organizations to respond to the constantly-changing turbulent business environment. Performance of an organization emphasizes on the internal processes of measuring the effectiveness and efficiency of processes against a set metrics. In addition, Wairimu (2012) holds that strategic responses influence organizational performance and recommended that organizations should increase their efforts to increase their internal resources to improve their competitive advantage to achieve better performance.

Pearce and Robinson (2012) point out that each organization's performance depends on the match between its strategic responsiveness and strategic aggressiveness, and how these balance environmental turbulence. It can therefore be observed that for companies to fit into the tumultuous climate, there must be a strategic match between what the climate wants and what the

company has to give and what requires the client, and what the world should provide. Rust and Oliver (2014) see that arrangement of amazing quality administrations is a key factor in upgrading authoritative execution in the globalized market. Organizational performance is depended on the nature of administration as a switch to make upper hand through knowing how clients see the nature of their performance.

Lischka (2015) observe that strategic responses can be categorized along the horizon as well as control dimension implying that strategic responses with the long-term objective are referred to as strategic responses in the firm, responses that will initiate instant responses are called tactical, while those with long-term objective are adaptive responses as they involve incremental actions to enable the organization to restore the activities and actions. According to Hoskisson (2017) organizations are classified as analyzers, defenders, prospectus, and reactors. Therefore, for firms to maximum the long-term performance, managers should develop responses that enable them to adopt to external environmental changes since appropriate strategic responses curb external environmental changes and ultimately influence organizational performance.

1.1.1 Strategic Responses

Strategic responses are the reactive and the proactive reactions that firms undertake to align themselves to their external environment (Mutisya, 2017). Strategic responses aim at quality improvement and increasing productivity, reducing costs, and restructuring and building culture. Strategic responses are actions designed to cope with the challenges in the environment of the firm (Collins, 2014). Strategic responses involve changes in the organization's methods, procedures, and processes to achieve certain organizational objectives (Akhter & Barcellos, 2011). Various organizations develop and utilize different strategic responses that are contingent with the environment, capability, competencies, and resources.

Strategic responses enable organizations to achieve a competitive advantage over others in the industry. Organizations in the same industry compete on the basis of general orientation and therefore firms that face similar situations act differently in a given industry (Stenard, 2012). Tanui (2017) observe that strategic responses are characterized by major adjustments in the market, technological adoption, innovations, and strategy realignment. Firms with outstanding performance align their strategies to deliver flexibility, quality, and performance. Tanui (2017) further observe that strategic responses are characterized by major adjustments in the market, technological adoption, innovations, and strategy realignment. Therefore, firms with outstanding performance align their strategies to deliver flexibility, quality, and performance. In study, strategic response was evaluated in terms of technology adoption, market expansion, cost cutting and organizational culture.

Technology adoption is now commonly used by organizations to enhance their performance, as all companies allow comprehensive use of Information Communication and Technology (ICT) to strengthen service quality and customer support (Macharia, Iravo, Ondabu&Ombui, 2015). According to Anjum (2018), the usage of ICT ensures that services are optimally used thus lowering operational costs and enhancing customer satisfaction by providing accountability and promoting the exchange of information.

Market expansion is a means in which organizations plan in order to achieve its objective which is to increase in size, volume and turnover (Kotler & Keller, 2017). According to Boonpattarakan (2015) organizational market expansion strategies are normally adapted to expand its business operations through market penetration, diversifying products, services, or stages of production to the existing business in order to improve and increase its performance. These strategies normally allow organizations to venture into areas that are different from the current operations.

Cost-cutting involves the organization adopting operations that involve minimum cost to attain maximum returns (Seamans & Zhu, 2017). This implies that the firm exercises operational efficiency, competitive pricing, as well as minimum usage of outside financing. The cost cutting operations that this study will focus on are charging low prices, maintaining average prices, re-investment in new equipment and modern facilities, and having access to cheap labor and materials. Market expansion involves offering a product or service to a wider segment of an existing market or a new geographic, demographic, and psychographic market (Souder, Simsek, & Johnson, 2012). Marketing expansion strategies help when a firm wants to expand its activities to sell products to new groups of their potential customers. Firms achieve market expansion by growing sales with their existing products or new products.

The culture of an organization can be defined as the embodiment of its collective systems, beliefs, norms, ideologies, myths and rituals. They can motivate people and can become valuable source of efficiency and effectiveness (Venkatraman & Ramanujam, 2017). According to Alexander (2017) the values and beliefs of an organization give rise to a set of management practices, which are concrete activities usually rooted in the values of the organization. These activities stem from and reinforce the dominant values and beliefs of the organization. Therefore, the ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance.

1.1.2 Organizational Performance

Organizational performance is the extent to which the firm realizes its goals within a given period of time (Illo, 2012). It is the power of a firm to implement activities better than the competitors (Almajali, Almamro, & Al-Soub, 2012). Performance of organizations has raised concerns for the managers and researchers (Greilling, 2010), and it is increasingly becoming an

area of study in management research (Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh, 2013). Organizational performance was developed as a strategic orientation to enable organizations to overcome external adaptation problems in quest for sustainable competitive advantage. The performance of the firm may take several forms depending on who is measuring as well as the purpose of performance measurement. Performance of a firm can be measured in terms of financial and non-financial measures which include the market share, finances, as well as shareholders' returns (Jones, & Charles, 2010).

Previously, organizations have been considering only the financial measures of performance but following globalization and intensifying competition, firms are now considering the non-financial performance indicators. Organizational performance could be linked with quality improvement, organizational learning, market orientation, and human resource productivity. Performance of universities entails the actual output, that is achievement of goals and objectives. Recently, several public universities have tried to manage their performance through the use of a balanced score card whereby they track and measure performance using both financial and non-financial measures of performance (Oduor, 2015). Financial performance focuses on outcome-based measures that reflect economic goals of the university while non-financial performance emphasizes on operational performance; market share, efficiency, development of new products, and innovation. According to Thompson (2008), universities use student enrolment, rankings, research outputs as well as publications, grant funding, graduation rates, as well as faculty reputation in performance measurement.

In 2018, five Kenyan universities made it among the year's global leading 2,500 institutions of higher learning (Kimuyu, 2018). This was a slight improvement and those that appeared on the list produced by the University Ranking by Academic Performance (URAP) over the period

2017-2018. The University of Nairobi (UoN), which is the highest ranked university in Kenya, at position 1,317 worldwide and position 39 in Africa. According to Owino, Kibera, Munyoki and Wainaina (2014), there exist a significant difference in service quality dimensions between public and private university students in Kenya which implies that an appreciation of the dimensions of service quality is imperative in the management of the expectations of students and that university managers need to adopt contingent service quality practices. Public university services cape in Kenya is undergoing profound changes prompted by increased student enrolment, reduced government funding, acquisition of middle level colleges by public universities to provide for excess demand as well as emergence of competitive private universities (Economic Survey, 2012). Despite this metamorphosis, supply of public education in Kenya endlessly falls short of demand for quality education. This study adopted non-financial performance indicators which will include web ranking, service quality, market share, and students enrolment.

1.1.3 Public Universities in Nairobi City County

Nairobi County hosts the main campuses of two leading public universities in Kenya, namely; University of Nairobi and Kenyatta University. Other public universities in the County include; Multimedia University, Technical University of Kenya and Cooperative University College. In the recent past, other public universities outside the county have intensified their presence in Nairobi's Central Business District through establishment of satellite campuses. Such universities intend to cash on the ever growing need for education advancement by the working urban population. Such a proliferation has completely changed the environment in respect to university education in the County, making university education the biggest growth and competitive area in the County. It's therefore important to note that the survival of the public

universities in a competitive and crowded environment such as in Nairobi County is dependent on how they respond to the changing environment and how they apply strategic responses to better their performance.

1.2 Statement of the Problem

Organizations respond to the changing environmental conditions that surround them by adjusting their purpose, shape and strategies to meet sustained delivery of services to its customers and competitiveness (Mbirithi, 2013). The higher education sector in Kenya has been undergoing rapidly changing environmental conditions in terms of the regulatory framework and competition. Gakure, Muriu and Orwa (2011) observe that today's business environment is very dynamic and volatile. With penetration of information and technology, the market has become a global village and the higher institutions of learning are no exception. The students and education stakeholders are knowledgeable and informed because of the individual and professional dynamism of preferences.

Mwangi and Waithaka (2018) observe that the University education in Kenya has grown with growth of the Universities. Key players in the education sector are keen on positioning themselves to grow their market share in both public and private universities. The education market leaders in the university education have continuously employed strategic responses to these challenges but the leading universities continue to control a big chunk of the market share through strategic responses due to increased competition. According to the report by Auditor General (2015), eleven public universities were found to be facing serious liquidity challenges, a position that was worsened by the fact that their current liabilities exceeded their current assets. The dwindling number of students enrolling for higher education in the public universities, owing to the reforms in the education sector, has not made the situation any better. In addition,

the effect of strategic responses on performance in Kenyan education sector has received little research attention.

A study by Kuria and Waiganjo (2016) examined strategic responses to competitive advantage by Public Universities in Kenya: A Case of the University of Nairobi and revealed that market penetration strategy and competitive advantage were positively and significant related. The results, however, may not be conclusive as the respondents were selected purposively, which could have led to a sample bias. Baini and Mwasiaji (2018) study investigated the relationship between strategy implementation practices and the performance of Higher Education Loans Board in Kenya and established that commitment of top management, resource management, effective communication and technology influence performance of HELB positively. The study, however, used a convenience-sampling approach that is subject to sample bias. Njiru (2018) study examined strategic responses to changes in the external environment by universities in Kenya and found that universities in Kenya face various challenges including increased competition from local and international institutions of higher learning, escalating cost of education. However, the study utilized exploratory research design that is not effective in generalizing findings. Therefore, this study sought to establish the relationship between strategic responses and organizational performance of public universities in Nairobi County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to establish the relationship between strategic responses and organizational performance of public universities in Nairobi County, Kenya.

1.3.2 Specific Objective

- i. To establish the influence of technology adoption on performance of public universities in Nairobi County, Kenya.
- ii. To find out the effect of market expansion on performance of public universities in Nairobi County, Kenya.
- iii. To assess the influence of cost-cutting strategies on performance of public universities in Nairobi County, Kenya.
- iv. To examine the influence of organizational culture on performance of public universities in Nairobi County, Kenya.

1.4 Research Questions

- i. What is the influence of technology adoption on performance of public universities in Nairobi County, Kenya?
- ii. What is the influence of market expansion on performance of public universities in Nairobi County, Kenya?
- iii. What is the influence of cost-cutting strategies on performance of public universities in Nairobi County, Kenya?
- iv. What is the influence of organizational culture on performance of public universities in Nairobi County, Kenya?

1.5 Significance of the Study

Public universities based in Nairobi City County would gain from the study findings by finding it valuable in the development and enhancing the effectiveness of their adopted strategies in line with their goals so as to appropriately adjust to the varying needs of its surroundings to achieve better performance. As such these Universities would be able to overcome challenges

they face in the implementation of the strategies they have adopted. Similarly, other public Universities in the country would also find the findings of the study beneficial to their daily business as they would be able to come up with unique competitive strategic responses and ultimately improve their performance.

The government as well as the body that govern the country's education sector would utilize the study findings and be able to understand how adoption of strategic responses influences the performance of higher learning institutions in Kenya and also be guided by the findings on proper formulation and implementation of strategic responses in education sector. In addition, policy makers could utilize the findings by identifying and bridging gaps in implementation of strategic responses and thereby advise the education sector in how they can improve their performance through effective response to the changing needs in the environment education sector is subjected to.

The expectation from the study findings is that it would bring to the contribution of further knowledge on adoption of strategies by the public universities that would respond effectively to their competitors within the sector of education. It could also contribute to the established body of information. The researchers could benefit from the findings in supplying information as secondary data for future use in the academic field. The analysis would also contribute to the body of strategic management expertise to enhance the performance of institutions in higher learning and provoke more research in this field by proposing future related studies.

1.6 Scope of the Study

The study was conducted in all chartered public universities based in Nairobi City County Kenya and the main objective of the study was to establish the relationship between strategic responses and organizational performance of public universities in Kenya. Strategic response was evaluated

in terms of technology adoption, market expansion, cost cutting and organizational culture. The study involved collecting data from university administrators, lecturers, o non-teaching staff, and students. Collection of data was through the use of questionnaires and the analysis of data followed analysis in descriptive nature and inferential analysis. Performance was evaluated from the data obtained from the past five years, that is, from 2015 to 2019.

1.7 Limitations of the Study

The respondents involved in the study developed fear in providing data required for the study. But this was mitigated by putting it clear to them that any data they reveal would not be shared to any other party. The respondents sampled came from the top level of the organization who were ever busy and operated at a very tight schedule. This could limit access to them. However, appointment was sought from them to meet them at their convenient time.

1.8 Organization of the Study

This project comprised of five chapters. The first chapter discusses the background information of the study, the research problem, objectives of the study, research questions, significance of the study, scope, and study limitations. The second chapter presents the theoretical foundation of the study and empirical review. It further provides a summary of the literature reviewed and gaps, and the conceptual framework. Chapter three involves the research methodology where the research design, techniques for sampling and sample size, instrument for data collection and collection methods, validity and reliability of the instrument, and data analysis and presentation will be discussed. Chapter four presents research findings and discussion and chapter five presents summary of the findings, conclusions, recommendations for policy and practice and suggestions for studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

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

2.2 Theoretical Review

2.2.1 Resource Based View Theory

The resource based theory was introduced by Wernefelt (1984), Rumelt (1984), and Barney (1986). According to Wilburn (2011), the resource-based theory assumes that the competitive advantage of an organization is based on the internal resources of the firm as well as competencies. The resource based theory focuses on the resource and the capabilities of an organization. Resources refer to the inputs towards the firm's production process and they may include equipment, capital, talented personnel among others. The theory assumes that an organization starts by looking at its resources and later assessing the potential for generation of value by having the right strategy in place to earn maximum value in a sustainable manner. Making organizational resources and capabilities the long term strategy relies on the internal resources of the firm as well as capabilities. The resource based theory holds that organizations that want to remain competitive should align their internal strategy with the ever-changing external environment (Kirchoff, 2011). The process of strategic development by Porter starts by looking at the relative position of an organization in an industry while the resource based theory is a strategy formulation process. According to Grant (2001), when the firm's external environment is in flux, the resources and capabilities of an organization give a stable foundation on which the firm defines its identity.

The resources of an organization are categorized into two; tangible and intangible resources where tangible resources comprise of physical assets; equipment, cash, bonds, land, inventory vehicles, and machinery. Tangible resources are the resources that are available to the organization but not to the customers. Tangible resources are prone to being damaged by people or by natural occurrences. On the other hand, intangible resources are non-physical resources and show the future worth of the firm, and are essentially more important than the tangible resources. Intangible organizational resources include copyrights, patents, franchisees, and trademarks. These resources create a sustainable competitive advantage. Organizations achieve competitive advantage the resources of the firm should be valuable, rare, difficult to imitate, as well as able to be exploited by the organization (Wilburn, 2011). The resource based theory has two basic assumptions; organizational resources heterogeneity, that is the systematic difference between organizations in an industry regarding the resources the firms control as well as resource immobility which maintains that resources are relatively stable among organizations.

Although the resource based theory has limitations such as the lack of managerial implications or operational validity, infinite regress, and that the applicability of the theory is too limited, that is, the resource based theory does not apply to smaller firms(Barney & Clark, 2007). Unique organizational resources eventually result in better performance as a result of superior competitive advantage. An organization with rare resources chose to adopt new technologies to make their resources difficult to imitate. The resource-based theory will guide the objective that seeks to establish the influence of technology adoption on organizational performance of public universities in Kenya. Adoption of technology enables the differentiation of products and services and thus an organization can widen its customer segment and to fulfill the unmet needs of the customers. According to Barney (2001) adoption of technologies and particularly new

technologies helps the firm to exploit the core competencies by providing products and services that improve value to customers. Organizational resources are inputs into the production process and include capital, finances, equipment, employees' skills, goodwill and gifted managers.

The importance of the theory is that it demonstrates that, on the basis of their resource capacity, public universities implement their response strategies. The resource-based perspective (RBV) is a management paradigm that can be used by public universities to assess the strategic tools they can use to boost their performance. In an attempt to recognize those assets, skills and competencies with the potential to produce superior results, RBV also focuses managerial attention on the Universities internal capital.

2.2.2 Porter's Model of Generic Strategies

Porter's model of generic strategies was propounded by Porter (1985) who argue that organization must choose whether to attempt to attain competitive advantage through producing at a lesser cost than the rivals or differentiate their products as well as services and sell them to the customers at a premium price. The firm should then decide if it has to target the broad market with the chosen strategy or to target just a narrow (niche) market. The strategy targeting the whole market focuses on several markets as well as a disparate cross-section of customers, and narrow choice of highly focused strategies can target a small number of segments, possibly a single segment. Porter (2013) explains that if a business wishes to pursue the cost leadership strategy it should be a low cost producer. An organization can achieve cost advantages through cheap raw materials, proprietary technology, and economies of scale. Firms that attain cost leadership benefit either through gaining a larger market share by lowering their prices while maintaining profitability, or through maintaining average prices and thus increasing profitability (Porter, 1985). Firms achieve these by lowering their costs below those of their competitors.

Porter's strategy of differentiation entails providing a different product, different delivery system, or employing a different marketing approach and the management of the firm has to ensure choose the factors that should be emphasized to achieve a competitive advantage. According to Porter (1985), companies that pursue the differentiation strategy win the market share by providing products and services with unique features that customers value. The other strategy that Porter provided is the focus strategy which is adopted when a business decides to a narrow segment in the industry and tailors its strategy to that specific segment. Porter labelled firms that follow each of the generic strategies, but do not attain any of them as fixed in the middle, which guaranteed low profitability for the firm. The limitations of the cost leadership strategy is that industry competitors can discover what approaches to deliver their products and services at lower costs and beat the cost leader and also that the demand the goods of the cost leader can be affected by existing rivals with high brand image and loyalty.

The differentiation strategy has limitations because the sustainability of the firm's brand uniqueness is in doubt as the competitors may imitate it. the limitations of the focus strategy are that the products or services could be of low quality because of low investment as the aim is cost reduction and that brand perception of quality products decreases and thus decreasing the market share (Hill & Jones, 2008). The three strategies are different mutually exclusive alternatives. Porter (1985) held that organizations may be able to simultaneously successfully use more than one of these strategies, although it is rarely possible. Therefore, the Porter's Model of Generic strategies anchors the objectives on the influence of cost-cutting strategies and market expansion on the performance of public universities in Kenya.

2.2.3 Chaos Theory

The chaos theory was developed by Murphy (2010) and it explains the dynamic instability; state of disorder. According to Alshammari, Pavlovic, and Qaied (2016) chaos theory identifies the external business environment as non-stable, non-linear, highly dynamic, as well as sensitive systems occurring in firms warranting short-term strategic planning as small causes equals large effects over time because of the dynamic as well as chaotic nature of non-linear relationships. Firms are naturally complex systems existing in a dynamic domain that requires proper strategic management to mitigate the challenges resulting from the relationship between the systems and the environment. Due to the dynamic instabilities in the environment, organizations constantly face constraints, threats, as well as constant voluntary changes. Although the macro and micro environmental dynamics might be out of the control of the industry, the dynamic nature of chaotic systems necessitates that companies strategically adapt (Mason, 2007).

Therefore, firms are left with no choice but to respond strategically to the continuously changing business environment (Black, 2000).The chaos theory states the stresses the importance of developing strategies to cope with complexity in the environment (Alshammari, Pavlovic, &Qaied, 2016).However, the main significant limitation of the chaos theory is the sensitive dependence on initial conditions. The limitations of using the chaos theory are because of choosing the input parameters. The chaos theory will anchor the objective that intends to determine the influence of market expansion on organizational performance of public universities in Kenya. Strategic responses involve the firm's management's responsibility and therefore it requires public universities in Kenya to come up with strategies of coping with the changes in the chaotic environment. One of these strategies is market expansion so as to reach as many clients as possible.

2.2.4 Open Systems Theory

The systems theory was developed by Ludwig (1956) and stresses that firms are strongly affected by the environment in which they operate. The open systems theory emphasizes that the survival of the firm is dependent on its relationship with its environment. The open systems theory is based on the idea that various organization's functions are clearly structured for easier and effective coordination as well as interdependence to realize the overall business objectives. The fact that firms obtain their resources from their environments to survive exposes their systems to external forces (Scott, 2012). Firms environments are the events and relationships that companies have little control over. Firms carry out businesses and influence environmental change, and at the same time firms are influenced by local and global environments; active adaptive change. Changes in an organization's external environment impact the organization. Government agencies, competitors, suppliers, and distributors all affect the firm. In the same way, the organization is affected by the political, legal, economic, cultural, and technological environments. Firms are systems comprised of interrelated subsystems that transform inputs from the environment into different outputs to benefit the consumers (Thompson, 2017).

Open systems are made up of inputs, transformation processes, output, feedback, and environment. The key driver of change in the business environment is the growing rate of change in values and expectations of people as individuals continuously change their mind on the decisions they make concerning products and services they intend to buy and how they will use them. According to Ofunya (2015) globalization and technological changes bring about intense competition that causes turbulence and uncertainty. The limitations of the systems theory however lie in the structural functionalism theory which places emphasis on changes that stabilize the system (Pilgrim, 2015). The open systems theory will anchor the moderating role of

organizational culture on the relationship between strategic responses and organizational performance of public universities in Kenya since the theory stresses that the survival of a company is consistent with its environment which determines its performance. The firm's environment involves a set of infinite components outside the boundaries of the business environment (Machuki & Aosa, 2011). Firms as open systems continue to be efficient and effective by adapting to the changes in their environment. They have to be concerned not only with what happens within and among its subsystems and people, but also with what happens outside (Wilson & Eilertsen, 2010).

2.2.5 Balance Score Card

Balance score card model as propounded by Kaplan and Norton (1996) is a performance metric used in strategic management to identify and improve various internal functions of a business and their resulting external outcomes. It is used to measure and provide feedback to organizations. Data collection is crucial to providing quantitative results, as the information gathered is interpreted by managers and executives, and used to make better decisions for the organization (Lim, 2019). The theory was first introduced by accounting academic Dr. Robert Kaplan and business executive and theorist Dr. David Norton. It was first published in 1992 in the Harvard Business Review article "The Balanced Scorecard Measures That Drive Performance." Both Kaplan and Norton took previous metric performance measures and adapted them to include nonfinancial information.

Kaplan and Norton (1996) observe that the balanced scorecard is used to reinforce good behavior in an organization by isolating four separate areas that need to be analyzed. These four areas, also called legs, involve learning and growth, business processes, customers, and finance. The balanced scorecard is used to attain objectives, measurements, initiatives, and goals that result

from these four primary functions of a business. Companies can easily identify factors hindering business performance and outline strategic changes tracked by future scorecards. The balanced scorecard can provide information about the company as a whole when viewing company objectives. An organization may use the balanced scorecard to implement strategy mapping to see where value is added within an organization. A company also utilizes a balanced scorecard to develop strategic initiatives and strategic objectives. This theory is relevant to the study because public universities are expected to enhance their performance by developing and implementing strategic responses improve their behavior in respect to learning and growth, business processes, customers, and finance.

2.3 Empirical Review

This section involves the review of literature from previous studies regarding the influence of strategic responses on organizational performance of public universities in Kenya

2.3.1 Technology Adoption and Performance

Chairoel, Widyarto, and Pujani (2015) in a study on effects of information communications and Technology (ICT) adoption on organizational performance among SMEs in Indonesia through a conceptual model of the combination between diffusion of innovation theory, technology-organization-environment theory, and Iocovou's framework exposed that the characteristic of technology, managerial, as well as organization are involved as internal factors in ICT adoption. The use of ICT contributed to efficiency as well as effectiveness of SMEs as reflected through organizational performance which was measured through operational performance (reduced costs, productivity) and financial performance (profit margin and market share). However, the empirical study was a conceptual framework of adoption of ICT in Indonesian SMEs and thus a gap that this study will fill by targeting public universities in Kenya.

Revenio and Nasra (2017) carried an evaluation of the impacts of ICT on organizational performance of the International College of Engineering and Management using simple random sampling to choose 60 participants. Findings supported a positive relationship between the use of ICT and organizational performance and support findings from Girma (2016) that ICT impacts on performance of commercial banks in Ethiopia and Mukangu and Ndungu (2016) who assert that ICT implementation increases organizations' productivity, efficiency, improvement in design process as well as inventory management, and reduced cost. However, the study concentrated only on the effect of ICT on performance and left out other strategic responses.

Wahu and Assumptah (2017) sought to investigate the influence of ICT strategies on performance in the airline industry targeting 3,986 employees. To pick the sample size the study used stratified random sampling to choose 98 employees. Results held that computerized reservations, internet applications, communication networks, and integration of systems positively affect performance of Kenya Airways. The study results were however limited to the Kenya Airways and cannot be applicable to public universities in Kenya. Although the results confirm findings of Revenio (2017) and Chairuel et al. (2015) that ICT contributes to high performance, the study focused only on ICT adoption and ignored the influence of market expansion and cost cutting strategies on performance.

Masai (2017) performed a descriptive survey to explore the role of ICT in service delivery among public universities in Kenya specifically in Kenyatta University where 61946 students and 10 departmental heads were targeted and purposive and simple random sampling were adopted. The research instruments included a research questionnaire and interview guide. Findings showed that investment in ICT significantly and positively influences service delivery. Nevertheless, the results were limited to Kenyatta University and this study will conduct a broad

investigation of the influence of technology adoption on performance of public universities in Kenya.

2.3.2 Market Expansion and Performance

Kimalel, Kihara, and Muriithi (2017) sought to establish whether strategic responses affect performance of SACCOs in Nairobi County where a descriptive design was employed on all the licensed 38 SACCOs in Nairobi County where there were 228 top managers to whom questionnaires were administered. Study results noted a strong positive association between cost cutting and market expansion strategies and performance of SACCO. The contribution of technology adoption was ignored and this study will fill the gap by studying strategic responses and organizational performance of public universities in Kenya since the previous study targeted SACCOs in Nairobi County.

Tangus and Omar(2017) in a study on the effects of market expansion strategies on performance of commercial banks in Mombasa County observed that market expansion strategies have a strong correlation coefficient with performance of firms and all the market expansion strategies (market challenger, market leader, and market niche) had a significance of over 95%. The descriptive design employed targeted 43 commercial banks and the sampling frame was branch managers, sales managers, and relationship managers and used a sample of 14 banks from which 42 respondents were obtained and data gathered through a questionnaire. Although the findings correspond with Kimalel, Kihara, and Muriithi (2017), the results cannot be generalized to public universities in Kenya since it was a case study of commercial banks in Mombasa County.

Mutuma (2013) investigated the effect of expansion strategies on performance of commercial banks in Kenya by conducting a descriptive study targeting the employees of commercial banks

in Kenya. The employees comprised of 232 management staff from which stratified proportionate sampling helped in selecting a representative sample of 70 respondents. Questionnaires collected primary data while banks' annual reports provided secondary data and descriptive analysis was adopted. Results from the analysis showed that product development, diversification, and market development influence performance of commercial banks in Kenya. The study cannot be conclusively be generalized to public universities in Kenya because only expansion strategies were studied ignoring the contribution of cost-cutting strategies and technology adoption.

2.3.3 Cost Cutting and Performance

Bususu (2014) observed that curbing costs related to employees influences workers' performance. The study employed a case study that used questionnaires as well as interviews to collect data from 25 respondents. Data was both primary and secondary and results indicated that reducing costs related to employees demotivates employees and hence affects overall organizational performance. The findings correspond with Kimalel, Kihara, and Muriithi (2017) who examined the link between strategic responses and performance of saving and credit co-operative societies (SACCOs) in Nairobi County in Kenya and exposed a strong significant positive correlation between cost reduction strategy and SACCO performance. However, results of a case study cannot be generalized to other investigations and thus the study will establish the influence strategic responses and performance of public universities in Kenya.

Atikiya, Mukulu, Kihoro, and Waiganjo (2015) assessed the effect of cost leadership strategy on the performance of manufacturing organizations in Kenya using a descriptive and explanatory design. Data for the study was collected using a questionnaire and interview guide and the sample size was 131 companies drawn 12 key industrial sub-sectors within Nairobi and its

environs. Data analysis employed the Pearson's correlation and regression analysis. The study results revealed that the cost leadership strategy significantly influences the performance of manufacturing companies in Nairobi and concluded that the cost leadership strategy increases the competitiveness of firms as well as their performance. The study findings were limited to manufacturing firms in Nairobi and thus limiting the generalizability of the results to public universities in Kenya.

Omwoyo (2016) conducted a survey on the effects of generic strategies on firms' competitive advantage in selected firms in the Airline industry in Kenya and affirms that organizations in the airline industry strive to provide a standard of high volume of services at the most competitive prices to their clients and that the cost leadership strategy makes firms to benchmark themselves against competing companies to access their relative costs. The study collected data using questionnaires that were distributed to 1000 management employees from Kenya Airways, Fly 540 and Fly-SAX. Data collected was analyzed using descriptive and inferential analysis with the help of SPSS. The study however did not target public universities in Kenya and this will be the focus of this study where the influence of strategic responses on organizational performance of public universities in Kenya will be established.

Muasa (2014) carried a case study on the influence of cost leadership strategy on sustainable competitive advantage of Naivas supermarket limited in Kenya and observed that Naivas largely employs the cost leadership strategy in its operations through defining the low as well as the middle market niches. Both primary and secondary data types were used in the study and were collected through interview guide and company websites, periodicals, and publications and analyzed through content analysis. The study however used sustainable competitive advantage as

the dependent variable and thus the results not conclusive on the influence of strategic responses on organizational performance of public universities in Kenya.

2.3.4 Organizational Culture and Performance

Chukwu, Aguwamba, and Kanu (2017) sought to establish the impact of organizational culture on the performance of the Nigerian banking industry through a survey. The study collected data using 200 questionnaires distributed to banks that were selected through purposive sampling. Percentages and multiple regressions were used in data analysis and the findings showed a significant and positive relation between organizational culture (enhancement of organizational effectiveness, cultural fit, and reinforcement of pillar of existence) and organizational performance. However, organizational culture was examined as an independent variable while in this study it will be studied as a moderating variable on the influence of strategic responses on organizational performance of public universities in Kenya.

Agboola (2011) studied the impact of organizational culture on the performance of universities in Nigeria through a survey design. The sampling frame for the study comprised of both the academic and non-academic staff of various levels. The sample size was 300 respondents from three universities in Ogun State (100 respondents) from each university and they were selected through non-probability sampling. Data was collected using a questionnaire and analyzed through the SPSS and the Pearson product moment correlation coefficient as well as multiple regressions were used to establish the relationship between the study variable. The study findings revealed that there is no significant effect of organizational culture on the performance of Nigerian universities. Therefore, since the results oppose the findings from the study by Chukwu, Aguwamba, and Kanu (2017) there is a need to examine the influence of organizational culture

on the influence of strategic responses on organizational performance and in this case in public universities in Kenya.

Mwangi and Waithaka (2018) assessed whether organizational culture affects the performance of public universities in Kenya and observed that organizational culture affects performance of public universities in Kenya. The study adopted a descriptive research design and the population of study comprised of eight students associations of public universities in Mount Kenya Region. The target population involved 66 deans of schools, 172 departmental heads, and 28 leaders. Questionnaires were the research instrument and data was analyzed both quantitatively and qualitatively. Nevertheless, the study failed to establish the influence of strategic responses on performance and this will be the focus of the study.

Oduol (2015) assessed the effects of organizational culture on performance of subsidiaries of selected regional commercial banks headquartered in Kenya using a descriptive cross-sectional survey and observed that the firms engaged in various organizational cultures to enhance their performance and also reported that relationships at work, provision rules with clear instructions, processes, and procedure was the most predominant culture. The population of the study consisted of 10 of subsidiaries of carefully chosen regional commercial banks headquartered in Kenya and targeted 5 branches of each bank, giving a sample size of 50 branches. The study used primary data that was gathered through a semi- structured questionnaire and analyzed using SPSS. The study however failed to establish the moderating role of organizational culture on the influence of strategic responses on the performance of public universities in Kenya. Additionally, the study targeted the subsidiaries of selected regional commercial banks with headquarters in Kenya and therefore the findings cannot be generalized to public universities in Kenya.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author	Title of Study	Findings	Methodology	Gaps	Focus of this Study
Mwangi & Waithaka (2018)	Organizational culture and performance of public universities in Kenya.	Organizational culture affects performance of public universities in Kenya.	A descriptive research design of public universities in Mount Kenya Region. Target population was 66 deans of schools, 172 departmental heads, and 28 leaders. Questionnaire used in data collection.	Simple random sample was made use of that was limited to the entry of a sample representative of the entire population	A method of stratified sampling was used offer a well representation of the entire population
Kimalel, Kihara, & Muriithi (2017)	Strategic Responses and Performance of Saving and Credit Co-Operative Societies in Nairobi County, Kenya.	A strong significant positive correlation between cost reduction strategy and SACCO performance.	Descriptive design. Targeted 38 SACCOs licensed with SASRA in Nairobi County. Collected data from top managers using questionnaires and analyzed using SPSS.	However, diagnostic tests were not performed for the experimental model	The current study carried out diagnostic tests.
Chukwu, Aguwamba, & Kanu (2017)	The Impact of Organizational Culture on Performance of Banking Industry in Nigeria.	Positive relation between organizational culture (enhancement of organizational effectiveness, cultural fit, and reinforcement of pillar of existence) and organizational performance.	A survey design and data collected using a 200 questionnaires distributed to banks selected through purposive sampling. Percentages and multiple regressions used in data analysis.	The research tool was tested only for validation but not for reliability	Both validity and reliability was tested
Masai (2017)	Application of ICT in service delivery in	Investment in ICT significantly and	Employed a descriptive survey of 61946 students	Utilization of exploratory research	Analysis of quantitative data was

	public universities in Kenya. A case of Kenyatta University, Kenya.	positively impacts service delivery.	and 10 departmental heads. Used purposive and simple random sampling.	design that is not effective in generalizing findings	followed that lead to effective generalization of findings
Revenio&Nasra (2017)	Evaluating the impacts of IT usage on organizational performance.	A positive relationship between the use of ICT and organizational performance.	A descriptive study that employed simple random sampling.	The study used secondary data in which data maybe old and out of date	The study used primary data in which the researcher is able to collect up-to-date information
Tangus&Omar (2017)	Effects of Market Expansion Strategies on Performance of Commercial Banks in Mombasa County.	Market expansion strategies have a strong correlation coefficient with performance of firms.	Adopted a descriptive design to study 43 commercial banks and used a sample of 14 banks and 42 respondents. Data gathered through a questionnaire.	The aspect of how to sustain organizational performance was not factored in the study	The current study sought a holistic view of sustainable organizational performance
Wahu&Assumptah (2017)	Influence of Information Communication and Technology Strategies on Organization Performance in the Airline Industry: A Case of Kenya Airways Limited.	Computerized reservations, internet applications, communication networks, and integration of systems positively affect performance of Kenya Airways.	The study targeted 3,986 employees and used stratified random sampling to pick 98 respondents.	The study selected respondents using purposive method which may have resulted to sample biasness	The current study used simple random method in selecting the respondents.
Omwoyo (2016)	Effects of Generic Strategies on the Competitive Advantage of Firms in Kenya's Airline Industry: A Survey of Selected Airlines.	Cost leadership strategy makes firms to benchmark themselves against competing companies to access their relative costs.	Used primary data collected through a questionnaire. Sample size was 1000 management employees from Kenya Airways, Fly 540 and Fly-SAX. Data analyzed using descriptive and inferential analysis with the	Ex-facto research design that was used provides results that are time bound	Descriptive research design was used in the current study

			help of SPSS.		
Chairoel, Widyarto, & Pujani (2015)	ICT adoption in affecting organizational performance among Indonesian SMEs	ICT use contributed to organizational efficiency and effectiveness of SMEs through organizational performance.	Focused on a conceptual model of the diffusion of innovation theory, technology-organization-environment theory, and Iocovou's framework.	A cross sectional survey research design that was used does not determine the cause.	The current study used descriptive design which determines the cause and influence of variables
Atikiya, Mukulu, Kihoro, & Waiganjo (2015)	Effect of cost leadership strategy on the performance of manufacturing firms in Kenya.	Cost leadership strategy significantly influences the performance of manufacturing companies in Nairobi.	Descriptive and explanatory design. Sample size was 131 companies drawn 12 key industrial sub-sectors. Collected data using a questionnaire and interview guide.	The study used qualitative data in which the findings may not be sufficient for generalization to the whole population	The current study used quantitative data which will be collected from a large sample size
Oduol (2015)	Effects of Organizational Culture on Performance of Subsidiaries of Selected Regional Commercial Banks Headquartered in Kenya.	Firms engaged in various organizational cultures to enhance their performance and also reported that relationships at work, provision rules with clear instructions, processes, and procedure was the most predominant culture.	Descriptive cross-sectional. primary data was gathered through a semi- structured questionnaire and analyzed using SPSS.	Pearson's correlation analysis was used which assumes that there is always a linear relationship between the variables which might not be the case at all times	The current study used regression analysis which tests for linear relationship
Bususu (2014)	The effects of cost cutting strategies on the performance of business.	Reducing costs related to employees affects overall organizational performance	The study employed a case study that used questionnaires as well as interviews to collect data	The study used convenience sampling method	The study used stratified sampling method; a

			from 25 respondents. Data was both primary and secondary.	which is a non-probabilistic sampling method	probabilistic sampling method
Muasa (2014)	Cost leadership strategy and sustainable competitive advantage of Naivas supermarket limited in Kenya.	Naivas largely employs the cost leadership strategy in its operations through defining the low as well as the middle market niches.	Used primary and secondary data collected through interview guide and company websites, periodicals, and publications. Employed content analysis.	Cross-sectional research design used which involves a small sample size and findings cannot be conclusive	Descriptive survey research design used which involves a large sample size and findings are conclusive
Mutuma (2013)	An Investigation of the Effects of Expansion Strategies on Performance of Commercial Banks in Kenya.	Product development, diversification, and market development influence performance of commercial banks in Kenya.	A descriptive study that targeted 232 management staff. 70 respondents selected by stratified proportionate sampling. Questionnaires and banks' annual used in data collection and descriptive analysis employed.	Primary data was collected through interview guide which involves a small sample size	Primary data was collected through questionnaires which involves a large sample size
Agboola (2011)	Impact of organizational culture on the performances of universities in Nigeria.	There is no significant effect of organizational culture on the performance of Nigerian universities.	Survey design. Sampling frame comprised academic and non-academic staff of various levels. Sample size was 300 respondents. Used SPSS and the Pearson product moment correlation coefficient as well as multiple regressions.	Purposive sampling which is a non sampling method	Stratified sampling which is a sampling method

Source: Author (2021)

2.5 Conceptual Framework

According to Smith (2004) and Mugenda and Mugenda (2003) the conceptual framework is the hypothesized model of the problem under study and the relationship between the study variables. The conceptual framework refers to a set of broad ideas as well as principles taken from the relevant fields of enquiry and used in structuring a subsequent presentation. The purpose of this study was to establish the relationship between strategic responses and organizational performance of public universities in Kenya. Performance was the dependent variable and was measured by market share, web ranking, service quality index, and number of students enrolled. The independent variables include; technology adoption, market expansion, cost cutting strategies and organizational culture.

Independent Variables

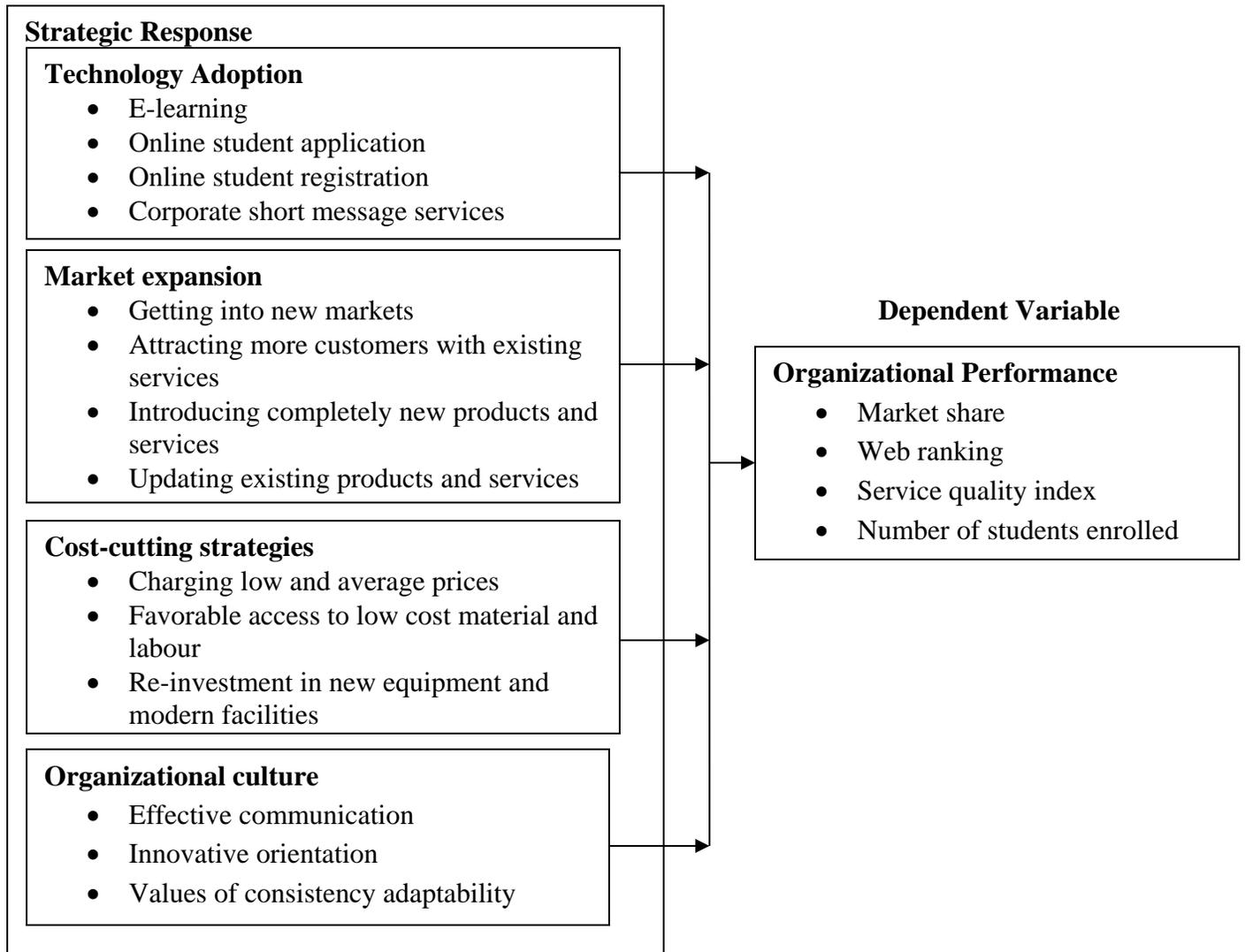


Figure 2.1: Conceptual Framework

Source: Author (2021)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails the methods that will be used to capture data for the study. It explains the research design, target population, sampling techniques and sample size, data collection instrument and procedure, validity and reliability of the research instrument, and data analysis and presentation and ethical considerations.

3.2 Research Design

This study adopted a descriptive research design. Kothari (2004) defines a research design as the conceptual structure in which the study is carried out, it describes the plan for data collection, measurement, and analysis. A research design provides the glue that holds the research project together (Cooper & Schindler, 2006). Sekaran (2006) asserts that a research design is the overall strategy chosen to combine various components of the study in a consistent as well as logical manner through making sure that the study's questions are addressed. A descriptive research design answers questions regarding what, where, and how about the phenomenon under investigated (Creswell & Creswell, 2017). Descriptive designs describe data either in words, tables, pictures, charts, and specify whether the data analysis indicates statistical relationships or is merely descriptive. The major benefit of a descriptive research design is its description of the state of affairs as it exists at present (Kothari, 2004).

3.3 Target Population

The population of this study consisted of key staff in charge of strategic management and planning of activities in the VC, DVC administration, DVC academic and two departments, of three selected public universities in Kenya namely; UoN, KU and Technical University of Kenya (TUK). Population is a complete set of individuals or objects with common observable

characteristics (Mugenda & Mugenda, 2003). The sample size was selected considering objectives to be met by the study and the economic and time constraints of the study. It was estimated that each of the three universities to be studied had an average of 50 staff members in charge of strategic management and planning activities, spread across schools to central administration.

Table 3.1: Target population

Selected Universities		Target population
KU	VC	10
	DVC administration	10
	DVC Academic	10
	Departments (3)	20
UoN	VC	10
	DVC administration	10
	DVC Academic	10
	Departments (3)	20
TUK	VC	10
	DVC administration	10
	DVC Academic	10
	Departments (2)	20
Total Target Population		150

3.4 Sampling Design and Sample Size

A sample design is the architecture or the strategy used to selected study participants or respondents (Kothari, 2004). Stratified sampling method was used to group respondents into 5 strata namely revenue department, finance and accounting department, budgeting department, internal audit and procurement department in order to ensure representativeness of all the cases. Simple random sampling method was used to select the respondents. The study used a sample size formula by Taro Yamane (1967) assuming an error term of 5%.

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

$$n = \frac{150}{((1 + 150 * (0.05)^2))}$$

$$n = 108$$

The sample size was 108 respondents which represent 72% of the target population. The proportionate distribution of sample size was obtained using a 0.72. This is shown in Table 3.2.

Table 3.2: Sample Size

University	Target Population	Sampling factor	Sample Size
KU	50	0.72	36
UoN	50	0.72	36
TUK	50	0.72	36
Total	150	0.72	108

3.5 Data Collection Instruments

The study used primary and secondary data. The study used a semi-structured questionnaire to collect data. A questionnaire was appropriate because the study respondents are literate and was able to complete the questionnaire adequately. Questionnaires help in obtaining essential information concerning the study population (Mugenda & Mugenda, 2003). The questionnaire was developed and tested with a few members of the study population to enable its further improvement to enhance its validity as well as the accuracy of data in the main study. The questionnaire was divided into various parts and the questions in the questionnaire measuring the

strategic responses and organizational performance will use the Likert scale. Likert-type questions/items in the questionnaire was closed to permit more direct comparability of the responses as well as eliminate question variability. Secondary data, on the other hand, like the performance of public universities was obtained from published journals, books, journals, newspapers and magazines, and other sources like annual reports.

3.6 Pilot Study

To enable judge the correctness, strengths and weaknesses of the questionnaire, a pre-testing of questionnaire will be done. A pilot study was carried out to test the reliability as well as validity of the instrument. A pre-test test is helpful in testing the reliability and validity of the data collection instrument (Orodho, 2005). A pilot study was conducted with at least 10% of the target population to ensure reliability and validity and the respondents in the pilot study did not participate during the main study.

3.6.1 Validity of Research Instruments

Validity indicates the degree to which the findings from a study accurately represent the phenomenon being investigated (Mugenda & Mugenda, 2003). Validity is when a research instrument measures what it is meant to measure. The validity of a questionnaire data is based on the respondents' ability and willingness to provide the required information. This study considered construct validity; the extent to which the construct's operationalization measured what the theory proposed. Also, content validity was considered and it is the degree to which the content of a test match the content domain associated with the study construct. Content validity was achieved by following panel experts' reviews opinions.

3.6.2 Reliability of Research Instruments

Reliability is the measure of the degree to which the research instrument produces consistent results after repeated trials (Muenda & Mugenda, 2003). Reliability enhances the identification of misunderstanding, inadequate items, and ambiguities in the research tool and made the required adjustments to help in collection of more reliable data. This study used the Cronbach's alpha coefficient reliability whose values range from zero (0) to one (1) (Kipkebut, 2010). The values indicate the degree to which a set of items of a test can be treated as measuring a single latent variable and higher values of the coefficient imply that the scales are more reliable. The study adopted a coefficient value of above 0.7 as Field, Miles, and Field (2012) recommend that it is satisfactory, and this is further affirmed by Bryman (2008) who asserts that a minimum value of 0.6 is good. The results of the reliability test are presented in Table 3.3.

Table 3.3: Reliability Test Results

Research Variable	Cronbach's Alpha Index (α)	Number of Questionnaire Item	Comment
Retrenchment Strategy	0.798	6	Reliable
Investment Strategy	0.803	6	Reliable
Enterprise Risk Management Strategy	0.811	6	Reliable
Strategic Outsourcing	0.799	6	Reliable
Organizational Performance	0.786	3	Reliable
Average Score	0.799	27	Reliable

Source: Pilot Study (2020)

The result from reliability was given as follows; technology adoption, market expansion, cost cutting strategies, organizational culture and organizational performance with Cronbach alpha values as 0.799, 0.802, 0.734, 0.811 and 0.722 respectively produced using SPSS 17.0. The

average alpha coefficient for every individual variable was way above 0.7 which satisfies the recommendation made by Mugenda and Mugenda (2003) that an alpha coefficient score of above 0.7 shows that the instruments are highly reliable. According to Punch (2015) who recommended that an alpha coefficient of between 0.75 and 1.0 is reliable for the findings to be done obtained. Therefore, the average score of Cronbach's Alpha Index (α) value of 0.774 obtained was thus acceptable as it is within the range.

3.7 Data Collection Procedure

Data was collected from the respondents using a self-administered questionnaire. The respondents will be assured of confidentiality of their responses. An introductory letter was obtained from the University to collect data from the universities. The researcher obtained a research permit from the national commission of science technology and innovation (NACOSTI) so as to proceed to issue the questionnaires to the respondents. Data collection used the drop and pick approach to increase response rate.

3.8 Data Analysis and Presentation

Data from the study was analyzed using both descriptive and inferential statistics with the help of SPSS. Since data was descriptive, analysis involved frequencies, means, and percentages. Inferential statistics through multiple linear regression analysis will be employed to establish the relationship between study variables. The overall multiple regression model for the relationship between strategic responses and organizational performance of public universities in Kenya was;

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

Where;

Y = Organizational performance of public universities in Kenya

β_0 = Coefficient of intercept

X_1 = Technology adoption

X_2 = Market expansion

X_3 = Cost-cutting strategies

X_4 = Organizational culture

ϵ = Error term

β_1, \dots, β_4 = Corresponding coefficients for the respective independent variables

3.9 Ethical Considerations

The study followed to the latter ethical regulation. Initially, the researcher sought consent from the university prior the research. Permission from the respondents was also requested before distribution of the questionnaires and that the information given was kept confidential, for research purposes only. The respondents were not forcefully coaxed to answer the questionnaires as their responses were voluntary.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of data collected from the field. The response rate is given first followed by background information of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

A total of 108 questionnaires were administered to the respondents from KU, UoN and TUK. Their response rate is presented in Table 4.1.

Table 4.1: Response Rate

Category	Administered	Responded	Percentage
KU	36	31	86.1
UoN	36	27	80.6
TUK	36	29	75.0
Total	108	87	80.6

Source: Survey Data (2020)

The results in Table 4.1 indicate that out of 36 questionnaires administered to the respondents from KU, 31 returned their questionnaires forming a response rate of 86.1%, out 36 questionnaires administered to respondents from UoN, 27 returned their questionnaires leading to a response rate of 80.6% and out 36 questionnaires administered to respondents from TUK, 29 returned their questionnaires leading to a response rate of 75.0%. The overall response rate was at 80.6%. As per the recommendation by Baruch (2012) that a response rate of above 80% is sufficient for data analysis. Therefore, 80.6% study response rate was considered appropriate for data analysis. This meant that there was acceptance and credibility of the research findings of the study due to high response rate.

4.3 Demographic Information

On the demographic information of the respondents, the study sought information on the their gender, age, level of education and work experience.

4.3.1 Respondents' Gender

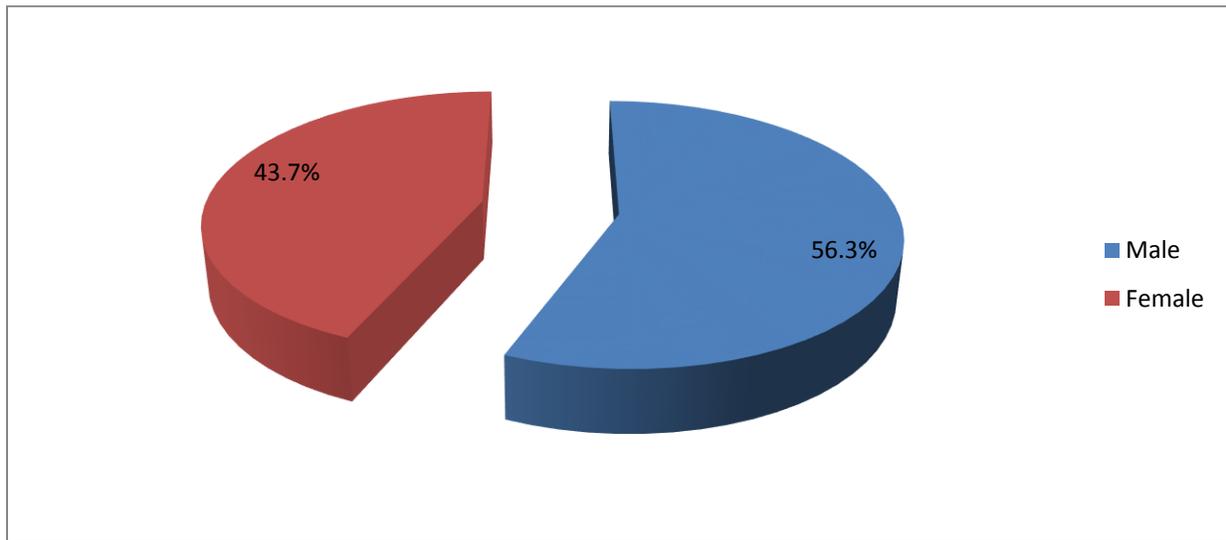


Figure 4.1: Respondents' Gender

Source: Survey Data (2020)

The results in Figure 4.1 show that male respondents accounted majority as indicated by 56.3% while female respondents accounted for 43.7%. Gender of the respondents was necessary to show a true representative of both men and women in the study which means giving equal importance to both men and women in the workplace strategy implementation.

4.3.2 Respondents' Age

Table 4.2: Respondents' Age

Years	Frequency	Percentage
Under 30	6	6.9
30 - 40	19	21.8
41 - 50	61	70.1
Over 50	1	1.1
Total	87	100

Source: Survey Data (2020)

The results in Table 4.2 shows that the respondent who were aged between 41 to 50 years formed majority at 70.1%, 21.8% represented respondents aged between 30 to 40 years, 6.9% were aged below 30 years and 1.1% aged over 50 years. Age diversity was important to the study as it employees of different ages brings about different experiences, expectations, styles and perspective in the workplace.

4.3.3 Respondents' Level of Education

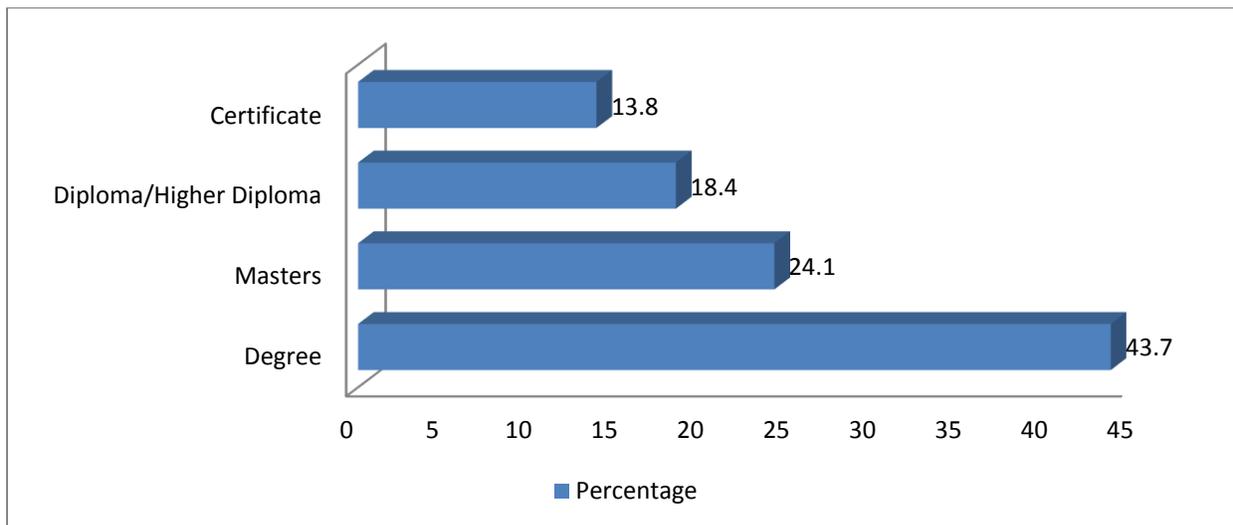


Figure 4.2: Respondents' Level of Education

Source: Survey Data (2020)

The results in Figure 4.2 show that majority (43.7%) had attained a degree level of education, 24.1% had master's degree, 18.4% had either diploma or higher diploma and 13.8% certificate level of education. The level of education of the respondents was important to the study as higher education level of an employee is important in making an organization a success because an individual has the knowledge and skills required to meet changing business needs.

4.3.4 Respondents' Work Experience

Table 4.3: Respondents' Work Experience

Years	Frequency	Percentage
Less than 1	7	8.0
1 - 5	6	6.9
6 - 10	30	34.5
More than 12	44	50.6
Total	87	100

Source: Survey Data (2020)

Table 4.3 indicates that the respondents who had worked for more than 12 years accounted majority at 50.6%, 34.5% had worked for a period ranging from 6 to 10 years, 8.0% for less than 1 year and 6.9% between 1 to 5 years. Employee work experience is important as it enables an employee have a different perspective and more practical work which leads to effective strategy implementation.

4.4 Results of Descriptive Analysis

Descriptive statistics such as Mean (M) and Standard Deviation (SD) were used to present quantitative data with the use of Statistical Package for Social Sciences (SPSS) version 17.0. The findings of the descriptive statistics were based on study specific variables and presented as follows;

4.4.1 Technology Adoption and Performance

The first research objective sought to establish the influence of technology adoption on organizational performance of public universities in Nairobi County, Kenya. The findings are presented in Table 4.4.

Table 4.4: Technology Adoption and Performance

Statement	(M)	(SD)
The university licenses new technologies to increase performance	4.10	1.172
The university's major expenditure is on technology to enhance service quality	4.12	0.793
The institution opted for e-learning based on the relative advantages it has over face to face teaching and learning	4.32	0.581
E-learning enables lecturers to provide faster feedback to distance learners than face to face teaching and learning	4.18	0.815
Students can apply for enrolment in the university online	4.54	0.567
Continuing students have access to online registration	4.52	0.607
The university has introduced corporate SMS service to communicate with the students	4.61	0.514
Aggregate Score	4.34	0.721

Source: Survey Data (2020)

The results in Table 4.4 show that the respondents strongly agreed that technology adoption influence organizational performance of public universities in Nairobi County, Kenya as indicated by the aggregate mean score of 4.27 and standard deviation of 0.721. These findings are in line with the findings of a study carried by Chairoel *et al.* (2015) that observe that the use of ICT contributed to efficiency as well as effectiveness of SMEs as reflected through organizational performance which was measured through operational performance (reduced costs, productivity) and financial performance (profit margin and market share).

The respondents strongly agreed that the University has introduced corporate SMS service to communicate with the students, continuing students have access to online registration (M=4.61, SD=0.514), Students can apply for enrolment in the university online (M=4.54, SD=0.567) and that students can apply for enrolment in the university online (M=4.52, SD=0.607). This finding agrees with the findings of a study carried out by Wahu and Assumptah (2017) which found that computerized reservations, internet applications, communication networks, and integration of systems positively affect performance of Kenya Airways.

The respondents agreed that the institution opted for e-learning based on the relative advantages it has over face to face teaching and learning (M=4.32, SD=0.581), E-learning enables lecturers to provide faster feedback to distance learners than face to face teaching and learning (M=4.18, SD=0.815), the university's major expenditure is on technology to enhance service quality (M=4.12, SD=0.793) and that the university licenses new technologies to increase performance (M=4.10, SD=0.514). These findings are supported by the findings of a study carried out by Revenio and Nasra (2017) that found a positive relationship between the use of ICT and organizational performance.

4.4.2 Market Expansion and Performance

The second research objective sought to find out the effect of market expansion on organizational performance of public universities in Nairobi County, Kenya. The findings are presented in Table 4.5.

Table 4.5: Market Expansion and Performance

Statement	M	SD
The university offers products or services to a wider section of the existing market	3.84	1.493
The university establishes its campuses to target new geographic	3.41	1.467

markets		
The university develops new programmes that were not previously provided	4.41	0.896
The university constantly updates its services and products	3.33	1.730
The university aims to attract new customers with the existing services	3.94	1.071
Aggregate Score	3.79	1.331

Source: Survey Data (2020)

The results in Table 4.5 show that the respondents agreed that market expansion influence organizational performance of public universities in Nairobi County, Kenya as indicated by the aggregate mean score of 3.79 and standard deviation of 1.331. This is in support of study findings observed by Kimalel *et al.* (2017) that noted a strong positive association between cost cutting and market expansion strategies and performance of SACCO.

The respondents strongly agreed that the University develops new programmes that were not previously provided (M=4.41, SD=0.896). This is in agreement with Mutuma (2013) study that investigated the effect of expansion strategies on performance of commercial banks in Kenya by conducting a descriptive study targeting the employees of commercial banks in Kenya and showed that product development, diversification, and market development influence performance of commercial banks in Kenya.

The respondents agreed that the university aims to attract new customers with the existing services (M=3.94, SD=1.071) and that the university offers products or services to a wider section of the existing market (M=3.84, SD=1.493). Tangus and Omar(2017) in a study on the effects of market expansion strategies on performance of commercial banks in Mombasa County observed that market expansion strategies have a strong correlation coefficient with performance

of firms and all the market expansion strategies (market challenger, market leader, and market niche) had a significance of over 95%.

The respondents indicated to a moderate extent that the university establishes its campuses to target new geographic markets (M=3.41, SD=1.467) and that the university constantly updates its services and products (M=3.33, SD=1.730). Kimalel *et al.* (2017) disagree with this finding by showing that market expansion strategies strongly relates to performance of SACCO.

4.4.3 Cost Cutting Strategies and Performance

The third research objective sought to assess the influence of cost-cutting strategies on organizational performance of public universities in Nairobi County, Kenya. The findings are presented in Table 4.6.

Table 4.6: Cost Cutting Strategies and Performance

Statement	M	SD
The organization has reduced operations costs and hence improved performance	4.13	0.795
Lower costs attract low-income consumers leading to increased student enrollments	4.27	0.426
The university charges low costs but provides quality services	4.56	0.390
Affordable prices charged by the organization have increased the market share	3.98	0.340
The university has a favorable access to low-cost labor and materials	4.63	1.075
This university re-invests in new equipment and modern facilities	4.44	0.784
Aggregate Score	4.34	0.635

Source: Survey Data (2020)

The results in Table 4.6 show that the respondents strongly agreed that cost cutting strategies influence organizational performance of public universities in Nairobi County, Kenya as indicated by the aggregate mean score of 4.34 and standard deviation of 0.635. This finding

agree with the findings of Bususu (2014) who observed that curbing costs related to employees influences workers' performance.

The respondents strongly agreed that the university has a favorable access to low-cost labor and materials (M=4.63, SD=1.075), the university charges low costs but provides quality services (M=4.56, SD=0.390) and the university re-invests in new equipment and modern facilities (M=4.44, SD=0.784). These findings are consistent with Atikiya *et al.* (2015) study that assessed the effect of cost leadership strategy on the performance of manufacturing organizations in Kenya and revealed that the cost leadership strategy significantly influences the performance of manufacturing companies.

The respondents agreed that lower costs attract low-income consumers leading to increased student enrollments (M=4.27, SD=0.426), the organization has reduced operations costs and hence improved performance (M=4.13, SD=0.795) and that affordable prices charged by the organization have increased the market share (M=3.98, SD=0.340). Muasa (2014) carried a case study on the influence of cost leadership strategy on sustainable competitive advantage of Naivas supermarket limited in Kenya and observed that Naivas largely employs the cost leadership strategy in its operations through defining the low as well as the middle market niche.

4.4.4 Organizational Culture and Performance

The fourth research objective sought to examine the moderating effect of organizational culture on the relationship between strategic responses and organizational performance of public universities in Nairobi County, Kenya. The findings are presented in Table 4.7.

Table 4.7: Organizational Culture and Performance

Statement	M	SD
The university has a culture that dictates how things are done	4.05	1.704
The university is guided by values of consistency and adaptability	4.66	0.607
The employees in the organization are encouraged to be innovative in their roles	4.02	0.715
The organization stands for clearly specified work ethics	4.31	1.060
The organization embraces effective communication at all levels	3.51	1.354
Aggregate Score	4.11	1.088

Source: Survey Data (2020)

The results in Table 4.7 show that the respondents agreed that organizational culture influence organizational performance of public universities in Nairobi County, Kenya as indicated by the aggregate mean score of 4.11 and standard deviation of 1.088. This finding concur with Chukwu *et al.* (2017) that sought to establish the impact of organizational culture on the performance of the Nigerian banking industry through a survey and found a significant and positive relation between organizational culture (enhancement of organizational effectiveness, cultural fit, and reinforcement of pillar of existence) and organizational performance.

The respondents strongly agreed that the university is guided by values of consistency and adaptability (M=4.66, SD=0.607) and that the organization stands for clearly specified work ethics (M=4.31, SD=1.060). This is consistent with Mwangi and Waithaka (2018) study that assessed whether organizational culture affects the performance of public universities in Kenya and observed that organizational culture affects performance of public universities in Kenya.

The respondents agreed that the university has a culture that dictates how things are done (M=4.05, SD=1.704), the organization embraces effective communication at all levels (M=4.02, SD=0.715) and that the employees in the organization are encouraged to be innovative in their

roles (M=3.51, SD=1.354). This concurs with Oduol (2015) study that assessed the effects of organizational culture on performance of subsidiaries of selected regional commercial banks headquartered in Kenya using a descriptive cross-sectional survey and observed that the firms engaged in various organizational cultures to enhance their performance and also reported that relationships at work, provision rules with clear instructions, processes, and procedure was the most predominant culture.

4.4.5 Organizational Performance

The study sought to establish the organizational performance of public universities in Nairobi County, Kenya. The findings are presented in Table 4.8.

Table 4.8: Organizational Performance

Statement	M	SD
Market share	4.56	1.075
Web ranking	4.78	0.784
Service quality index	4.75	0.766
Number of students enrolled	3.59	0.786
Aggregate Score	4.42	0.853

Source: Survey Data (2020)

The results in Table 4.8 show that the respondents strongly agreed that organizational performance of public universities in Nairobi County, Kenya was high as indicated by the aggregate mean score of 4.42 and standard deviation of 0.853. According to Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi and Rezazadeh (2013) organizational performance was developed as a strategic orientation to enable organizations to overcome external adaptation problems in quest for sustainable competitive advantage.

The respondents strongly agreed on web ranking (M=4.78, SD=0.784) which was followed by service quality index (M=4.75, SD=0.766), market share (M=4.56, SD=1.075) and number of

students enrolled (M=3.59, SD=0.786). Stenard (2012) strategic responses enable organizations to achieve a competitive advantage other others in the industry. Organizations in the same industry compete on the basis of general orientation and therefore firms that face similar solutions act differently in a given industry.

4.5 Regression Analysis

Regression analysis was carried out to show the relationship between independent variables and the dependent variable. The findings are presented in Table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.748 ^a	.799	.794	.167	.899	182.168	4	82	.000

Source: Survey Data (2020)

The four independent variables that were studied, explain 0.799(79.9%) of organizational performance of public universities in Nairobi County, Kenya as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 20.1% of the organizational performance. The study therefore recommends that other studies to be carried out to show how other strategic responses adopted by public universities influences their performance.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.415	4	5.104	182.168	.000 ^a
	Residual	2.297	82	.028		
	Total	22.713	86			

Source: Survey Data (2020)

The value 0.000^a shows the significance level is less than 0.05 showing a statistical significance of the model on how independent variables studied influenced the dependent variable. The results also indicate that F calculated value is greater than the value of F tabulated ($182.168 > 5.104$) at 5% significance level confirming the significance of the model.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.780	.179		6.038	.000
	Technology adoption	0.669	.034	1.191	4.963	.000
	Market expansion	0.698	.027	3.155	3.653	.000
	Cost cutting strategies	0.757	.044	4.834	7.202	.000
	Organizational culture	0.673	.041	1.323	6.729	.000

Source: Survey Data (2020)

From the above regression model, holding technology adoption, market expansion, cost cutting strategies and organizational culture to a constant, performance of public universities in Nairobi County, Kenya would be 0.780(78.0%). It was established that a unit increase in technology adoption would lead to increase in performance of public universities in Nairobi County, Kenya by a factor of 0.669, a unit increase in market expansion would lead to increase in performance of public universities in Nairobi County, Kenya by a factor of 0.698, a unit increase in cost

cutting strategies would lead to increase in performance of public universities in Nairobi County, Kenya by a factor of 0.757 and a unit increase in organizational culture would lead to increase in performance of public universities in Nairobi County, Kenya by a factor of 0.673.

The established regression equation by the study was:

$$Y = 0.780 + 0.669X_1 + 0.698X_2 + 0.757X_3 + 0.673X_4$$

Where Y = Organizational performance

 X₁= Technology adoption

 X₂= Market expansion

 X₃= Cost cutting strategies

 X₄= Organizational culture

The study revealed that technology adoption had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values (t=4.963, <0.005). This is in line with Revenioand and Nasra (2017) study that found a positive relationship between the use of ICT and organizational performance.

The study established that market expansion had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values (t=3.653, <0.005). This agrees with a study carried out by Tangus and Omar (2017) study that established a market expansion strategies have a strong correlation coefficient with performance of firms and all the market expansion strategies (market challenger, market leader, and market niche) had a significance of over 95%.

The study examined that cost cutting strategies had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values (t=7.202, <0.005). This concur with the findings of a study carried out by Atikiya *et al.* (2015) that

revealed that the cost leadership strategy significantly influences the performance of manufacturing companies.

The study examined that organizational culture had a positive and significant relationship on performance of public universities in Nairobi County, Kenya as shown by t values ($t=6.729$, <0.005). This is consistent with Mwangi and Waithaka (2018) study that assessed whether organizational culture affects the performance of public universities in Kenya and observed that organizational culture affects performance of public universities in Kenya.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

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

5.2 Summary

The study generally sought to establish the relationship between strategic responses and organizational performance of public universities in Nairobi County, Kenya. The specific objectives were to establish the influence of technology adoption, market expansion, cost cutting strategies and organizational culture on organizational performance. This study adopted a descriptive research design. The study carried out a survey of three public universities namely; KU, UoN and TUK. Stratified sampling method was carried out to sample the respondents who were selected using simple random sampling method. Primary data was collected using questionnaires and analysed using descriptive statistics and regression analysis. The summary of the findings are presented as follows;

The first research objective sought to establish the influence of technology adoption on organizational performance of public universities in Nairobi County, Kenya. The study established that technology adoption positively and significantly influences the organizational performance. The University has introduced corporate SMS service to communicate with the students, continuing students have access to online registration and that students can apply for enrolment in the university online.

The second research objective sought to find out the effect of market expansion on organizational performance of public universities in Nairobi County, Kenya. The study established that market expansion positively and significantly influences the organizational

performance. The University develops new programmes that were not previously provided. The university aims to attract new customers with the existing services and that the university offers products or services to a wider section of the existing market.

The third research objective sought to assess the influence of cost-cutting strategies on organizational performance of public universities in Nairobi County, Kenya. The study established that cost cutting strategies positively and significantly influences the organizational performance. The university has a favorable access to low-cost labor and materials, the university charges low costs but provides quality services and the university re-invests in new equipment and modern facilities.

The fourth research objective sought to examine the moderating effect of organizational culture on the relationship between strategic responses and organizational performance of public universities in Nairobi County, Kenya. The study established that organizational culture positively and significantly influences the organizational performance. The university is guided by values of consistency and adaptability and that the organization stands for clearly specified work ethics. The university has a culture that dictates how things are done and that the organization embraces effective communication at all levels.

5.3 Conclusions

On technology adoption, the study concluded that by implementing appropriate technologies, the university may reach higher standards of competence and boost its performance. Universities can provide more opportunities for efficient collaboration, strategies to maximize efficiency and reduce company expenses while leveraging technological tools to simplify their activities and processes. Employees can use their personal computers to conduct some business-related activities even from their residences, if approved to do so by the higher authorities.

On market expansion, the study concluded that by creating new campuses and offering innovative products and services, the universities reach out to a wider community of clients. Universities can deliver a range of products and facilities. By so doing, they diversify their revenue source and improve their performance. The university also grows internationally to give its foreign customers a quality service.

On cost cutting strategy, the study concluded that cost cutting strategy aims at increasing the efficiency of the processes as process improvisation affects the nature of current systems and enhance the consistency of product formulation. Strategic cost cuts ensure that universities will distinguish between the risks they need to pay in order to thrive to blast all the capital into capacity development to be as lean as practicable on other expenditures.

On organizational culture, the study concluded that the organization's culture distinctly separates the institution from its rivals. This involves common beliefs and values that are developed by the management of the University and then conveyed and enhanced by different strategies that eventually form the attitudes, expectations and understanding of its employees.

5.4 Recommendations for Policy and Practice

On technology adoption, the study recommended that the university should integrate technology deployment with change management and establish the goals it wants to achieve, and then plan backwards, finding a technology that best supports improved performance. Identify stakeholder groups by communicating with them early and more often. The ways in which the university will mitigate any negative impacts for stakeholders also needs to be communicated. Perform a current systems analysis by reviewing its current technology systems thoroughly before deployment of something new is considered.

On market expansion, the study recommended that the university should determine its strategic and operational readiness to join the emerging business on the basis of the unique consumer conditions for its latest products and services. Perform in-depth consumer study and business insight analyses with the existing consumer-specific brand, products and services, and create a custom market penetration plan and product road map for the local sector to cover current and potential products and services.

On cost cutting strategies, the study recommended that the university should have a clear view of its strategy and ensure it is consistently understood across the organization. Align costs with policy by analyzing the whole enterprise and separating strategically important costs from non-essential costs. To dramatically change the cost structure, use innovations, creativity and modern forms of operating. Deliver cost optimisation as a financial, market improvement plan and build a cost optimisation culture.

On organizational culture, the study recommended that the university should have a purpose-driven operational culture in which workers clearly recognize their immediate and long-term goals. Ensure successful modes of contact which involve transparency, courtesy and proactiveness. Develop a feedback culture that is provided and obtained reliably, simply and productively, with a sense of the variety of societies, personalities and circumstances. Have a culture that celebrates diversity and have knowledge about various cultures, how to better address these cultures and how to interact with them.

5.5 Suggestions for Further Studies

The study examined strategic responses on performance public universities in Nairobi County, Kenya. Strategic response was conceptualised as technology adoption, market expansion, cost cutting strategies and organizational culture. Therefore, further studies should be conducted that

focus on different conceptualization of strategic response on performance of public universities in Kenya. The study also suggests that other studies should be carried out that focus on private owned universities in Kenya.

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APPENDICES

Appendix I: Letter of Introduction

Date

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE

I am a graduate student pursuing Master of Business Administration at Kenyatta University. As a requirement for the degree award, I am conducting a study on the influence of strategic responses on organizational performance of public universities in Kenya. It will be of great significance if you share your knowledge by completing the attached questionnaire. The answers you provide will be treated with highest confidentiality. Kindly do not write your name or any identifiable information.

Regards,

Charles Murimi Kathenya

Appendix II: Questionnaire

The questionnaire is divided into six short sections please take a few minutes of your time to complete it. Kindly respond by ticking (✓) the appropriate box as provided. This is an academic research and all information collected will be treated with strict confidentiality. Thank you for your cooperation.

SECTION A: DEMOGRAPHIC INFORMATION

1. 1. Indicate your gender? Male [] Female []

2. Age bracket?

Under 30 [] 31 – 40 [] 41 – 50 [] Over 50 []

3. What is your highest level of education?

Certificate [] Diploma/ Higher Diploma [] Degree [] Masters []

Other [] (specify)

4. Number of years have you worked in the organization

Less than 1 year [] 1-5 years [] 6-10 years [] More than 12 years []

SECTION B: TECHNOLOGY ADOPTION AND ORGANIZATIONAL PERFORMANCE

5. Kindly rate your level of agreement with each of the following statements on technology adoption in your university. Use the scale SD=strongly disagree=1, D=Disagree=2, N=Neutral=3, A=Agree=4, and SA= Strongly agree=5

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
The university licenses new technologies to increase performance					
The university's major expenditure is on technology to enhance service quality					
The institution opted for e-learning based on the relative advantages it has over face to face teaching and learning					
E-learning enables lecturers to provide faster feedback to distance learners than face to face teaching and learning					
Students can apply for enrolment in the university online					
Continuing students have access to online registration					
The university has introduced corporate SMS service to communicate with the students					

SECTION C: MARKET EXPANSION AND ORGANIZATIONAL PERFORMANCE

6. Indicate the level of agreement with the following items on the influence of market expansion on organizational performance (mark in the appropriate box). Use the scale SD=strongly disagree=1, D=Disagree=2, N=Neutral=3, A=Agree=4, and SA= Strongly agree=5.

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
This university offers products or services to a wider section of the existing market					
The university establishes its campuses to target new geographic markets					
The university develops new programmes that were not previously provided					

The university constantly updates its services and products					
This university aims to attract new customers with the existing services					

SECTION D: COST CUTTING STRATEGIES AND ORGANIZATIONAL PERFORMANCE

7. Indicate how much you agree that the following statements on cost cutting strategies influence performance in this university Using the scale SD=strongly disagree=1, D=Disagree=2, N=Neutral=3, A=Agree=4, and SA= Strongly agree=5.

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
The organization has reduced operations costs and hence improved performance					
Lower costs attract low-income consumers leading to increased student enrollments					
The university charges low costs but provides quality services					
Affordable prices charged by the organization have increased the market share					
The university has a favorable access to low-cost labor and materials					
This university re-invests in new equipment and modern facilities					

SECTION E: THE MODERATING EFFECT OF ORGANIZATIONAL CULTURE ON THE INFLUENCE OF STRATEGIC RESPONSES ON ORGANIZATIONAL PERFORMANCE

8. The following statements show that organizational culture influences the relationship between strategic responses and the performance of firms. Kindly indicate your level of agreement.

Use the scale SD=strongly disagree=1, D=Disagree=2, N=Neutral=3, A=Agree=4, and SA= Strongly agree=5.

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
The university has a culture that dictates how things are done					
The university is guided by values of consistency and adaptability					
The employees in the organization are encouraged to be innovative in their roles					
The organization stands for clearly specified work ethics					
The organization embraces effective communication at all levels					

**SECTION F: ORGANIZATIONAL PERFORMANCE OF PUBLIC UNMIVERSITIES
NAIROBI COUNTY, IN KENYA**

8. Indicate the level of agreement to which each of the following can best measure the performance of public universities in Kenya. (Put a tick (√) appropriately). Note: SD=strongly disagree=1, D=Disagree=2, N=Neutral=3, A=Agree=4, and SA= Strongly agree=5.

MEASURE OF PERFORMANCE	SD=1	D=2	NS=3	A=4	SA=5
Market share					
Web ranking					

Service quality index					
Number of students enrolled					

9. Are there ways the University can improve its performance?

Yes []

No []

10. If yes in number (9) above, give details the ways the university can improve its performance

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Thank you for your time and participation