STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA RAILWAYS CORPORATION AT THE HEADQUARTERS, NAIROBI CITY COUNTY, KENYA

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D53/OL/CTY/25223/2018

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JUNE, 2023
DECLARATION

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Signature…………………………                                               Date…………………………

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Supervisor

I certify that the student worked on this research study and submitted it for examination with my approval as the supervisor.

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DEDICATION

This work is dedicated to my loving family for their consistent encouragement and motivation to complete my academic endeavor. I sincerely thank them for their prayers and help in getting this research study finished.
ACKNOWLEDGEMENTS

I am appreciative to God Almighty for ensuring my health during my academic journey. I also thank the Kenyatta University for the chance to accomplish my educational goal this far.

I also want to express my gratitude and admiration to my supervisor, Dr. Elishiba Murigi, for always being willing to help me out and offering advice whenever I needed it.

Additionally, I want to express my gratitude to my coworkers for their encouragement and recognition all through this research proposal period.
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OPERATIONAL DEFINITION OF TERMS

**Strategic Management Practices:** These are the set of activities, processes, and approaches that organizations employ to effectively formulate, implement, and evaluate their strategies. It involves making informed decisions and taking actions to align an organization's resources and capabilities with its long-term goals and objectives.

**Organizational Performance:** This is the overall effectiveness, efficiency, and achievement of objectives by an organization. It is a measure of how well an organization performs in terms of meeting its goals, satisfying stakeholders, and delivering value.

**Strategic Leadership:** This refers to the ability of leaders to provide direction, create a vision, and align the organization's resources and actions towards the achievement of long-term goals and objectives.

**Strategy:** This is a comprehensive and well-organized set of obligations and initiatives intended to capitalize on core skills and secure a competitive edge.

**Strategic Alliance:** This is a cooperative relationship formed between two or more organizations to pursue mutual interests, achieve shared objectives, and gain strategic advantages.
**Strategic Innovation:** This refers to the intentional and systematic process of creating new ideas, concepts, products, services, or business models that provide a competitive advantage and drive organizational growth and success.

**Employee training:** It is a process of equipping employees with the necessary information and skills to carry out their tasks effectively. It involves long term investment in employee wellbeing to more successfully accomplish company goals.

**Resources allocation:** It entails managing resources and distributing them in a way that furthers an institution's strategic goals. In order to get the most out of soft resources like human capital, resource allocation also involves managing hard assets like infrastructure.
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<tr>
<th>Abbreviation</th>
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<td>COVID-19</td>
<td>Coronavirus Disease 2019</td>
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<td>DMU</td>
<td>Diesel Multiple Units</td>
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<td>JR</td>
<td>Japan Railways</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>KRC</td>
<td>Kenya Railways Corporation</td>
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<td>MGR</td>
<td>Meter Gauge Railway</td>
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<td>MSMEs</td>
<td>Micro, Small, and Medium Enterprises</td>
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<td>NACOSTI</td>
<td>National Commission for Science &amp; Technology Innovation</td>
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<td>NSE</td>
<td>Nairobi Securities Exchange</td>
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<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<td>RBV</td>
<td>Resource-Based View</td>
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<td>RTI</td>
<td>Railway Training Institute</td>
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<td>SMEs</td>
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<td>SNCF</td>
<td>Société Nationale des Chemins de Fer Français</td>
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<td>TAZARA</td>
<td>Tanzania-Zambia Railway</td>
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<td>TfL</td>
<td>Transport for London</td>
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<td>TRC</td>
<td>Tanzania Railways Corporation</td>
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<td>TVET</td>
<td>Technical Vocational and Training Education</td>
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ABSTRACT

The Kenyan railway network managed by the Kenya Railways Corporation (KRC) has been occasioned by inefficient operations which have led to delays and poor service quality. Issues such as poor scheduling, high operational costs, insufficient revenue generation, and inadequate improvements of the railway network and operations have also been witnessed. The study’s general objective was to investigate the strategic management practices and performance of Kenya railways corporation at the headquarters, Nairobi city county, Kenya. The study's four specific objectives were to: investigate the impact of strategic leadership, strategic alliance, strategic innovation, and resource allocation on Kenya Railways Corporation performance. The research was grounded on game theory, diffusion of innovation theory, contingency theory and resource-based view theory. Both descriptive and inferential statistics, particularly regression analysis was done using SPSS, and used to analyze and interpret the data. Thirty two (32) targeted employees from top and middle management levels at Kenya Railways Corporation were identified as the target population. 30 of these formed the sample size. The instrument for gathering primary data was a structured questionnaire. Pilot testing involved 3 respondents, that is, 10% of the random sample. Experts in transport from the Ministry of Roads and Transport were engaged to help in testing the validity of the questionnaire, while reliability was tested using Cronbach’s alpha. The study used a threshold of 0.7 as the standard of reliability. An average coefficient of 0.977 was obtained and thus the data collection tool was reliable. Research permits were obtained from NACOSTI for authorization to conduct the study. Data was collected from the informants, and the response rate was 93.3%. Mean, standard deviations, deviations, and frequencies were descriptive statistics applied to analyze the primary data collected using statistical package of social sciences software. The study findings indicated that strategic leadership, strategic alliance, strategic innovation, and resource allocation had an effect on performance of the Kenya Railways Corporation. Additionally, the regression results indicated a positive and significant effect of strategic leadership (β = 0.502, p=0.000), strategic alliance (β = 0.477, p=0.005), strategic innovation (β = 0.241, p=0.028) and resources allocation (β = 0.241, p=0.012) on performance of Kenya Railways Corporation. The study recommended that strategic leadership should be improved by training leaders on governance and ensuring ethics. Also, it recommended that the organization should work to establish partnerships in business as this would improve its performance. Another recommendation was that innovative measures like improvement of existing infrastructure to suit the modern generation could be considered. Lastly, the government was encouraged to ensure proper financing of the projects by the Kenya Railways Corporation and improve its monitoring and evaluation framework as this would help the organization’s performance.
1.1 Background of the Study

Railway transport, also known as rail transport or train transport, is a mode of transportation that utilizes rail tracks or rails to move passengers and goods from one location to another. It is a widely used form of transportation across the world due to its efficiency, capacity, and environmental benefits. Government agencies play a significant role in operating railway transport systems in many countries. These agencies are responsible for the planning, development, regulation, and management of railway infrastructure and services. Many countries have a national or state-owned railway company or corporation responsible for operating the railway network. Examples include: National Rail in the United Kingdom (formerly known as British Rail), Deutsche Bahn in Germany, SNCF (Société Nationale des Chemins de Fer Français) in France, Indian Railways in India and Japan Railways Group (JR Group) in Japan. In some cases, local or regional transportation authorities have a role in operating and managing specific railway services. They may coordinate with national railway agencies or have direct responsibility for local commuter or light rail services like the Transport for London (TfL) in the United Kingdom, which oversees the London Underground and other rail services in the Greater London area.

Railway transport faces various challenges on a global scale. These challenges can vary depending on the region, country, and specific railway systems. They include aging infrastructure, challenges in securing adequate funding from governments and private
investors, competition from other modes of transport, challenges related to safety and security, environmental impact and sustainability, integration and interoperability, urbanization and land use, cross-border operations, and use of obsolete technology.

In Africa, railways were initially developed during the colonial era primarily to extract resources and facilitate trade between the interior regions and the coast. Many existing railway networks in Africa were constructed during this period. Several major railway corridors traverse Africa, connecting different countries and regions. These corridors play a crucial role in promoting cross-border trade and regional integration. Notable examples include the Dakar-N'Djamena Railway, the Abidjan-Ouagadougou Railway, the Tanzania-Zambia Railway (TAZARA), and the Beira-Bulawayo Railroad. Many African countries have tried to upgrade their old meter gauge railway lines to a modern and high-speed standard gauge railway for example the Addis Ababa-Djibouti Railway and the Mombasa-Nairobi Standard Gauge Railway in Kenya. Despite the progress made, railway transport in Africa still faces several challenges, including insufficient funding for infrastructure development, maintenance issues, inadequate interconnectivity between countries, and governance and regulatory issues.

In Kenya, for both freight and passenger services, railway transportation is second only to roads. It is ideal for long-distance transportation of heavy and bulky goods. A 2,156 km of meter gauge railway (MGR) track make up Kenya's railway network. A 146km branch line between Magadi and Konza, owned by the Magadi Soda Company, makes up a portion of this distance. A standard gauge (SGR) railway network was constructed which connects the port city of Mombasa to the capital city of Nairobi. It spans approximately 472
kilometers and was inaugurated in 2017. The line has both passenger and freight services. The line was later extended to Suswa approximately 120 kilometers of main track and was completed in 2019. It facilitates both passenger and freight services connecting the inland ports of Nairobi and Naivasha. Both the MGR and the SGR have had their fair share of performance challenges both operational and institutional.

1.1.1 Organizational Performance

Organizational performance refers to the measurement and evaluation of how effectively an organization achieves its goals and objectives. It assesses the overall efficiency, effectiveness, and productivity of the organization in various areas, such as financial performance, operational efficiency, customer satisfaction, employee productivity, and strategic outcomes. According to a meta-analysis by Luo et al. (2012), organizational performance should be assessed in terms of its operational and financial aspects: Economic performance is measured by market and financial results that evaluate profits, sales, return on investment for shareholders, and other financial metrics. On the other hand, operational performance focuses on observable indicators such as customer satisfaction and loyalty, the firm's social capital, and the competitive advantage generated from competencies and resources.

According to Pekuri et al. (2011), productivity measures the organization's output in relation to its inputs, while efficiency refers to how well resources are utilized to produce desired outcomes. High productivity and efficiency indicate optimal utilization of resources, streamlined processes, and effective resource allocation. Scholars like Cristobal (2018) measured performance by quality and customer satisfaction. The results reveal that
organizations that consistently deliver high-quality products or services tend to have higher customer satisfaction levels. Quality is determined by meeting or exceeding customer expectations, adhering to standards, and continuously improving processes.

Other researchers have argued that innovation and adaptability have an effect on performance. Azeem et al. (2021) for instance found that organizations that foster a culture of innovation and adaptability are better positioned to respond to changing market dynamics and stay ahead of the competition. Innovation can manifest in product development, process improvement, technological advancements, and creative problem-solving. The performance and engagement of employees greatly influence organizational performance. Motivated and skilled employees who are aligned with the organization's goals and values contribute to higher productivity, customer satisfaction, and innovation. Employee performance can be measured through key performance indicators (KPIs), performance appraisals, and feedback mechanisms. (Noercahyo et al., 2021).

Some have argued that successful organizations prioritize building and maintaining positive relationships with their stakeholders, including customers, employees, suppliers, shareholders, and the community. Effective stakeholder management involves understanding their needs and expectations, addressing concerns, and fostering long-term partnerships (Rajhans, 2018). Organizations that embrace a culture of continuous improvement are more likely to achieve higher performance levels. This involves regularly evaluating processes, identifying areas for improvement, implementing changes, and promoting a learning mindset throughout the organization.
1.1.2 Strategic Management Practices

Strategic management practices refer to the set of processes, tools, and techniques employed by organizations to formulate, implement, and evaluate their strategic plans. These practices are crucial for aligning an organization's resources, capabilities, and activities with its long-term goals and objectives (Pamulu, 2010). These strategic management practices, according to Kouamé and Langley (2018), are not linear or one-time activities; they involve an iterative and dynamic process. Organizations must continuously assess their strategies, adapt to changing market conditions, and leverage emerging opportunities to maintain a competitive advantage and achieve long-term success.

In order to establish a clear focus for strategic management practices, there should be an intent. This sets the context and purpose for strategic decision-making, enabling organizations to prioritize their efforts and allocate resources effectively. Hamel and Prahalad, (2010) define Strategic intent as a high-level, long-term direction and aspiration that guides an organization's strategic decisions and actions. It represents the overarching purpose and ambition of an organization, outlining what it aims to achieve in the future. Strategic intent goes beyond traditional goal-setting by emphasizing a transformative and ambitious vision that inspires and motivates the organization. According to Hamel (2008), the concept of strategic intent is revolutionary in the field of strategic management and represents a substantial advancement and change in how corporate firms operate. The idea of strategic intent has been acknowledged in the literature on strategic management as being essential to improving awareness of the strategic direction a corporation is headed in (Sneddon & Mazzarol, 2002).
The essence of formulation of strategy is to enhance the ability of a firm to cope with competition (Kinyua, 2010). Strategic formulation is the process of developing and selecting the most appropriate strategies to achieve an organization's long-term goals and objectives. It involves analyzing the internal and external environment, identifying strategic options, and making decisions on how to allocate resources effectively. Strategic formulation is a critical step in the strategic management process and sets the foundation for strategy implementation. According to Otiso (2008), firms must be sensitive in order to remain competitive in circumstances that provide many obstacles. Sensitivity is making accurate assessments of the environment and developing suitable adaptation and alignment techniques.

According to MacLennan (2011), execution of strategy involves implementing and operationalizing the chosen strategies to achieve the organization’s objectives. It is the process of translating strategic plans into actions and ensuring that they are effectively carried out throughout the organization. Successful strategy execution requires careful planning, effective communication, resource allocation, and continuous monitoring. Organizational management basically entails continuously structuring and organizing the firm's operational activities. According to Porter (2008), institutionalization and operationalization are key components of the strategy implementation process. The execution of a strategy entails a number of administratively focused sub-activities that need the coordination of a firm's resources and competencies for the sole purpose of achieving the stated strategic goals (Powell et al., 2017).
Strategy control according to Bunnefeld et al. (2011) refers to the ongoing monitoring, evaluation, and adjustment of the implemented strategies to ensure they remain on track and aligned with the organization's goals. It involves measuring performance, comparing it against established targets and benchmarks, and taking corrective actions when necessary. Strategy control is crucial for identifying deviations, addressing challenges, and maximizing the effectiveness of the strategic initiatives. Strategy control allows management to monitor and regulate the implementation of strategies, ensuring that they are aligned with organizational goals and objectives. By exercising control over the strategy execution process, management can influence sub-units and individual behavior in ways that support the achievement of desired outcomes (Akwara, 2010).

1.1.3 Kenya Railways Corporation

The Kenya Railways Corporation (KRC) is the national railway operator in Kenya. It is responsible for the management and operation of the railway network in the country. The Kenya Railways Corporation, was constituted in 1977 by Act of Parliament (Cap 397) of the Kenyan Laws, and it began functioning on January 20 of the following year. The Government supervises the Corporation through the Ministry of Transport. The Corporation's overall objective at the time was to offer a railroad system that is integrated and coordinated, inland waterway, and inland port facilities in Kenya. The Kenya Railways (Amendment) Act of 2005 amended the Act so that to provide rail transportation services, Kenya Railways may enter into concession contracts or other types of management.

After this Amendment, KRC granted Rift Valley Railways (K) the right to operate the railway beginning in November 2006, for a period of 25 years for freight services and 5
years for passenger services (www.krb.go.ke). Prior to the concession, KRC's primary duty was to offer services for both freight and passenger transport. Since making the concession to RVR, the corporation has altered its mission. The concession allowed the Corporation to focus on other areas that had previously not received enough attention because of how demanding operating rail transportation was. KRC was now focusing on managing the operator, managing non-conceded facilities, promoting, facilitating, and participating in the development of the national and metro railway networks, developing and managing inland waterways, and managing the Railway Training Institute (RTI). The Concession Agreement with Rift Valley Railways was terminated by the High Court on 31st July, 2017 following Rift Valley Railways' inability to comply with the terms of the 2006 concession agreement. The High Court gave Kenya Railways approval to terminate the 25-year concession.

Kenya Railways through the Kenyan Government upgraded the railway from Mombasa to Nairobi to the Standard Gauge Railway and the Corporation presently engages an Operator (Africa Star Railway Operation Company Limited) to provide rail transportation services who operates the Mombasa to Nairobi and Nairobi to Suswa Railway line for them. During the same period of building the SGR, the corporation revamped the existing meter gauge railway and improved on the commuter system within the Nairobi metropolitan area. On some routes, the corporation has gone ahead to introduce diesel multiple units (DMU) which operate at scheduled times and commuter buses ferrying people from the railway central station to other parts of the city. Despite all this effort, the operations have not been as sustainable as was envisioned. In 2020/2021 financial year for instance, the railway operator booked an unchanged loss of 24 billion Kenyan shillings.
Kenya Railways is now responsible for managing a variety of other resources, including land, building workshops, tracks, signaling, and telecommunications facilities, locomotives, passenger coaches, and cargo wagons, as well as a wagon ferry on Lake Victoria and the Railway Museum. Kenya Railways is also upgrading the Naivasha-Kisumu-Malaba railway line. Due to this, the two-day travel time from Mombasa to Malaba will only take 12 hours, and the amount of goods transported each year will rise from 5 million to 29 million tons. (www.krb.go.ke).

Kenya Railways' objective is to manage its resources and services in the most efficient and innovative way practicable in order to achieve its vision of becoming a premier provider of rail and inland waterway transport. However, KRC's performance has declined over the course of many years. The current state of affairs is the result of inadequate investment, poor management, a legal framework that limits independence, competition from other modes of transport, and rising operational costs (www.krb.go.ke). As a result, the Corporation has been dependent on exchequer support for several years. The study aimed to determine whether there are any strategic management practices at the Kenya Railways Corporation headquarters that have had an effect on the performance of railway transportation in Kenya.

1.2 Statement of the Problem

The Mombasa-Uganda railway line was crucial in making it easier to transport people and goods between the two nations since it provided a more affordable and effective mode of transportation. Years later, the railway transport network was in danger of failure. When roads were first being built, they were intended to supplement the railway network rather
than to substitute it. Roads that cross the railway network, like the Mombasa-Nairobi Road, were seen to be competitive and detrimental to the railway system's ability to operate profitably. Railways controlled long-distance freight transport along the major transit corridors, Mombasa-Nairobi-Malaba and Nakuru-Kisumu, until the early 1970s (Irandu, 2000).

The Kenyan railway network has been occasioned by inefficient operations which have led to delays, poor service quality, and increased costs. Factors such as poor scheduling, lack of effective maintenance programs, inadequate rolling stock, or suboptimal logistics and supply chain management have contributed to operational inefficiencies (Owuor, 2013). The study by Owuor (2013) was conducted when the rail transport operating company in Kenya was Rift Valley Railways (RVR) whereas currently during this study, the rail transport is operated by Kenya Railways Corporation (KRC). Issues such as lack of responsiveness, poor communication, inadequate passenger amenities, or inconvenient ticketing processes have resulted in dissatisfied customers and a decline in ridership according to Maina (2018). The study focused on the commuter railway network specifically the Syokimau park and ride facility while this researched was on the whole railway network in Kenya.

According to Masinde (2016), financial challenges have hampered the performance of Kenya Railway Corporation activities. Factors such as high operational costs, insufficient revenue generation, inadequate funding for infrastructure maintenance and upgrades, or inefficient financial management have led to financial instability and hindered the ability to invest in improvements of the railway network and operations. Masinde (2016)
discussed the turnaround strategies that have been implemented at KRC. This study will
however bridge the time gap to determine why they have not been effective to date.

Masinde (2016) and Owuor (2013) raised safety and security concerns on the Kenya
railway network. Issues such as accidents, vandalism, theft, or inadequate security
measures have not only impacted the well-being of passengers and employees but also
resulted in service disruptions and damage to infrastructure, leading to performance
challenges.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of this study was to investigate the strategic management practices
and performance of Kenya railways corporation at the headquarters, Nairobi city county,
Kenya

1.3.2 Specific Objectives of the Study

The research study specific objectives were:

i. To ascertain the effect of strategic leadership on Kenya Railways Corporation
performance

ii. To determine the effect of strategic alliances on Kenya Railways Corporation
performance

iii. To evaluate the influence of strategic innovation on the performance of Kenya
Railways Corporation
iv. To determine how resource allocation affects the performance of Kenya Railways Corporation

1.4 Research Questions

i. What effect does strategic leadership have on the performance of Kenya Railways Corporation?

ii. What influence does a strategic partnership have on Kenya Railways Corporation performance?

iii. What influence does strategic innovation have on Kenya Railways Corporation performance?

iv. What is the effect of resources allocation on Kenya Railways Corporation performance?

1.5 Significance of the Study

The conclusion of this study is important to policy makers in the railway transport. The study will offer a tool to help managers think strategically through the significant strategic problems they are currently experiencing. Managers will employ strategic management techniques to enhance the performance in Kenya's railway transport sector. Scholars and researchers will also be given a thorough framework to comprehend the impact of different transport industry performance initiatives.

This study would be helpful also to the government, which has a major impact on how corporate policies are developed and how strategies are implemented across the nation's transport sector. By fostering an atmosphere that is conducive to the application of strategic
business practices and, similarly, to a more active business perspective for performance, the government can play a noble role in the dissemination of policies. The conclusions of this research would benefit the government play a key role in developing the strategic management techniques needed to improve the performance of the country's railway transportation sector.

1.6 Scope of the Study

The study was confined to performance as the dependent variable and strategic management practices as the independent. The research was done at Kenya Railways Corporation headquarters in Nairobi County, and information was acquired from only management staff since the researcher believed that they would have access to knowledge about the effectiveness of strategic management practices. The entire research procedure was guided by the descriptive research design. The data was collected between October 2022 to November 2022 and was limited to the events and issues as at the period of research.

1.7 Limitations of the Study

Notably, the non-response rate is a common issue with the design of descriptive surveys. This was mitigated by asking simple questions, sending an introduction letter, and following up with regular phone calls. Some respondents hesitated to disclose specific sensitive information out of fear or because it would violate their ethical obligations. By promising the respondents a high level of anonymity and employing codes that concealed respondents' identities, this issue was addressed. In order to verify the objectivity and
integrity of the information provided by the respondents sampled from the population, secondary data was used as well.

1.8 Organization of the Study

Chapter one of the study consists of the background of the study with both conceptual and contextual literature, statement of the problem, general and specific objectives, significance, scope, limitations as well as organization of the study. Chapter two comprises of the theoretical and empirical literature review, summary of research gaps, and the conceptual framework. Chapter three comprises of research design, population of study, sampling process and sample size, research instrument, test of validity, test of reliability, procedure for data collection, analysis and presentation of data, and ethical issues related to research. Chapter four presents result of data analysis, research findings and a matching discussion. The chapter in particular comprises of analysis of response and non-response rate, biographic information of respondents, analysis and discussion of descriptive statistics. Chapter five consists of summary, conclusion, recommendations for policy and practice, and recommendations for future studies.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

A literature review analyzes the body of knowledge that already exists in a given field of study. It gives some background information on the research issue and concentrates on the studies that have already been carried out by other academics and researchers. This study reviewed and analyzed material that is pertinent to strategic management and is consistent with the study's objectives.

2.2 Theoretical Framework

This section reviewed Game theory, Diffusion of Innovation theory, Contingency Theory, and Resource-Based View. The effect of the factors discussed in these theories formed a basis for the research.

2.2.1 Game Theory

Game theory is attributed to the groundbreaking work of mathematician John von Neumann and economist Oskar Morgenstern. In 1944, they published the book "Theory of Games and Economic Behavior," which laid the foundation for game theory and was developed extensively by many other researchers and scholars in the 1950s. Game theory is a mathematical framework for analyzing strategic interactions and decision-making in circumstances where the result of one participant's choice depends on the choices of other participants. It offers a methodical way to comprehend and project rational decision-makers' actions in competitive or cooperative circumstances (Colman, 2016).
Game theory can help analyze the negotiation and bargaining process in forming strategic alliances (Nagarajan & Sošić, 2008). It can provide a framework to understand the interests, motivations, and strategies of the participating organizations. By modeling the alliance formation as a game, the theory can help identify optimal negotiation strategies and outcomes.

In markets, analysis is done whether organizations should cooperate and trust each other or adopt non-cooperative strategies to maximize their individual gains (Madani & Dinar, 2012). Organizations usually work on frameworks in determining the most appropriate level of cooperation and the potential risks and benefits associated with different strategies. According to Hughes and Weiss (2007), game theory can allow organizations to model the potential outcomes, benefits, and costs associated with different cooperative actions. By considering the potential gains and losses, organizations can make informed decisions about the incentives and rewards that will encourage cooperation and align the interests of alliance partners.

Strategic alliances often involve long-term relationships and evolving dynamics. Organizations therefore should to anticipate how their partners might behave in different scenarios, including changes in market conditions, technology, or competitive landscape (Day, 2011). By considering the dynamic nature of the alliance, organizations need to make better decisions regarding investments, commitment levels, and adaptation strategies.

By applying game theory, organizations can gain insights into the strategic interactions, incentives, and dynamics within strategic alliances. This understanding can inform the
formation, management, and evaluation of alliances, enabling organizations to make more informed decisions and improve the chances of success in collaborative endeavors.

2.2.2 Diffusion of Innovation Theory

The Diffusion of Innovation Theory, developed by Everett Rogers in 1962, describes how novel concepts, items, or technologies spread and are embraced by individuals or groups within a community. The theory offers an understanding of the elements that affect the rate and extent, of the propagation of innovations.

According to Al-Jabri and Sohail (2012), the theory identifies several factors that influence the adoption and diffusion of innovations. These factors include the perceived benefits of adopting the innovation, the degree to which the innovation is consistent with existing values and needs, the perceived difficulty of understanding and using the innovation, the ability to experiment with the innovation, and the extent to which the benefits of the innovation are visible to others.

The diffusion of an innovation occurs over time and follows a typical S-shaped curve. The innovation life cycle includes stages such as introduction, growth, maturity, and decline. Different adopter categories tend to adopt the innovation at different stages of the life cycle (Boushey 2016).

By applying the Diffusion of Innovation Theory in strategic innovation, managers can gain insights into the dynamics of innovation adoption and diffusion within their organization. This understanding can inform the design of effective implementation strategies, communication plans, and stakeholder engagement approaches, ultimately enhancing the success and impact of strategic initiatives.
2.2.3 Contingency Theory

Contingency Theory is a leadership and management theory that was first proposed by Fred Edward Fiedler, an Austrian psychologist, in his seminal 1964 work "A Contingency Model of Leadership Effectiveness" (Robbins & Coulter, 2002). The theory proposes that the effectiveness of leadership is contingent upon the fit between the leader's style or behavior and the characteristics of the situation. It suggests that there is no one-size-fits-all approach to leadership, and the most effective leadership style varies depending on the circumstances (Andrews et al, 2012).

Strategic leadership should consider the external environment, internal resources, and capabilities, as well as other situational factors. Managers should assess factors such as industry dynamics, competitive forces, market conditions, and organizational strengths and weaknesses to identify a strategy that fits the specific context (Donaldson, 2001). Managers should consider the alignment between the chosen strategy and the organization's structure, systems, and processes. According to Donaldson (1996), they need to assess factors such as task complexity, uncertainty, size, technology, and employee skills to determine the most suitable organizational structure and design. This includes considerations of centralization, decentralization, span of control, departmentalization, and coordination mechanisms.

Situational factors play a crucial role in determining effective leadership (Parveen & Tariq, 2014). They include the complexity of the task, the level of follower experience and skills, the nature of the work environment, and the level of authority and resources available to the leader. The theory, therefore, suggests that when managers make judgments about how
their businesses' operations should be run, they should take into account all relevant factors and take appropriate action (Olum, 2004).

2.2.4 Resource-Based View

The Resource-Based View (RBV) is a strategic management theory that focuses on the internal resources and capabilities of an organization as key sources of competitive advantage. Developed by scholars such as Wernerfelt (1984) and Barney (1991), the RBV suggests that a firm's unique bundle of resources, rather than external factors alone, determines its ability to achieve and sustain a competitive edge (Schroeder et al. 2002).

Crook et al. (2008) defines resources as the tangible and intangible assets owned, controlled, or accessed by an organization. Tangible resources include physical assets like equipment, facilities, and financial capital. Intangible resources encompass intellectual property, brand reputation, organizational culture, knowledge, patents, and relationships with customers and suppliers. Capabilities on the other hand are the organization's ability to deploy and leverage its resources effectively to achieve specific tasks or objectives. They involve the skills, knowledge, processes, and routines within an organization that enable it to perform certain activities better than competitors. Capabilities are often a combination of individual and collective skills, embedded knowledge, and organizational systems (Lengnick-Hall et al., 2011).

According to RBV, competitive advantage arises when a firm possesses and deploys a unique set of resources and capabilities that are valuable, rare, difficult to imitate, and non-substitutable. These resources and capabilities allow the firm to outperform competitors and create superior value for customers (Ainnuddin et al., 2007). The theory argues that
there is resource heterogeneity and firms differ in terms of their resource endowments and capabilities. Firms should therefore strive to develop and acquire resources that are rare and valuable, as these are more likely to lead to sustainable competitive advantage (Sirmon & Hitt 2003).

An organization's strategy should be built around its unique resources and capabilities (Paradkar et al., 2015). Rather than solely focusing on industry structure or market conditions an organization should develop a strategy that aligns with and leverages its distinct resources. This involves identifying and exploiting resource-based opportunities in the market. The firms also ought to have dynamic capabilities which enable them to respond to changing market conditions, develop new resources, and continuously innovate to sustain competitive advantage.

The RBV has had a significant impact on strategic management thinking, particularly in understanding the sources of competitive advantage and the role of resource allocation in strategy formulation. By leveraging their unique resources and capabilities, organizations can differentiate themselves from competitors, create value, and achieve long-term success (Abdullah, 2010).

### 2.3 Empirical Literature Review

This section provided a summary of previous studies that have examined the relationship between strategic management practices and the performance of railway transport organizations. The focus was on strategic leadership, strategic alliances, strategic innovation, and resource allocation as key practices.
2.3.1 Performance of Railway Transport Organisations

Lan and Lin (2006) conducted a research study aiming to evaluate the performance of railways providing passenger and freight services using two stochastic distance function approaches. The study employed a stochastic input distance function to assess technical efficiency, incorporating an inefficiency effect, and a stochastic consumption distance function to measure service effectiveness, incorporating an ineffectiveness effect. The analysis encompassed 39 railway systems worldwide over an eight-year period (1995-2002). The inputs considered were the number of passenger cars, freight cars, and employees, while the outputs were measured in terms of passenger train-kilometres and freight train-kilometres. Additionally, consumption indicators included passenger-kilometres and ton-kilometres. The findings revealed that the technical inefficiency and service ineffectiveness of railways were negatively influenced by gross national income per capita, the percentage of electrified lines, and line density. Furthermore, the study observed that railways in West Europe exhibited higher levels of efficiency and effectiveness compared to those in East Europe and Non-European regions. The study proposed strategies to enhance the operational performance of less-efficient and/or less-effective railways.

Leonard (2020) conducted a study to investigate the impact of various factors on the performance of rail freight operations in the Tanzanian railway network, specifically focusing on the Dar es Salaam to Isaka corridor. This corridor plays a crucial role in serving landlocked countries in the region. The research employed the Performance Measurement theory along with the Balanced Scorecard model. Statistical analysis using Linear
Regression and SPSS version 20 was conducted to analyze the collected data. The findings revealed that derailments, washouts, and the maintenance capacity of rail freight wagons directly influence the performance of rail freight operations. To improve performance, the Tanzanian Railway Corporation (TRC) should implement strategies to reduce derailments and washouts, as well as establish a prompt recovery plan for such incidents. Furthermore, TRC should enhance its capacity to maintain rail freight wagons to ensure their optimal availability. The study suggests that investment opportunities should be explored in the railway sector, as it not only supports the growth of other industries but also attracts more customers to choose rail transport, leading to an increased modal share for the railway.

Al-Douri et al. (2016) conducted a case study focused on improving the performance of Swedish railway infrastructure. The study aimed to identify the needs of railway stakeholders responsible for analyzing track conditions and determining the necessary information for effective maintenance decision-making. The ultimate goal was to enhance track performance by increasing availability, reliability, and safety while reducing maintenance costs. The researchers conducted interviews with eight experts to identify general areas requiring improvement and performed a quantitative analysis of condition monitoring data for more specific insights. The findings indicated that implementing a long-term maintenance strategy and undertaking preventive maintenance actions could lead to cost reduction. However, issues related to measured data, missing data, and incorrect location data resulted in unnecessary maintenance tasks. The study concluded that proactive solutions, such as the development of a visualization tool and a life cycle cost model for maintenance strategies, are essential to achieve improved safety, availability, and reliability in the railway system.
2.3.2 Strategic leadership and performance of organizations

In their study, Chishambo and Muchelule (2018) examined the impact of strategic leadership practices on the performance of youth-owned economic enterprises in Tharaka-Nithi County, which operates under a devolved government system in Kenya. The researchers utilized survey questionnaires to collect quantitative data and conducted interviews to gather qualitative data. The study concluded that strategic direction has a significant influence on the strategic leadership practices and performance of youth-owned economic enterprises in Tharaka-Nithi County. In other words, when youth entrepreneurs have a clear strategic direction, it positively affects their strategic leadership practices, which, in turn, enhances their enterprise performance. Based on the findings, the study recommended measures to promote the effective performance of strategic leadership practices in youth-owned economic enterprises within the devolved government system in Kenya, specifically in Tharaka-Nithi County. One of the recommendations was to provide continuous training on the importance of strategic leadership, emphasizing the need for youth entrepreneurs to continuously develop their strategic leadership skills. Additionally, the study suggested introducing incentives for those who actively practice and demonstrate strategic leadership within their enterprises. The study focused on a devolved government function whereas this study will look at transport which is under the national government.

Nthini (2013) investigated the impact of strategic leadership on the performance of commercial and financial State Corporations in Kenya. The research utilized a descriptive survey design, and the target population consisted of all 48 commercial and financial State Corporations in the country. The analysis of strategic leadership in commercial and
financial State Corporations revealed that positive organizational culture facilitated the sharing of core values, symbols, and ideologies within these organizations. Furthermore, the correlation analysis demonstrated a strong positive relationship between strategic leadership practices and organizational performance. Specifically, corporate strategic direction was found to be strongly correlated with high customer satisfaction, while balanced organizational controls exhibited a positive strong relationship with annual employee turnover. Based on these findings, the researcher recommended the effective implementation of balanced organizational controls to enhance overall performance in commercial and financial State Corporations. The study however could not point out a leadership problem specific to a state corporation hence the conclusion is a generalization for all the organizations under study.

In a study conducted by Banda (2022), the focus was on strategic leadership and its role in implementing strategies for organizational development. The research employed a qualitative mode of inquiry, specifically informant and in-depth interviews. The interviews were purposefully directed towards lower and middle management levels of leadership, as well as individuals closely associated with leaders within their respective organizations. The findings of the study indicated that strategic leaders make significant contributions to organizational development through their capabilities, adaptability, effectiveness, management skills, and problem-solving abilities. These qualities are applied within the organizational environment, enabling strategic leaders to continuously develop and implement suitable strategies for different situations. The study further emphasized that strategic leaders are instrumental in building organizations and that strategic leadership is primarily focused on incorporating practical and well-tested strategies that can overcome
organizational limitations. The study highlights the importance of strategic leadership in organizational development and emphasizes the need for both leaders and organizations to acknowledge and learn from the core principles of strategic leadership. By understanding and implementing effective strategic leadership practices, leaders and organizations can enhance their ability to adapt, grow, and succeed in a dynamic business environment. The study involved qualitative data collection methods whereas this employed quantitative methods which allowed for precise measurement and quantification of variables, leading to more accurate, reliable and replicable results.

Özer and Tınaztepe (2014) conducted a study on strategic leadership and its impact on performance in an export company in Turkey. The sample consisted of employees in managerial and non-managerial positions from different offices within the company, with 215 complete responses used for analysis. The researchers examined transformational, transactional, and paternalistic leadership styles through factor analysis. However, the results revealed the presence of additional leadership styles, including relationship-oriented and management by avoidance styles. This finding suggests that within Turkish SMEs, paternalistic leaders can be perceived as either relationship-oriented or passive leaders. The study concluded by recommending that future research should consider exploring a broader range of leadership styles to enhance understanding in the context of Turkish SMEs.

Kariithi and Ragui (2018) conducted a descriptive research study on the impact of strategic implementation practices on the performance of Huduma centres in Kenya. The findings showed a positive correlation between leadership and center performance, although the study had limitations in terms of its focus on public organizations and the absence of a specific leadership theory. In a separate study by Valmohammadi (2011) in Iran, leadership
was found to significantly enhance the performance of Iranian manufacturing SMEs. These studies collectively emphasize the importance of effective leadership in driving improved performance outcomes in different organizational contexts.

2.3.3 Strategic alliance and performance of organizations

A strategic alliance, such as a joint venture, is a proactive response by companies to address rapid environmental changes, including increased competition, technological advancements, evolving market conditions, and the need for additional investments. These alliances are formed when companies possess resources or knowledge that can benefit their partners. By entering into strategic partnerships, companies can leverage their capabilities not only for their own advantage but also to contribute to the long-term success of their counterparts. Sambasivan et al. (2011) suggest that sustained interdependence between partners enhances the likelihood of partnership success, as both parties rely on each other to accomplish tasks and achieve goals. If one partner underperforms, it can adversely affect the others involved.

Muteshi and Awino (2018) conducted a study on the relationship between strategic alliances and the performance of food and beverage manufacturing companies in Kenya. The study collected and analyzed data from 125 large-scale companies in the industry over a three-year period. The researchers used regression analysis to test the hypothesis that strategic alliances have a significant impact on performance. However, the results did not support this hypothesis. Surprisingly, the study found that there was no significant connection between strategic alliances and performance in the food and beverage manufacturing sector. This suggests that in industries characterized by pure competition,
such as agro-processing, the success of firms through strategic collaborations is not as pronounced as it would be in monopolistic or duopolistic market environments. The study focused on firms that are in the private sector. This study however focused on a state owned organization that can leverage that advantage in partnerships.

Wanjiku (2016) conducted a study to assess the effect of strategic alliances on the performance of commercial banks in Kenya. The study included 42 commercial banks, and data was collected through a questionnaire survey administered to human resource managers, achieving an 88% response rate. Simple linear regression was used to analyze the data. The findings indicated that 54.7% of the variation in commercial banks' performance was attributed to variations in strategic partnerships, while other unanalyzed factors accounted for the remaining 45.3%. Additionally, a unit change in partnership strategy accounted for 65.9% of the observed changes in performance. Overall, the study concluded that strategic partnerships have a positive and significant impact on the performance of commercial banks in Kenya. The current study introduced other factors which could account for the remaining 45.3% effect on performance that was not accounted for by strategic partnership.

In response to the challenges faced by Micro, Small, and Medium Enterprises (MSMEs) during the COVID-19 lockdown in Nigeria, Tijani et al. (2021) conducted a descriptive research study using a quantitative analysis approach. They collected primary data from 234 MSMEs located in the Ojo local government area of Lagos State. The study examined the impact of strategic alliances and partnerships on the survival and performance of MSMEs post-COVID-19. The findings revealed that strategic alliances and partnerships had a positive and significant effect on the survival of MSMEs in Nigeria after the
pandemic. The statistical analysis showed a correlation coefficient of 0.824 (82.4%), indicating a strong positive relationship between strategic alliances and MSMEs' performance. The results indicated that forming strategic alliances and partnerships is a valuable tool for MSMEs to overcome the challenges posed by COVID-19 and thrive in the Nigerian economy. Whereas the findings were positive on the effect of strategic alliances on MSMEs, this does not mean the result would be same for state owned corporations.

A study conducted by Muthee (2019) focused on the determinants of partnership practices and performance in Technical Vocational and Training Education (TVET) institutions in Nairobi City County, Kenya. The study utilized a sample size of 145 respondents and collected data through self-administered questionnaires. Both descriptive and inferential statistical analyses were employed. The findings of the study indicated that there was a significant positive relationship between infrastructure sharing and the performance of TVET institutions. Similarly, a positive relationship was observed between brand status and performance. The study also revealed that strategic partnerships in credit transfer positively influenced the competitiveness of the institutions' programs, and a significant positive relationship was found between credit transfer and performance. Based on the findings, the study recommended that TVET institutions take a proactive approach in establishing strategic partnerships with higher learning institutions to benefit from shared infrastructure, ultimately improving overall performance. Additionally, continuous engagement in strategic partnerships was suggested to revitalize programs, enhance the institution's image and brand. Lastly, it was recommended for TVET institutions to form partnerships with other higher learning institutions, incorporating clear credit transfer
policies to further enhance performance. The learning institutions focus on service delivery and it was imperative to find out what the results would be for an organization that deals with both goods and services.

2.3.4 Strategic innovation and performance of organizations

Strategic innovation refers to the intentional and systematic process of creating new ideas, products, services, or business models that provide a competitive advantage and drive organizational success. It involves identifying and capitalizing on opportunities for innovation within the broader strategic framework of an organization (Martins et al., 2015). Wambui (2018) investigated the influence of innovation strategies on organizational performance using Telkom Kenya Limited as a case study. They collected data through semi-structured questionnaires from all 40 employees at the company's headquarters. The findings revealed that both process innovation and administrative innovation strategies had a positive effect on organizational performance, as reported by the respondents. The study emphasized the importance of implementing administrative innovations such as developing innovation hubs, introducing feedback platforms, automating processes, and initiating cultural change to equip employees with the necessary skills for growth. Process innovation was identified as the innovation strategy with the greatest positive impact on organizational performance. It was found to improve product and service quality, enhance operational efficiency, boost brand image, increase sales, and improve market ranking. The study recommended that organizations consider and implement these innovation strategies to improve their overall performance levels. The findings of the study however cannot be used to draw conclusion on innovation in the transport industry.
Mbocho (2020) conducted a study to examine the effects of strategic innovation on the performance of manufacturing companies in Kenya, with a specific focus on Bamburi Cement Company. The study employed a descriptive research design and collected primary data from 171 respondents using questionnaires. The data was analyzed using descriptive and inferential statistics, including correlation and multiple regression analysis. The findings revealed that process innovation had a significant positive relationship with organizational performance, indicating that constantly reinventing production techniques and re-engineering business processes positively influenced performance. The study also found a significant positive relationship between social innovation and organizational performance, suggesting that organizations concerned with reconfiguring current social and economic trends and meeting unmet market needs had better performance. Additionally, technological innovation showed a significant positive relationship with organizational performance, highlighting the importance of using appropriate technological innovations in operations and focusing on product and production alterations. Overall, the study concluded that process innovation, social innovation, and technological innovation have a significant impact on organizational performance. It recommended that organizations should embrace leading-edge techniques in production and marketing, consider customer needs for social innovation, and continually upgrade technology to support innovation processes and improve overall performance. However, the study did not demonstrate the impact of strategic innovation on other organizational aspects like competitive advantage and sustainability.

In their study, McDermott and Prajogo (2012) examined the relationship between service innovation and performance in small and medium-sized enterprises (SMEs) based on
empirical data collected from 180 managers in Australian service organizations. The study found that neither of the innovation orientations (exploration and exploitation) had significant direct relationships with firms’ performance when controlling for size. However, ambidextrous innovation, which involves a combination of exploration and exploitation, was positively associated with business performance, suggesting a synergy between the two approaches. Furthermore, the relationship between exploration/exploitation innovation and performance was found to be moderated by firm size within the sample of small firms. The study concluded that service SMEs in Australia are best served by simultaneously pursuing both exploitative and exploratory innovation. The study recommended the importance of creating a balance and synergy between these two types of innovation to enhance performance.

Mdasha (2018) conducted a study to examine the influence of strategic innovation practices on the performance of entrepreneurial businesses in Nairobi County, specifically focusing on service innovation and product innovation. The study utilized a mixed-method approach, combining qualitative and quantitative research methods. Through a literature review, it was found that innovation has a positive and significant impact on the performance of small and medium-sized enterprises (SMEs). The study recommended that regulatory and advisory bodies should provide innovation information to guide SMEs in developing effective strategies to embrace innovation, as it contributes to improved financial performance. The exclusive use of secondary data in the study could have posed a challenge of bias, that is why this study focused on collection of both primary and secondary data.
In a study conducted by Tseng et al. (2018) in Japan, the focus was on exploring the relationship between service innovation in sustainable product service systems and its impact on performance. The researchers employed the fuzzy Delphi method as their data collection approach. The findings of the study indicated a strong and positive correlation between service innovation and performance. Additionally, it emphasized the importance of sustainable service innovation systems in enabling resource-constrained firms to achieve favorable outcomes in terms of both social well-being and economic growth. The study concluded by presenting four essential elements of the model: sustainable consumption, collaborative advantage, innovation activities, and service innovation capabilities. The researchers recommended that organizations aspiring to develop sustainable product service systems should prioritize efficient operations, cultivate business synergy, and integrate elements such as self-generated innovative products/services, high-quality offerings, collaborative innovation, and product/service advancements.

2.3.5 Resources allocation and performance of organizations

Resource allocation refers to the process of distributing and assigning resources, such as funds, personnel, equipment, and materials, to different activities, projects, or departments within an organization (Acido & Kilongkilong, 2022). It involves making decisions on how resources should be allocated based on priorities, goals, and the needs of various functions or projects. Effective resource allocation ensures that resources are utilized efficiently and effectively to support organizational objectives and maximize productivity. It involves considering factors such as budget constraints, resource availability, project timelines, and the potential impact on overall organizational performance. Resource allocation plays a
critical role in strategic planning and decision-making, as it determines the allocation of limited resources to achieve desired outcomes and optimize performance (Poister, 2010).

Gitau (2020) conducted a study in Nairobi County to assess the influence of strategy implementation on the performance of supermarkets. The study examined various factors including organizational resource allocation, strategy communication, senior management support, and monitoring and control of strategies. Using a descriptive research design, data was collected from 27 supermarkets and their management staff through structured questionnaires. The findings showed that monitoring and control of strategies had the greatest impact on organizational performance, followed by strategy communication, organizational resource allocation, and senior management support. The study concluded that strategy implementation has a positive and significant effect on performance. The researchers recommended that supermarket management in Nairobi County should focus on optimizing performance through effective strategy controls and minimizing resource wastage through efficient monitoring.

Omollo et al. (2017) conducted a study to examine how resource allocation impacts the performance of South Nyanza Sugar Company Limited in Kenya. The research employed a descriptive research design and involved a sample of 329 employees out of a total of 994. Data was collected using a questionnaire and analyzed using both qualitative and quantitative methods. The study revealed that resource allocation significantly influences performance and highlighted the importance of effective allocation for the successful implementation of strategic plans. Additionally, the study emphasized the role of government policies and regulations as moderating factors in strategic plan
implementation, suggesting measures such as tax reductions, utilization of funds for infrastructure development, divestiture of government ownership, involvement of cane growers, and support for research and development. Based on the findings, the study recommended that South Nyanza Sugar Company Limited should establish stringent accountability measures, implement a monitoring system for resource allocation, and ensure that all decisions prioritize the organization's best interests.

Josephine and Kimencu (2020) conducted a study to investigate how resource allocation in strategy implementation affects the performance of Nairobi City Government. The researchers employed an explanatory research design and focused on 161 staff members from 10 departments within the government. A sample of 114 participants was selected using stratified random sampling. Both primary and secondary data were collected, with semi-structured questionnaires used for primary data and annual reports for secondary data. The collected data were analyzed using descriptive and inferential statistics, including frequency distribution, mean, standard deviation, percentages, Pearson correlation analysis, and regression analysis. The findings revealed that resource allocation explained 27.5% of the performance of Nairobi City County Government, and it had a significant positive impact. Based on the results, the study recommended the adoption of effective mechanisms for timely resource allocation and ensuring that the government functions are supported with the necessary resources. The current study sought to establish the other factors that affect performance contributing to the remaining 72.5%.
2.4 Summary of Literature and Research Gaps

The chapter covered a thorough analysis of the literature, including a theoretical assessment of empirical findings from earlier studies conducted by scholars from all over the world on the impact of strategic management methods on the performance of the railway transportation sector. Studies and theories have shown that leadership capabilities, necessary alliances, various forms of innovation and proper resource allocation are important for the proper management of an organization. Proper frameworks, according to most of the scholars, should therefore be put in place by all the stakeholders to ensure proper service delivery and profitability of a firm. The railway transport sector like all other sectors also require management practices that are proper to enable it to perform properly. The findings of this study will help executive officers, administrators, and policy-makers choose the best performance strategies for enhancing their transport industry's key competencies. During the literature review, several research gaps were identified, particularly in relation to the practices and performance of railway transport. It was noted that most of the existing research focused on the private sector. These research gaps were recognized and warranted further investigation. They are as shown in table 2.1 below.
<p>| Variables                                      | Author(s) &amp; year                  | Area of Study                                                                 | Findings/Recommendation                                                                                                                                                                                                 | Research Gaps                                                                                                                                                                                                                      | Focus of this Study                                                                                                                                                      |
|------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic leadership and performance of organizations | (Chishambo &amp; Muchelule, 2018)   | The effect of strategic leadership practices on the performance of youth-owned economic enterprises in Tharaka-Nithi County | Strategic direction has a significant influence on the strategic leadership practices and performance of youth-owned economic enterprises in Tharaka-Nithi County                                                                 | The study focused on a devolved government function                                                                                                                                                                                 | This study looked at railway transport which is under the national government                                      |
|                                                 | (Nthini, 2013)                  | The impact of strategic leadership on the performance of commercial and financial State Corporations in Kenya | Positive organizational culture facilitated the sharing of core values, symbols, and ideologies within these organizations                                                                                             | The findings are a generalization for many state corporations                                                                                                                                                                        | This study results were specific to Kenya Railways Corporation                                                                                                          |
| Strategic alliance and performance of organizations | (Muteshi &amp; Awino, 2018)         | The relationship between strategic alliances and the performance of food and beverage manufacturing companies in Kenya | There was no significant connection between strategic alliances and performance in the food and beverage manufacturing sector                                                                                     | The study focused on firms that are in the private sector                                                                                                                                                                          | This study focused on a state-owned organization                                                                                                                        |
|                                                 | (Wanjiku, 2016)                 | The effect of strategic alliances on the performance of commercial banks in Kenya | Only 54.7% of the variation in commercial banks’ performance was attributed to variations in strategic partnerships                                                                                       | The study did not analyse other factors apart from alliances                                                                                                                                                                        | This study added other factors which could account for the remaining 45.3%                                                                                            |</p>
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<th>Variables</th>
<th>Author(s) &amp; year</th>
<th>Area of Study</th>
<th>Findings/Recommendation</th>
<th>Research Gaps</th>
<th>Focus of this Study</th>
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<tr>
<td>Strategic innovation and performance of organizations</td>
<td>(Wambui et al., 2018)</td>
<td>Influence of innovation strategies on organizational performance using Telkom Kenya Limited as a case study</td>
<td>Both process innovation and administrative innovation strategies had a positive effect on organizational performance</td>
<td>The study was done in the telecommunication industry</td>
<td>This study focused on the transport industry</td>
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<td>(Mbocho, 2020)</td>
<td>The effects of strategic innovation on the performance of manufacturing companies in Kenya, with a specific focus on Bamburi Cement Company</td>
<td>Process innovation and social innovation had a significant positive relationship with organizational performance</td>
<td>The study did not show the effect of strategic innovation on other aspects like competitive advantage and sustainability</td>
<td>This study focused on how innovation leads to competitive advantage</td>
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<tr>
<td>Resources allocation and performance of organizations</td>
<td>(Gitau et al., 2020)</td>
<td>Influence of organizational resource allocation and strategy communication on organizational performance of selected supermarkets in Nairobi County</td>
<td>Monitoring and control of strategies had the greatest impact on organizational performance, followed by strategy communication, organizational resource allocation, and senior management support</td>
<td>In this study, resource allocation process is simple</td>
<td>This study focused on an organization with complex resource allocation procedures</td>
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<td></td>
<td>(Omollo et al., 2017)</td>
<td>How resource allocation impacts the performance of South Nyanza Sugar Company Limited in Kenya</td>
<td>Resource allocation significantly influences performance</td>
<td>The study focused on a processing factory</td>
<td>This study focused on service delivery organization</td>
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2.5 Conceptual Framework

A conceptual framework was utilized to organize the literature discussion and provide a structure for understanding the subject of investigation (Reichel & Ramey, 1987). This tool facilitated the researcher's understanding of the interrelationships between various ideas, particularly the dependent and independent variables (Kombo, 2006). The relationship between these variables was visually depicted in the diagram below.

![Conceptual Framework Diagram]

**Figure 2.1: Conceptual framework**
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methods used to carry out the research in order to meet the study's goals. It includes the research design, the target population, the research instruments, and their validity and reliability, the data collection processes, pilot testing, data analysis and presentation, and the ethical considerations.

3.2 Research Design

In order to adequately explain the effect of strategic management practices on Kenya Railways Corporation performance, the study employed a descriptive research approach. In order to explain the parameters of a sample population, it involved collecting information from one or more groups at a particular period. A descriptive survey's strength is in its capacity to generate data gathering techniques of a sample population that are quick, affordable, efficient, and credible (Cooper & Schindler, 2006).

Descriptive research methodology was used because it aids in addressing the who, how, where, what, and which questions. Since this study aimed to address how and what strategic management practices affect performance of an organisation, this design was appropriate (Rahi, 2017). The design is crucial for describing the current condition and establishing the causal relationships between the variables (Yin, 2013).
3.3 Target Population

The target population refers to the specific group or population that a researcher is interested in studying and to whom they intend to generalize the findings of their research (Cooper & Schindler, 2014). Thirty-two managerial staff at the Kenya Railways Corporation headquarters made up the study's target population. These staff included the heads of departments (general managers), departmental functional-level managers. Due to their extensive understanding of the study's subject, these respondents served as the study's target population, having worked for the corporation in management roles and are privy to strategic issues of the corporation. The results are shown in table 3.1 below.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Target population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Operations</td>
<td>5</td>
<td>15.6</td>
</tr>
<tr>
<td>Research and Planning</td>
<td>6</td>
<td>18.8</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>3</td>
<td>9.4</td>
</tr>
<tr>
<td>Procurement</td>
<td>3</td>
<td>9.4</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>5</td>
<td>15.6</td>
</tr>
<tr>
<td>Human Resource and Administration</td>
<td>4</td>
<td>12.5</td>
</tr>
<tr>
<td>Finance</td>
<td>6</td>
<td>18.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Kenya Railways Corporation (2021)*

3.4 Sample Size and Sampling Technique

A sample is a select group of items or people chosen or pulled from a population in such a way that their attributes correspond to the attributes of the population (Orodho, 2011). The
study used a formula advanced by Slovin (1960) that reduces known population to a sample size with a known level of confidence. The formula sampled the unit of observation from 32 respondents to 30 sample size as follows:

\[ n = \frac{N}{1 + Ne^2} \]

where:

- \( n \) represents the required sample size
- \( N \) is the total population size of 32
- \( e \) is the desired margin of error of 0.05 from 95% confidence level

Using the same formula, the sample size is determined as follow;

\[ n = \frac{32}{1 + 32 \times 0.05^2} \approx 29.629 \]

Therefore, 30 respondents took part in the study. The formula was used to calculate the sample size for each category of managers as captured in table 3.2 below.

<table>
<thead>
<tr>
<th>Department</th>
<th>Target population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Operations</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Research and Planning</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Procurement</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Human Resource and Administration</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Finance</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2022)
3.5 Data Collection Instruments

Structured questionnaires were used in the study to collect data from the respondents. When repeated or by other researchers, a highly reliable questionnaire would yield results that were similar (Bell et al., 2022). The questionnaires are also practical for the task because it is simple and convenient to administer them to the study population. Using a questionnaire saved money and took less time than would conducting an interview. To ensure uniformity and consistency in providing responses to the questionnaires, the questionnaires were constructed with the help of Likert scale of (1-5). The questionnaire had six sections: A) demographic data, B) strategic leadership, C) strategic alliance, D) strategic innovation E) resources allocation and F) performance of the Kenya Railways Corporation.

3.5.1 Piloting of the Research Instruments

Pilot testing refers to a preliminary testing phase conducted before the main data collection in a research study. It involves administering research instruments or procedures to a small subset of participants or a similar population to identify any potential issues, evaluate the feasibility of the study, and make necessary adjustments before conducting the full-scale data collection (Bell et al., 2022). Depending on the sample size, a pilot should make up between 1% and 10% of the study sample, according to Mugenda and Mugenda (2003). The pilot testing focused on three respondents who are experts in transport from the Ministry of Roads and Transport. The investigator delivered the questionnaires, allowing for clarifications of questions as considered necessary and testing respondents' comprehension of study questions. The pilot respondents' feedbacks were incorporated into
the questionnaire design, removing any potential for vagueness, inconsistencies, or repetition.

### 3.5.2 Validity of the Research Instruments

Cooper and Schindler (2013) describe validity as the accuracy, relevance and applicability of the findings that is used to back up the analysis of study results. In order to determine whether the data collection instruments actually measure what they are designed to, one must consider content validity. According to researchers, it’s wise to make sure a research instrument comprises open-ended questions that clearly define the outcomes to be measured, has been reviewed by a panel of experts, and possesses these features before using it (McDaniel & Gates, 1996). The academic research supervisor, three strategic management experts, and the researcher reviewed the questionnaire rigorously to guarantee content validity. The way that the statements for the variables are phrased and put together were suggested. The researcher distributed the questionnaires to collect data after receiving the go-ahead from the experts.

### 3.5.3 Reliability of the Research Instruments

The degree with which study results are consistent throughout a certain period of time and accurately reflect the population being studied is known as reliability (Juppe, 2000). It shows how consistently and steadily the ideas are measured by the data gathering tools. Repeated measurements and administration of an alternative form technique were utilized to determine reliability. According to Berg (2001), the reliability and possible research replication are the goals of the organized and pithy line of inquiries. For each item in the
questionnaires with a multi-point scale, the internal consistency reliability was calculated using Cronbach's alpha values. Cronbach alpha values vary from 0 to 1, with high values near to 1 reflecting the more accurate data sets. Given that this study is a social science, a reliability coefficient of 0.7 or above is regarded as the acceptable threshold for scale reliability (Gay, 1996). Using the Social science and statistical package application (SPSS), the researcher determined the Cronbach’s Alpha coefficient for the research instrument which is the questionnaire as shown in Table 3.3.

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of items</th>
<th>Cronbach’s Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership</td>
<td>6</td>
<td>0.762</td>
</tr>
<tr>
<td>Strategic Alliance</td>
<td>6</td>
<td>0.909</td>
</tr>
<tr>
<td>Strategic Innovation</td>
<td>6</td>
<td>0.921</td>
</tr>
<tr>
<td>Resources Allocation</td>
<td>6</td>
<td>0.934</td>
</tr>
<tr>
<td>Performance of KRC</td>
<td>6</td>
<td>0.876</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>0.977</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2022)

As shown, strategic leadership, strategic alliance, strategic innovation, and resources allocation, had Cronbach's Alpha values of 0.762, 0.909, 0.921, and 0.934 respectively. Performance of KRC had a value of 0.876. Since all of the questionnaire's items for both the dependent and independent variables had Cronbach Alpha values above 0.7, it therefore indicates their reliability according to Gay (1996).
3.6 Data Collection Procedures

The graduate school at Kenyatta University was consulted by the researcher regarding permission to gather data. The letter authorizing data collection was used by the researcher to request a National Commission of Science, Technology and Innovation (NACOSTI) data collection permit. The researcher set out to gather data in the field after acquiring the two authorisation documents. The researcher then introduced the objectives of the study to the target respondents. The target respondents were assured of the confidentiality of their information. The researcher personally administered the questionnaire to the respondent and it was collected three days later.

3.7 Data Analysis Techniques and Presentation

In this research study, primary and secondary data was collected. Descriptive statistics was used to examine the quantitative data that was gathered. The data was entered into and coded by Statistical Package for Social Sciences software (SPSS) version 26 after being carefully examined for completeness, accuracy, and consistency. Multiple regression model was applied. The frequencies, percentages, mean and standard deviation were tabulated and used to examine the data. The definitions used to evaluate the questionnaire's open-ended questions were in line with the topic of this research.

The model for multiple regressions used was as follows:
\[ Y_{PKRC} = \alpha + \beta_1 X_{SL} + \beta_2 X_{SA} + \beta_3 X_{SI} + \beta_4 X_{RA} + \varepsilon \]
\[ Y_{PKRC} = \text{Performance of the KRC} \]
\[ \alpha = \text{Constant} \]
\[ \beta_1, \beta_2, \beta_3, \beta_4 = \text{Partial regression coefficient} \]
\(X_{SL} = \text{Strategic Leadership}\)
\(X_{SA} = \text{Strategic Alliance}\)
\(X_{SI} = \text{Strategic Innovation}\)
\(X_{RA} = \text{Resources Allocation}\)
\(\varepsilon = \text{error term or stochastic term}\)

### 3.8 Ethical Issues

Ethical standards were employed during this study to make sure the authorities, respondents, and the researcher work together amicably. The university was requested for a letter in order to collect the research data and permit was requested from NACOSTI. Additionally, the researcher formally requested permission from Kenya Railways Corporation’s General Manager, Human Resource & Administration department in order to interview respondents and collect data. The researcher sought informed consent from all those intended to participate in the study. Any respondent who for some reason was not willing to participate was excluded from the study. Identity of the respondents was not indicated for confidentiality purposes. The study took into consideration the four now well-known ethical principles outlined by Artal and Rubenfeld (2017).
4.1 Introduction

The study findings are presented, and interpreted in this chapter. The following sub topics are covered: response rate, general participants information, presentation of data, and chapter summary. The independent variables of the study included the following; strategic leadership, strategic alliance, strategic innovation and resource allocation. The dependent variable was the performance of the Kenya Railways Corporation. Using the SPSS analytical program, quantitative data was coded, analysed, and displayed in tables using the arithmetic mean, standard deviation, frequencies, and percentages.

4.2 Questionnaire Return Rate

Questionnaires were used to collect the quantitative data. The sample size for the study was thirty participants and therefore thirty questionnaires were distributed. The results are shown in table 4.1 below

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires returned</td>
<td>28</td>
<td>93.3</td>
</tr>
<tr>
<td>Questionnaires not returned</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2022)
A return rate of 93.3% was achieved with the completion and return of 28 questionnaires. According to Mugenda and Mugenda (2003), response rates are classified as good, very good and excellent where 80% and above is excellent. The 93.3% questionnaire return rate was therefore excellent and suitable for data analysis.

4.3 Personal Information of the Respondents

The study target was Kenya Railways Corporation managerial staff and the following personal data was obtained: Department in Kenya Railways Corporation; Highest academic qualification; Duration of service in the Corporation and Position held within the Corporation.

4.3.1 Department in Kenya Railways Corporation

The study sought to identify the KRC department where the respondents worked. The results of the investigation are shown in Table 4.2.

<table>
<thead>
<tr>
<th>Name of the Department</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business &amp; Operations</td>
<td>4</td>
<td>14.3</td>
</tr>
<tr>
<td>Research &amp; Planning</td>
<td>6</td>
<td>21.4</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>3</td>
<td>10.7</td>
</tr>
<tr>
<td>Finance</td>
<td>3</td>
<td>10.7</td>
</tr>
<tr>
<td>Procurement</td>
<td>4</td>
<td>14.3</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>3</td>
<td>10.7</td>
</tr>
<tr>
<td>Human Resource</td>
<td>5</td>
<td>17.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2022)
From the findings, 21.4% of the respondents were from research and planning department, human resource department registered a 17.9% response rate while respondents from business & operations and procurement departments were 14.3% each; infrastructure department had 10.7%, finance department had 10.7% and corporate affairs department had 10.7% of the respondents. The uniform distribution of participants across all the departments guaranteed that more impartial, credible, and accurate data was gathered for the study (Meade & Craig, 2012).

### 4.3.2 Education Level of the Respondents

The investigation aimed to identify the respondents’ highest levels of education. The findings are listed in Table 4.3.

**Table 4.3: Education Level of the Respondents**

<table>
<thead>
<tr>
<th>Highest Academic Qualification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD</td>
<td>2</td>
<td>7.14</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>24</td>
<td>85.72</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>2</td>
<td>7.14</td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Certificate</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2022)

From the research findings, an overwhelming majority has postgraduate degree, with 7.14% of the respondents having PhD degree, 85.72% with master’s degree, and 7.14% with bachelor’s degree as their highest education level. However, there was no respondent
with diploma or certificate as their highest qualification level. This showed that the respondents possessed the necessary knowledge, understood the questions, and filled them out properly.

### 4.3.3 Respondents Period of Service in KRC

The study sought to ascertain how long the respondents had been employed by Kenya Railways Corporation. Table 4.4 below displays the results.

**Table 4.4: Respondents’ Period of Service in Kenya Railways Corporation**

<table>
<thead>
<tr>
<th>No. of Years of Service</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5 years</td>
<td>4</td>
<td>14.28</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>19</td>
<td>67.86</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>5</td>
<td>17.86</td>
</tr>
<tr>
<td>Over 15 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2022)*

From the findings of the study, 67.86% of the respondents had been working in Kenya Railways Corporation for a period of 6 to 10 years, 17.86% had 11 to 15 years of service in the corporation while 14.28% had worked for between 0 to 5 years at the corporation. This therefore means that majority of the respondents had detailed information regarding the performance issues and changes that have taken place within the organization including but not limited to the period of concession and the construction and operation of the standard gauge railway project.
4.3.4 Respondents’ Position in the Organization

The study sought to determine respondents’ position at the Kenya Railways Corporation.

The results are indicated in Table 4.5 below

**Table 4.5: Respondents’ Position in the Organization**

<table>
<thead>
<tr>
<th>Position in the Organization</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>8</td>
<td>28.6</td>
</tr>
<tr>
<td>Manager</td>
<td>20</td>
<td>71.4</td>
</tr>
<tr>
<td>Any Other</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2022)

According to the findings, 71.4% of the respondents were managers whereas 28.6% were departmental general managers at the Kenya Railways Corporation. All of the responses fell into the categories that the researcher was hoping to get information from since they were very acquainted with the research objectives.

4.4 Descriptive Statistics

The characteristics of the sample were described using summary measures, namely the sample mean and sample standard deviation. Descriptive statistics were analyzed on the responses obtained from the respondents for the five variables that formed the core of this research. The results of this analysis formed the basis for statistical analysis and the making of inferences.
4.4.1 Strategic Leadership

The first objective of the study was to find out to what extent the respondents agreed with statements made about strategic leadership and organization performance. The respondents were asked to use the following scale: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. In table 4.6, the outcomes are shown.

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders should be held accountable to ensure an organization performs well</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>25</td>
<td>75</td>
<td>4.750</td>
<td>.441</td>
</tr>
<tr>
<td>Political affiliation by the leadership enhances the performance of the organization</td>
<td>32.1</td>
<td>3.6</td>
<td>17.9</td>
<td>7.1</td>
<td>39.3</td>
<td>3.179</td>
<td>1.744</td>
</tr>
<tr>
<td>Staff networking is not necessary to ensure that an organization performs well</td>
<td>67.9</td>
<td>32.1</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1.321</td>
<td>.476</td>
</tr>
<tr>
<td>Ethical issues within the leadership leads to poor performance transport agencies</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>28.6</td>
<td>71.4</td>
<td>4.714</td>
<td>.460</td>
</tr>
<tr>
<td>Leaders need to motivate their staff so that goals are met</td>
<td>0.0</td>
<td>17.9</td>
<td>0.0</td>
<td>25.0</td>
<td>57.1</td>
<td>4.214</td>
<td>1.134</td>
</tr>
<tr>
<td>In order for an organization to perform, all leaders must have expertise in their various departments</td>
<td>3.6</td>
<td>7.1</td>
<td>7.1</td>
<td>21.4</td>
<td>60.7</td>
<td>4.286</td>
<td>1.117</td>
</tr>
</tbody>
</table>

Mean: 3.744, Std Deviation: .895

Source: Field Data (2022)
From the findings on the table above, most of the respondents (75%) strongly agree that leaders should be held accountable to ensure an organization performs well strongly agreeing with the statement. The mean score for this statement was 4.75 with a standard deviation of 0.441 implying that the general opinions of the respondents was to the affirmative for this statement and since deviation is small, most responses were clustered around the mean. The outcome is in agreement with Pless and Maak (2012) who said that for an organization to perform optimally, the leadership must be accountable. Dubnick and Yang (2011) however noted that it may not be obvious to see the relationship between the two since it cannot be directly measured.

The statement on “political affiliation by the leadership enhances the performance of the organization” had 39.3% strongly agreeing and 32.1% strongly disagreeing resulting in a neutral mean score of 3.179 indicating general neutrality to the statement and a huge standard deviation of 1.744 indicating that responses were dispersed around the mean. These findings are in agreement with Heidari-Robinson (2017) who talks about the polarization effect of politics in organization. He says that there are different angles from which various individuals could look at this politician-civil servant partnership. According to Ram and Prabhakar (2010), this difference could be on a department-department basis and how politics has had detrimental impact on their own department.

Concerning the statement “Staff networking is not necessary to ensure that an organization performs well”, majority disagree with it as shown by the mean score of 1.321 and standard deviation of 0.476 implying that the responses were close together around the mean. In fact, 67.9% of the respondents strongly disagreed to this statement. Masungo et al. (2015) agree with this finding when they said that public officials who constantly encourage staff to
interact and network are demonstrating good leadership which is very beneficial to the performance of any entity. Mosley and Jarpe (2019) also agree to this where they said that departmental partnerships and collaborations with the private industry and charitable groups which has become a trend helps address complex challenges within organizations.

Majority of the respondents were in agreement that ethical issues within the leadership leads to poor performance transport agencies with a mean score of 4.714 and a standard deviation of 0.46 indicating that the responses were close together around the mean and therefore reliable. This agrees with Klijn and Koppenjan (2016) who said that leaders should foster principal behavior, encourage staff members to respect laws and regulations, and take proactive measures to make sure that these laws and regulations are followed.

On the statement “leaders need to motivate their staff so that goals are met”, majority (57.1%) of the respondents strongly agreed, 25% agreed while the remaining 17.9% disagreed, translating to a mean score of 4.214 and standard deviation of 1.134. Masungo et al, (2015) agree with this finding. They state that staff need constant encouragement and validation from the leadership to ensure that even those with low self-esteem can be more productive.

Majority of the respondents acknowledge that in order for an organization to perform, all leaders must have expertise in their various departments. The statement scored a mean of 4.286 and a standard deviation of 1.117. Shoemaker and Krupp (2015) agree to this finding saying that leadership isn't just about having special skills but also the ability to adapt to new environments.
4.4.2 Strategic Alliance

The respondents were also asked to rate how much they agreed with the statements on strategic alliance and organization performance. The following scale was requested of the respondents: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. Table 4.7 displays the results.

Table 4.7: Descriptive Statistics on Strategic Alliance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government regulations make it challenging to work with partners</td>
<td>0.0</td>
<td>0.0</td>
<td>7.1</td>
<td>35.7</td>
<td>57.1</td>
<td>4.500</td>
<td>.638</td>
</tr>
<tr>
<td>All partners' roles in an alliance should be well stated and understood</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>17.9</td>
<td>82.1</td>
<td>4.821</td>
<td>.390</td>
</tr>
<tr>
<td>Having partnerships promotes knowledge transfer</td>
<td>0.0</td>
<td>7.1</td>
<td>0.0</td>
<td>32.1</td>
<td>60.7</td>
<td>4.464</td>
<td>.838</td>
</tr>
<tr>
<td>There is a greater risk factor when dealing with alliances</td>
<td>25</td>
<td>46.4</td>
<td>3.6</td>
<td>21.4</td>
<td>3.6</td>
<td>2.321</td>
<td>1.188</td>
</tr>
<tr>
<td>Alliances benefit all partners proportionately</td>
<td>0.0</td>
<td>39.3</td>
<td>0.0</td>
<td>53.6</td>
<td>7.1</td>
<td>3.286</td>
<td>1.084</td>
</tr>
<tr>
<td>Coordination problems are not experienced by having numerous business partnerships</td>
<td>14.3</td>
<td>57.1</td>
<td>7.1</td>
<td>14.3</td>
<td>7.1</td>
<td>2.429</td>
<td>1.136</td>
</tr>
</tbody>
</table>

Mean 3.637 .879

Source: Field Data (2022)
From the findings on the table above, the overall mean was 3.637 indicating that majority agreed and the standard deviation was 0.879 showing a relatively close responses on the statements around the mean. The range of the average scale ratings was 2.321 to 4.821 with majority being higher than or equal to 3.286. This showed that the respondents gave strategic alliance neutral to agreement ratings. The statement "All partners' roles in an alliance should be well stated and understood" received the highest mean grade of 4.821; Standard Deviation= 0.390 indicated responses that are close around the mean. "There is a greater risk factor when dealing with alliances" was the claim with the lowest mean score, 2.321. (Standard Deviation = 1.188).

The findings indicated that 57.1% strongly agreed that government regulations make it challenging to work with partners while 35.7 % agreed to this statement. The finding agrees with Davis (2022) who said that government regulations are frequently criticized by businesses and their spokespersons as illogical roadblocks to profits, economic efficiency, and employment growth. He however states that most of these rules have ended up protecting the consumer. According to Wanjohi (2012), businesses have been impacted by severe legal and regulatory difficulties, which not only scare away potential investors but also reduce revenues for those already in operation. The legal frameworks, he says, cannot encourage formation of alliances.

Further, 82.1% strongly agreed that all partners' roles in an alliance should be well stated and understood a statement that had a mean score of 4.821 and standard deviation of 0.39 which is an indication that most responses were very close together around the mean. This agrees with OECD (2016) which in its guide states that assuring that all parties are aware of the partnership’s goals, who is responsible for what, and what results are anticipated is
a crucial first step in creating a successful partnership. If at all possible, a partnership should be based on local, suitable mechanisms that currently exist. Hughes and Weiss (2007) agreed with the findings stating that all partners need to understand how their counterparts work in order for this type of partnership to take place, including how they make choices, distribute resources, and communicate information.

Additionally, 60.7% of the respondents strongly agreed that having partnerships promotes knowledge transfer while 32.1% agreed to the statement. Agreeing with this finding, Hardy et al. (2003) stated that firms may opt to collaborate with other organizations and incorporate their knowledge and resources in order to successfully commercialize inventions. Khamseh and Jolly (2014) on the same breath believed that partnership ensures knowledge diffusion between the partners a move they said impacts the partners growth individually and the partnership also becomes stronger.

On the statement “There is a greater risk factor when dealing with alliances”, the mean score was 2.321 with a standard deviation of 1.188, with 46.4% disagreeing to this statement. The findings are in agreement with Davis and Spekman (2004) who argued that companies are forming partnership to gain competitive advantage and part of this is reduction of uncertainty. According to Sambasivan et al. (2011) however, continued interdependence between partners might boost the likelihood of the partnership success because both partners rely on each other to fulfill tasks and achieve goals. If one of the members under-performs, the others will suffer.

The findings also indicated that the responses were generally neutral on the statement “alliances benefit all partners proportionately” achieving a mean of 3.286. Majority, 53.6%,
of the respondents agreed while 39.3% disagreed. This finding agrees with Mazloomi and Jolly (2008) who established that companies form alliances when they have resources or knowledge that the other partner will benefit from. Companies that develop strategic partnerships take advantage of their capabilities not just for their own gain, but also to help their new counterparts become stronger in the long-term.

Finally, 57.1% of the respondents indicated that they disagreed with the statement “Coordination problems are not experienced by having numerous business partnerships.” The statement had a mean of 2.429. The finding agrees with Junaidu et al. (2019) who opined that if the plans are not established in accordance with the alliance's aims or the strategies are not properly implemented, the inter-organizational cooperation will not be handled effectively. Additionally, they include some coordination problems that may arise out of having numerous partners like; incompatibility with the partners' goals, cultural differences, a lack of trust and understanding, and a lack of strategic adaptability. When strategic alliances are formed, numerous job positions and their descriptions are modified to accomplish the alliance's goals.

4.4.3 Strategic Innovation

The respondents were asked by the researcher to rate how much they agreed with the statements on strategic innovation. The responses were to rate the statements on the following scale: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. The outcomes are shown in Table 4.8 below.
Table 4.8: Descriptive Statistics on Strategic Innovation

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean (%)</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new products ensures competitiveness of an organization</td>
<td>3.6</td>
<td>3.6</td>
<td>14.3</td>
<td>46.4</td>
<td>32.1</td>
<td><strong>4.000</strong></td>
<td>.981</td>
</tr>
<tr>
<td>Innovative measures are mostly in the long run more expensive than the returns</td>
<td>25.0</td>
<td>57.1</td>
<td>14.3</td>
<td>3.6</td>
<td>0.0</td>
<td><strong>1.964</strong></td>
<td>.861</td>
</tr>
<tr>
<td>Technical skills are important for innovativeness</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>25</td>
<td>75</td>
<td><strong>4.750</strong></td>
<td>.441</td>
</tr>
<tr>
<td>Digital marketing must not be necessarily prioritized for performance</td>
<td>25</td>
<td>46.4</td>
<td>17.9</td>
<td>10.7</td>
<td>0.0</td>
<td><strong>2.143</strong></td>
<td>.932</td>
</tr>
<tr>
<td>All innovations should be focused only on customer satisfaction</td>
<td>0.0</td>
<td>10.7</td>
<td>14.3</td>
<td>25</td>
<td>50</td>
<td><strong>4.143</strong></td>
<td>1.044</td>
</tr>
<tr>
<td>Investment in modern technological equipment is crucial for any organization</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>14.3</td>
<td>85.7</td>
<td><strong>4.857</strong></td>
<td>.356</td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td><strong>3.643</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.769</td>
</tr>
</tbody>
</table>

Source: Field Data (2022)

From the findings on the table above, 46.4% of the respondents acknowledged that introduction of new products ensures competitiveness of an organization agreeing with the statement while 32.1% strongly agreed. The mean score for this statement was 4.00 with a standard deviation of 0.981 meaning that the general opinions of the respondents agreed with this statement although the responses were clustered around the mean. The outcome is in agreement with Kuratko et al. (2015) who argued that innovation motivates cross-
functional players made up of a company's top change agents to find new sources of income, create game-changing strategic initiatives and define novel new products. According to Kim and Mauborgne (2005), innovation can drive out competitors if an organization can develop new marketing strategies and venture in new product lines.

The statement on “innovative measures are mostly in the long run more expensive than the returns” had 57.1% disagreeing and 25.0% strongly disagreeing resulting in a negative mean score of 1.964 showing majority disagree and a standard deviation of 0.861 which indicates that most responses were close together around the mean. These findings are not in agreement with Pisano and Teece (2007) who opined that innovation is very profitable at the initial stages but as a result of intensifying competition, an increase in new competitors, incumbents' defensive strategies, and declining market share, the early strong returns from new brands gradually drop. Artz et al. (2010) also disagree with the findings, but in their case, they allude to the unpredictable fluctuations in profitability of innovations in the long run.

Concerning the statement “Technical skills are important for innovativeness”, all the respondents affirmed this claim with 75% strongly agreeing and 25% agreeing to the line statement. The mean score was a high of 4.750 with a deviation of 0.441. The finding agrees with Muthee (2019) who claimed that innovation should inspire cross-functional players made up of a company's top change agents to identify new revenue streams, develop game-changing strategic initiatives, define groundbreaking new products, services, and operating models, cultivate distinctive business relationships, and reexamine conventional business practices. All these, he said, need expertise.
Majority of the respondents disagreed that digital marketing must not be necessarily prioritized for performance with a mean score of 2.143 and a standard deviation of 0.932. 46.4% of the respondents disagreed while 25% strongly disagreed with the line statement. Miller (2001) agreed with this finding stating that most organizations turn to technical innovation to get a competitive edge in their market. Therefore, organizational and marketing strategies are required to support each of these endeavors. Cronin et al. (2011) argued that organizations that employ such creative marketing strategies achieve sustainable performance levels that are higher.

On the statement “All innovations should be focused only on customer satisfaction”, majority (50%) of the respondents strongly agreed, 25% agreed while 14.3% remained neutral and the remaining 10.7% disagreed, translating to a mean of 4.143 which is to the affirmative of the statement. Kemoli (2010) in his assessment of the performance and innovative strategies used by commercial banks that are listed on NSE agrees with this finding. The study found that publicly listed commercial banks had defied industry constraints and engaged in the creation of innovative, substantial consumer value. The result of this was improved customer satisfaction rates since they were the focus.

All of the respondents acknowledge that investment in modern technological equipment is crucial for any organization. 85.7% of them strongly agreed while the remaining 14.3% agreed to this claim. The statement scored a mean of 4.857 and a standard deviation of 0.356 which shows that the responses were clustered around the mean. This agrees with Karanja (2009). The study's conclusions indicate that companies with strong technology-enabled innovation strategies have a better probability of acquiring a competitive edge and maximizing shareholder value.
### 4.4.4 Resources Allocation

Another objective was on resource allocation and performance of organizations. The respondents were asked by the researcher to rate how much they agreed with the statements on resources allocation. The following scale was requested of the respondents: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. Table 4.9 displays the results.

**Table 4.9: Descriptive Statistics on Resource Allocation**

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient financial resources are allocated to all the projects</td>
<td>21.4</td>
<td>67.9</td>
<td>0.0</td>
<td>10.7</td>
<td>0.0</td>
<td>2.000</td>
<td>.816</td>
</tr>
<tr>
<td>The available resources are strictly used to achieve the specific goals.</td>
<td>10.7</td>
<td>7.1</td>
<td>3.6</td>
<td>39.3</td>
<td>39.3</td>
<td>3.893</td>
<td>1.315</td>
</tr>
<tr>
<td>The physical resources that are available are not utilized appropriately</td>
<td>7.1</td>
<td>14.3</td>
<td>21.4</td>
<td>42.9</td>
<td>14.3</td>
<td>3.429</td>
<td>1.136</td>
</tr>
<tr>
<td>All of the resources allotted by the government and other donor agencies are properly monitored and audited</td>
<td>10.7</td>
<td>21.4</td>
<td>3.6</td>
<td>10.7</td>
<td>53.6</td>
<td>3.750</td>
<td>1.555</td>
</tr>
<tr>
<td>Training of human resource does not affect performance</td>
<td>67.9</td>
<td>32.1</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1.321</td>
<td>.476</td>
</tr>
<tr>
<td>Information technology is properly incorporated into the organization's daily operations</td>
<td>0.0</td>
<td>21.4</td>
<td>14.3</td>
<td>46.4</td>
<td>17.9</td>
<td>3.607</td>
<td>1.031</td>
</tr>
<tr>
<td>Mean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.000</td>
<td>1.055</td>
</tr>
</tbody>
</table>

*Source: Field Data (2022)*
Based on the findings from the table above, the overall mean was 3.000 and the standard deviation was 1.055. This suggests that the rating on the mean and standard scale was very neutral. The range of the average scale ratings was 1.321 to 3.893 with majority being lower than or equal to 3.607. This showed that the respondents gave resource allocation negative to neutral ratings. The statement "The available resources are strictly used to achieve the specific goals" received the highest mean grade of 3.893; Standard Deviation= 1.315. "Training of human resource does not affect performance" was the claim with the lowest mean score, 1.321 (Standard Deviation= 0.476).

The findings indicated that 67.9% disagreed with the claim that sufficient financial resources are allocated to all the projects while 21.4% strongly disagreed to this statement. The remaining 10.7% agreed to it. The finding agrees with Lynn (2022) who argued that project failure is frequently caused by inconsistencies with relation to financial resources, manpower, and materials. When resources are not managed effectively, an organization faces a variety of issues that have an impact on its daily operations, long-term plans, and financial health.

Further, 39.3% strongly agreed and another 39.3% agreed that the available resources are strictly used to achieve the specific goals a statement that had a mean score of 3.893 and standard deviation of 1.315. This agrees Nzomo (2022) who argued that sufficient resource capacity is crucial in laying the groundwork for an organization to assess its progress toward reaching its specified goals.

Additionally, 42.9% of the respondents agreed that the physical resources that are available are not utilized appropriately while 14.3% strongly agreed to the statement. 21.4% were
however neutral to this statement. The general response was neutral with a mean of 3.429 and standard deviation of 1.136. Agreeing with this finding, Bush (2022) stated that most organizations do not use their resources properly and this has an effect on their profitability and health index. This she claims is typically due to inadequate equipment, administrative errors, and a lack of necessary skills. Saviom (2022) agrees with this claiming that most organizations especially in the information technology sector have numerous idle physical resources as well as human resources and this has negatively affected their profit margins since such resources cannot be billed.

On the statement “All of the resources allotted by the government and other donor agencies are properly monitored and audited”, the mean score was 3.750, with 53.6 % strongly agreeing to this statement while 21.4% disagreed. Both strongly disagree and agree had 10.7% each. The findings are in agreement with OECD (2006) which claimed that governments usually use tax payer money to fund corporations’ projects and in turn evaluate how the resources have been used. According to the Procasur Africa 2012 report however disagree saying ineffective control systems have resulted in significant losses for members and institutions due to fraud and misuse of assets that are meant to generate revenue. Inadequate controls have also resulted in management corruption and collaboration with outside auditors, which has prevented businesses from meeting their goals.

The findings also indicated that the responses were negative on the statement “Training of human resource does not affect performance” achieving a mean of 1.321 and standard deviation of 0.476 indicating the responses were clustered around the mean. Most, 67.9% of the respondents strongly disagreed while remaining 32.1% disagreed. This finding
agrees with Sok et al. (2016) who asserts that performance is seen as the result of resource capacity. Part of that capacity is a well-trained and motivated human capital. Bush (2022) further agrees indicating that skill shortages are to blame for organizations that are not realizing their expected profit margins despite investing in numerous other resources.

Lastly, 46.4% of those surveyed said they agreed with the claim “Information technology is properly incorporated into the organization's daily operations” 17.9% strongly agreed while 21.4% disagreed to the statement. The claim had a mean of 3.607 and standard deviation of 1.031. The finding agrees with Powell et al. (2017) who opined that technological innovation like information technology is widely seen as a crucial aspect of competitiveness, integrated into the administrative procedures, products, and services of a company.

4.4.5 Performance of the Kenya Railways Corporation

The researcher asked the respondents how much they concurred with various claims on performance of the Kenya Railways Corporation. They were asked to rate the claims on a scale of 5 to 1 where 5= very great extent (VGE), 4= great extent (GE), 3= moderate extent (ME), 2= low extent (LE) and 1= Not at all (NA). The results are shown in Table 4.10 below.
Table 4.10: Descriptive Statistics on Performance of the Kenya Railways Corporation

<table>
<thead>
<tr>
<th>Statements</th>
<th>NA (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
<th>Mean (%)</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization performance depends on the customer satisfaction</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>35.7</td>
<td>64.3</td>
<td>4.643</td>
<td>.488</td>
</tr>
<tr>
<td>Performance is as a result of high-quality service delivery</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>60.7</td>
<td>39.3</td>
<td>4.393</td>
<td>.497</td>
</tr>
<tr>
<td>Need analysis is not crucial for organization performance</td>
<td>50</td>
<td>42.9</td>
<td>0.0</td>
<td>7.1</td>
<td>0.0</td>
<td>1.643</td>
<td>.826</td>
</tr>
<tr>
<td>Leadership integrity ensures transparent awarding of contracts</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>14.3</td>
<td>85.7</td>
<td>4.857</td>
<td>.356</td>
</tr>
<tr>
<td>Cost planning minimizes waste of resources</td>
<td>0.0</td>
<td>10.7</td>
<td>3.6</td>
<td>64.3</td>
<td>21.4</td>
<td>3.964</td>
<td>.838</td>
</tr>
<tr>
<td>Amount of goods and services transported does not indicate good performance</td>
<td>10.7</td>
<td>39.3</td>
<td>7.1</td>
<td>25</td>
<td>17.9</td>
<td>3.000</td>
<td>1.361</td>
</tr>
</tbody>
</table>

Mean: 3.750, Std Deviation: .728

Source: Field Data (2022)

The findings from the table above show that 64.3% of the respondents acknowledged that organization performance depends on the customer satisfaction agreeing to a very great extent with the statement while 35.7% agreed to a great extent. The mean score for this statement was 4.643 with a standard deviation of 0.488 meaning that the general opinions of the respondents was to the agreed with this statement and the responses were close around the mean. The outcome is in agreement with Zairi (2012) who argued that
organizations that lack performance tools in their methodology, strategies, and processes perform worse and have higher levels of employee and customer dissatisfaction.

The statement on “Performance is as a result of high-quality service delivery” had 60.7% agreeing to a great extent and 39.3% agreeing to a very great extent resulting in a positive mean score of 4.393 and a standard deviation of 0.497. These findings are in agreement with Ondieki et al. (2017) who opined that strategic management plays a significant role in enabling the efficient and effective service delivery in the transportation sector in both developed and developing nations. Basheka (2009) also agrees to this service delivery and the efficiency of government operations are due to strategic practices.

Concerning the statement “Need analysis is not crucial for organization performance”, majority of the respondents did not agree with this claim with 50% not agreeing at all and 42.9% agreeing to a low extent to the statement. The mean was 1.643 indicates disagreement to the statement. The finding resonates with Nwabuzor (2005) who claimed that a thorough performance is a result of an all-encompassing strategic management approach that examines all the factors in a given environment including need analysis, quality determination, and cost planning.

All the respondents agreed that leadership integrity ensures transparent awarding of contracts with a mean score of 4.857 and a standard deviation of 0.356. 85.7% of the respondents agreed to a very great extent while 14.3% agreed to a great extent with the line statement. Adetunji et al. (2008) agrees with this finding stating that strategic approaches that encourage integrity, equity in contract procurement and award,
transparency, and ethical sourcing have a positive effect on corporate operations and may enhance performance and delivery.

On the statement “Cost planning minimizes waste of resources”, majority (64.3%) of the respondents agreed to a great extent, 21.4% agreed to a very great extent while 10.7% agreed to a low extent and the remaining 3.6% agreed to a moderate extent, translating to a mean score of 3.964 which is to the affirmative of the statement. Basheka (2004) agrees with the finding stating that poor procurement planning has been a major barrier to the economic growth in Africa, and it is clear that some of its countries have not paid enough attention to the management of public resources.

Most of the respondents moderately agreed with the line statement that amount of goods and services transported does not indicate good performance. 39.3% of them agreed to a low extent, 25% agreed to a great extent, 17.9% agreed to a very great extent, 10.7% did not agree at all while the remaining 7.1% agreed to a moderate extent to this claim. The statement scored a mean of 3.00 and a standard deviation of 1.361. This agrees with Rodrigue (2020) who stated that transport expenses frequently make up 10% of the overall cost of a product. Due to this factor, it is usually not the amount of goods but the value which will translate to the profitability of the transportation system.

4.5 Correlation Analysis

Using the Pearson Correlation Coefficient, the data on strategic leadership, strategic alliance, strategic innovation, and resources allocation were examined, and after computing averages for each component, different variables were created. With a 95% confidence interval and a 5% significance level for the 2-tailed confidence level, Pearson's analysis of
correlation was conducted. Results between the various criteria and the performance of the Kenya Railways Corporation are as shown in the correlation coefficients (Table 4.11).

**Table 4.11: Pearson Correlation**

<table>
<thead>
<tr>
<th></th>
<th>SL</th>
<th>SA</th>
<th>SI</th>
<th>RA</th>
<th>PKRC</th>
</tr>
</thead>
<tbody>
<tr>
<td>SL</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.902**</td>
<td>.933**</td>
<td>.966**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>SA</td>
<td>Pearson Correlation</td>
<td>.902**</td>
<td>1</td>
<td>.941**</td>
<td>.951**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>SI</td>
<td>Pearson Correlation</td>
<td>.933**</td>
<td>.941**</td>
<td>1</td>
<td>.972**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>RA</td>
<td>Pearson Correlation</td>
<td>.966**</td>
<td>.951**</td>
<td>.972**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>PKRC</td>
<td>Pearson Correlation</td>
<td>.896**</td>
<td>.956**</td>
<td>.930**</td>
<td>.947**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
</tbody>
</table>

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

**Source: Field Data (2022)**

**Independent variables:** Strategic Leadership (SL), Strategic Alliance (SA), Strategic Innovation (SI), Resources Allocation (RA). **Dependent variable:** Performance of Kenya Railways Corporation (PKRC)

The analysis' findings, which are shown in table 4.15, indicate that the performance of the Kenya Railways Corporation was positively, significantly and strongly correlated with strategic leadership, with r=0.896, p=0.00 and α= 0.01. This finding means that an improvement in strategic leadership results in improvement in the performance of the Kenya Railways Corporation.
Additionally, strategic alliance was also found to have a very strong correlation with performance of the organization with $r=0.956$, $p=0.00$ and $\alpha=0.01$. This indicates that if there is improvement on various aspects of strategic alliances, the resulting effect will be a major positive adjustment on the performance of the Kenya Railways Corporation.

Further, it was found out that strategic innovation had a positive, significant and very strong correlation with performance of KRC with values of $r=0.930$, $p=0.00$ and $\alpha=0.01$. The findings depict that if Kenya Railways Corporation would improve its innovative strategies, the performance of the organization would improve to a great extent.

Finally, the correlation between resources allocation and performance of the Kenya Railways Corporation was found to be positive and significant with $r=0.947$, $p=0.00$ and $\alpha=0.01$. This means that increase in resource allocation for the various activities of the organization would improve in its performance.

4.6 Multiple Linear Regression Analysis

A multiple regression analysis was conducted using SPSS to develop a quantitative model that could predict or determine the impact of each dimension of strategic management practices on the performance of Kenya Railways Corporation. The analysis involved simultaneously regressing the four dimensions of strategic management practices on the corporations’ performance. The findings of this statistical analysis are presented in Tables 4.12, 4.13, and 4.14.
The model summary output in Table 4.12 above reflects the results of the multiple regression analysis. These findings support the conclusions drawn from the correlation analysis, which showed a strong positive linear relationship between the four dimensions of strategic management practices and the performance of Kenya Railways Corporation. The correlation coefficient of 0.965 indicates this strong positive relationship. Moreover, the coefficient of determination of 91.8% confirms that the collective impact of the four dimensions of strategic management practices explains 91.8% of the variability observed in the corporation’s performance.

Table 4.13 below displays the results of the analysis of variance (ANOVA) test, which was conducted to determine the statistical significance of the estimated model.

**Table 4.12: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.965a</td>
<td>.930</td>
<td>.918</td>
<td>.180</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), RA, SA, SL, SI

**Source: Field Data (2022)**

**Table 4.13: One-way analysis of variance analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>9.949</td>
<td>4</td>
<td>2.487</td>
<td>76.769</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>.745</td>
<td>23</td>
<td>.032</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>10.694</td>
<td>27</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: PKRC
b. Predictors: (Constant), SL, SA, SI, RA

**Source: Field Data (2022)**
From the ANOVA analysis table above, the regression model predicting the relationship between the performance of Kenya Railways Corporation (PKRC) and independent variables- strategic leadership (SL), strategic alliance (SA), strategic innovation (SI) and resources allocation (RA)- is significant at F= 76.769 and P = 0.000.

The output of the regression coefficients, providing information on the specific effects of each of the four dimensions of strategic management practices on the performance of Kenya Railways Corporation was determined and presented in table 4.14 below.

**Table 4.14: Regression coefficient**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.303</td>
</tr>
<tr>
<td></td>
<td>X_{SL}</td>
<td>.502</td>
</tr>
<tr>
<td></td>
<td>X_{SA}</td>
<td>.477</td>
</tr>
<tr>
<td></td>
<td>X_{SI}</td>
<td>.241</td>
</tr>
<tr>
<td></td>
<td>X_{RA}</td>
<td>.352</td>
</tr>
</tbody>
</table>

a. Dependent Variable: $X_{PKRC}$

**Source: Field Data (2022)**

The model for the study was found to be:

$$Y_{PKRC} = 1.303 + 0.502X_{SL} + 0.477X_{SA} + 0.241X_{SI} + 0.352X_{RA}$$

The regression equation above has established that if all factors are taken into account- strategic leadership, strategic alliance, strategic innovation and resources allocation- held constant at zero, performance of Kenya Railways corporation will be 1.303. The results
here also showed that if all other independent variables are not considered, a single increase in strategic leadership would lead to a 50.2% increase in performance of the Kenya Railways Corporation and a single increase in strategic alliance would lead to a corresponding 47.7% increase in performance of the Kenya Railways Corporation.

Further, from the findings, it was found that a unit increase in strategic innovation would lead to a corresponding 24.1% increase in performance of the Kenya Railways Corporation. Additionally, from the findings, a single increment in resources allocation results in a 35.2% increase in performance of the Kenya Railways Corporation. All the independent variables were significant as their P-values were less than 0.05. Sequentially, the variable that had the highest influence on performance of the Kenya Railways corporation was strategic leadership followed by strategic alliance then resources allocation. The variable with the least influence was strategic innovation.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter emphasizes the conclusions, suggestions, and recommendations drawn from the findings in the form of a summary of the findings and discussions. The study's conclusions were followed up with recommendations for more investigation.

5.2 Summary of Findings

The goal of the study was to determine the strategic management practices employed and performance of Kenya Railways Corporation at the headquarters, Nairobi City County, Kenya. The study had a response rate of 93.3% meaning it was able to answer the questions. The findings were that the performance was affected by the strategic management practices/variables which included strategic leadership, strategic alliance, strategic innovation and resources allocation. The discussions below give a detailed finding of each variable.

With regards to the first objective on determining whether strategic leadership influenced performance of the Kenya Railways Corporation, all the respondents believed that this was true. Some of the leadership challenges that affected the organization included influence from the politicians and tedious levels of bureaucracy on some activities. Most of the responses concurred with the line statements on strategic leadership claiming that it affects the performance of Kenya Railways corporation. The correlation of strategic leadership and performance of KRC was found to be both positive and significant. Results of the
multi-regression analysis also showed that the two variables had a positive relationship with each other. The interpretation of this therefore means that if the management could improve the strategic aspect of the organization, the performance of the Kenya Railways Corporation would improve significantly.

Regarding the second objective on determining how strategic alliance affects performance of an organization, the findings indicated that majority of the respondents agreed that strategic alliance affects performance. From the one-way ANOVA analysis, the investigation revealed a positive relationship between the two variables. The multi-regression analysis also showed a positive and significant relationship between strategic alliance and performance of the Kenya Railways Corporation. Strategic alliance and performance were also found to be positively, significantly and very strongly correlated.

Another objective was on evaluating the influence of strategic innovation on the performance of the Kenya Railways Corporation. The multi-regression analysis established that there was a positive and significant correlation between the two variables meaning that an improvement in strategic innovation leads to an improvement in the performance of the Kenya Railways Corporation. The ANOVA analysis established that there was a positive and significant relationship existing between strategic innovation and performance of the Kenya Railways Corporation. The correlation of strategic innovation and performance of KRC was found to be both positive and significant.

On the fourth objective on determining how resources allocation influences performance of the Kenya Railways Corporation, the outcomes of the study showed that most respondents were neutral in their views on this matter meaning that the respondents either
agreed or disagreed with the line statements of this objective. The multi-regression analysis established that there was a significant and positive relationship between resources allocation and performance of the Kenya Railways Corporation. The ANOVA analysis also determined that the two variables were positively related.

5.3 Conclusions

The study came to the conclusion that Kenya Railways Corporation performance is influenced by strategic leadership. The findings revealed that leaders should be held accountable to ensure an organization performs well. The findings also show that political affiliation by the leadership may enhance or be detrimental to the performance of the organization depending on how the leaders handle the involvement. Also, the study identified that for a proper performance, staff networking should be encouraged by the leadership. Ethical issues were also found to have a negative impact on the performance of an organization. Lastly, it was found to be important for leaders to encourage and motivate their staff as this could improve the performance of the organization.

The study findings helped come to the conclusion that strategic alliance influences performance of the Kenya Railways Corporation. The study revealed that government regulations make it challenging to work with partners, having partnerships promotes knowledge transfer, and the role of all partners in an alliance should be well stated and understood. Further, the study concluded that there is a greater risk factor when dealing with alliances and coordination problems are usually experienced by having numerous business partnerships.
The research findings concluded that introduction of new products ensures competitiveness of an organization. The results also revealed that innovative measures could or could not be more expensive in the long run than the returns depending on the innovative choices made by the organization; technical skills are important for innovativeness; digital marketing should be prioritized for performance especially in this digital era. Also, it is concluded that all innovations should be focused majorly on customer satisfaction and that investment in modern technological equipment is crucial for any organization.

The study concluded that sufficient financial resources should be allocated to all the projects for improved performance of Kenya Railways Corporation, the available resources should be strictly used to achieve the specific goals, the physical resources that are available should be utilized appropriately. All of the resources allotted by the government and other donor agencies were found not to be properly monitored and audited, training of human resource was found to have a great effect on performance and information technology was found not to be properly incorporated into the Kenya Railways Corporation’s daily operations.

**5.4 Recommendations**

The study makes recommendations based on research findings and conclusions that Kenya Railways corporation should strengthen its leadership structure, ensuring that ethical standards that are expected of holders of public offices are adhered to. Training of leaders on proper governance should be done periodically since all this will ensure proper strategic leadership. Since from the findings it was found that a positive change in strategic
leadership translate to a positive performance of the organization, when such measures are implemented, the effects will be realized.

On strategic alliance, some of the well performing organizations have done so through engaging in partnerships. The Kenya railways Corporation should collaborate with specially identified organizations that could supplement their endeavor either by putting up investments along the railway corridor and facilities or by just getting into a joint venture that could benefit both the parties. This can be difficult since the organization is a government institution and some of the capital injections are public funds that have to follow public procurement policies which sometimes may not favor other partners if the investment is on a large scale.

Innovation is very crucial in the 21st century. Since Kenya Railways Corporation operates an infrastructure that has been in existence for decades, there should be adjustments in some of the services offered and introduction of new products that could be relatable with this generation to ensure relevance. Re-branding the coaches to a modernized standard could be one of the things the organization could look into vis a vis the cost implications and the level of customer satisfaction. Since innovation was found to affect performance of Kenya Railways Corporation, some of these innovative measures if implemented, will surely have an impact in the organization.

Lastly, on resources allocation, since the government is the main financier of the organization, legislation should be made so that the budgetary allocation of funds to be increased. Insufficient funds are detrimental to any organization and that is probably why Kenya Railways Corporation has not developed enough railroad network as it would have
hoped to. There should also be a proper monitoring and evaluation framework so that the funds released to the organization are accounted for so that there is no misuse of the resources and also so that the financiers can check which parts need more funding to be considered in the future allocation.

5.5 Suggestions for Further Research

This research was done in the year 2022 when the Kenya Railways Corporation was just in the process of taking over operations of the SGR project and there are arterial projects linking the SGR still under construction. Further research could be done once these projects are completed to evaluate if these factors still influence of the organization and to what level.

The study focused on the performance of the whole Kenya Railways Corporation. A study can be conducted to evaluate performance of any selected project within the Kenya Railways Corporation for example the Standard Gauge Railway project, the Meter Gauge Railway operation etc.

This study focused on strategic leadership, strategic alliance, strategic innovation and resources allocation as the variables to study. Another study could be done using different variables to evaluate how they affect performance. The variables, according to this study, contributed 91.8% to the performance of Kenya Railways Corporation and therefore a further study can be done on the 8.2% contribution.
REFERENCES


Banda, S. A. (2022). *The study on effective implementation of school leadership improvement program in selected schools of Lusaka district.* The University of Zambia.


Kinyua, J. M. (2010). *Strategic alliances between Jomo Kenyatta University of Agriculture and Technology (JKUAT) and middle level colleges in Kenya*. University of Nairobi.


APPENDICES

Appendix I: Questionnaire

As a Kenyatta University MBA student, I am conducting research on "The strategic Management practices on the performance of Kenya Railways Corporation at Nairobi Headquarters, Kenya." You are kindly asked to provide the most appropriate answers you can to the questions listed below. Please rest assured that the supplied information will be handled strictly in confidentiality.

Name ..........................................................................................................................................................

SECTION A: DEMOGRAPHIC DATA

1. What department of Kenya Railways Corporation do you work in?

   Business & Operations [ ]   Procurement [ ]

   Research & Planning [ ]   Corporate Affairs [ ]

   Infrastructure [ ]   Human Resource [ ]

   Finance [ ]

2. What is your highest Education level?

   Certificate [ ]   Diploma [ ]   Bachelors [ ]

   Masters [ ]   Doctorate [ ]

88
3. What is your experience period in the organization?

   0-5 Years   [ ]          5-10 Years   [ ]

   10-15 Years [ ]          Over 15 Years[ ]

4. Indicate the position you hold in your institution.

   Managing Director [ ]   General Manager [ ]   Manager [ ]

   Any other (specify)..............................................
**SECTION B: STRATEGIC LEADERSHIP**

Please rate the following statements according to how much you agree or disagree with them on a scale of 5-1 where 1- strongly disagree, 2- disagree, 3- neutral, 4-agree, 5- strongly agree

<table>
<thead>
<tr>
<th>STRATEGIC LEADERSHIP</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders should be held accountable to ensure an organization performs well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political affiliation by the leadership enhances the performance of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff networking is not necessary to ensure that an organization performs well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethical issues within the leadership leads to poor performance transport agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders need to motivate their staff so that goals are met</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In order for an organization to perform, all leaders must have expertise in their various departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION C: STRATEGIC ALLIANCE

Please rate the following statements according to how much you agree or disagree with them on a scale of 5-1 where 1- strongly disagree, 2- disagree, 3- neutral, 4-agree, 5- strongly agree

<table>
<thead>
<tr>
<th>STRATEGIC ALLIANCE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government regulations make it challenging to work with partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All partners' roles in an alliance should be well stated and understood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having partnerships promotes knowledge transfer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a greater risk factor when dealing with alliances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alliances benefit all partners proportionately</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination problems are not experienced by having numerous business partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: STRATEGIC INNOVATION

Please rate the following statements according to how much you agree or disagree with them on a scale of 5-1 where 1- strongly disagree, 2- disagree, 3- neutral, 4-agree, 5- strongly agree

<table>
<thead>
<tr>
<th>STRATEGIC INNOVATION</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new products ensures competitiveness of an organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovative measures are mostly in the long run more expensive than the returns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical skills are important for innovativeness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital marketing must not be necessarily prioritized for performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All innovations should be focused only on customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in modern technological equipment enhances is crucial for any organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION E: RESOURCES ALLOCATION

How much do you agree with the following claims regarding resource allocation?

Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

<table>
<thead>
<tr>
<th>RESOURCES ALLOCATION</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient financial resources are allocated to all the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The available resources are strictly used to achieve the specific goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The physical resources that are available are not utilized appropriately</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All of the resources allotted by the government and other donor agencies are properly monitored and audited</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of human resource does not affect performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information technology is properly incorporated into the organization's daily operations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION F: PERFORMANCE OF THE KENYA RAILWAYS CORPORATION

Please rate the following statements according to how much you agree or disagree with them. On a scale of 5-1. Where; 5= very great extent, 4= great extent, 3= moderate extent, 2= low extent and 1= Not at all.

Please indicate by putting a tick [✓] in the space to show the extent of your agreement with each statement below.

<table>
<thead>
<tr>
<th>PERFORMANCE OF KRC</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization performance depends on the customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance is as a result of high-quality service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Need analysis is not crucial for organization performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership integrity ensures transparent awarding of contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost planning minimizes waste of resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of goods and services transported does not indicate good performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix II: Letter of Research Approval

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

FROM: Dean, Graduate School
TO: Bancy Muthoni Kamwere
     C/o Business Administration Dept.

DATE: 27th October, 2022
REF: D53/OL/CTY/25223/2018

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th October, 2022 approved your Research Project Proposal for the M.B.A Degree Entitled, “Strategic Management Practices and Performance of Kenya Railways Corporation at the Headquarters, Nairobi City County, Kenya.”

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

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The forms are available at the University’s Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your thesis before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL
Appendix III: Research Authorization

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43544, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D55/OL/CTY/25223/2018
DATE: 27th October, 2022

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR BANCY MUTHONI KAMWERE – REG. NO.
D55/OL/CTY/25223/2018

I write to introduce Bancy Muthoni Kamwere who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.


Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHABA KIMANI
DEAN, GRADUATE SCHOOL

AM/tno
Appendix IV: Research Publication Certificate

This is to certify that BANCY MUTHONI KAMWERE and DR. ELISHIBA MURIGI (PhD) have published a research paper in this journal, Volume 10, Issue 1, 2023, pp 454 – 475.

Article Title: -
“STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA RAILWAYS CORPORATION AT THE HEADQUARTERS, NAIROBI CITY COUNTY, KENYA.”
Appendix V : NACOSTI Permit

This is to certify that Miss. BANCY MUTHONI KAMWERE of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA RAILWAYS CORPORATION AT THE HEADQUARTERS, NAIROBI CITY COUNTY, KENYA for the period ending: 14/November/2023.

License No: NACOSTI/P/22/21861

Date of Issue: 14/November/2022

Applicant Identification Number

151627

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

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