

**BUSINESS STRATEGIC INITIATIVES AND ORGANIZATIONAL
PERFORMANCE OF IMPORT PHARMACEUTICAL COMPANIES IN KENYA**

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D53/OL/CTY/20441/2022

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS
ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER`S DEGREE IN
BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT)
OF KENYATTA UNIVERSITY**

AUGUST 2025

DECLARATION

This research project is my original work and has not been presented for award of a degree in any other university. No part of the project shall be copied or reproduced without prior permission from the author and or Kenyatta University

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I confirm that the work reported in this research project was carried out by the candidate with my approval as appointed University Supervisor.

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DEDICATION

This research project is dedicated to my wonderful children Jayden, Reuel and Eliana

ACKNOWLEDGEMENTS

I would like to acknowledge the Almighty God for granting me the ability, knowledge, and understanding needed to make this work unique and exemporal. I appreciate the contributions of my supervisor Dr. Kipkorir Sitienei Chris Simon for his guidance. I acknowledge my husband Simon for his profound assistance that made my studies possible. I acknowledge my parents John and Sarah for planting a seed of self-confidence and desire for excellence in me, and my two sisters Mercy and Lucy for cheering me on to excellence

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ABBREVIATIONS AND ACRONYMS

BSC	Balanced Score Card
HCPs	Health Care Professionals
IFC	International Finance Corporation
KEMSA	Kenya Medical Supplies Agency
MEDs	Missions for Essential Drugs Supply
MNCs	Multinational Corporations.
NGOs	Non-governmental Organizations
PPB	Pharmacy and Poisons Board
ROI	Return on investment

OPERATIONAL DEFINITION OF TERMS

Business strategic initiatives	Planned actions or programs undertaken by import pharmaceutical companies to achieve specific objectives linked to their future goals and competitive market positioning, designed to enhance the company's market performance and overall competitiveness. They include pricing initiative, debt collection initiative, strategic alliances initiative and employee engagement initiative.
Import Pharmaceutical companies	Businesses involved in the procurement, importation, distribution, and sale of pharmaceutical products from international sources to the Kenyan market.
Organizational performance	The effectiveness and efficiency with which import pharmaceutical companies achieve their goals and objectives, it is usually assessed in terms of profit, market share, customer retention and inventory turnover.
Pricing initiative	Strategies implemented by import pharmaceutical

companies to set prices for their products. They include value-based pricing, duration of use and cost avoidance aimed at maximizing revenue and profitability.

Debt collection initiative

Actions taken by import pharmaceutical companies to recover outstanding debts from customers or clients, indicated by average collection period (days), days delinquent and debtor`s turnover ratio.

Strategic alliances initiative

Collaborative agreements or partnerships formed by import pharmaceutical companies with other organizations or stakeholders to pursue common goals and are indicated by knowledge transfer, motive of the alliance, and partners` resources.

Employee engagement initiative

Programs or activities implemented by import pharmaceutical companies to cultivate a supportive workplace, and enhance employee motivation, fulfillment, and commitment to organization's goals. They are measured in terms of turnover rates, employee loyalty and collaborative team works.

ABSTRACT

Kenya relies heavily on imported pharmaceuticals, which account for 70% of its healthcare market. The performance of import pharmaceutical companies is therefore vital to national health outcomes. These companies face challenges related to profitability, market share, customer retention, and inventory turnover. This study examined the influence of business strategic initiatives on organizational performance of import pharmaceutical companies in Kenya, focusing on pricing, debt collection, employee engagement, and strategic alliance initiatives. The study applied the Balanced Scorecard, Resource Dependency Theory, Cash Conversion Cycle Theory, and Resource-Based View. Using a descriptive research design, data was collected via structured questionnaire from 296 employees selected from 125 registered import pharmaceutical companies. The target population was 6,356 respondents. A pilot study involving 38 respondents, confirmed content validity which was 0.8. Reliability was 0.81, computed using Cronbach's alpha method with the aid of statistical package for social sciences. Data was analyzed using descriptive and inferential statistics at a 95% confidence level. Results showed that the four initiatives positively correlated with organizational performance of import pharmaceutical companies in Kenya, with strategic alliance initiatives ($r = 0.790$) and debt collection initiatives ($r = 0.748$) showing the strongest effects, followed by employee engagement initiatives ($r = 0.676$) and pricing initiatives ($r = 0.600$). Regression analysis confirmed these relationships, though pricing initiatives had an insignificant effect. In conclusion, the study found that strategic alliance initiatives provided the greatest boost to organizational performance of import pharmaceutical companies, while effective debt collection initiatives played a key role in maintaining financial stability. However, pricing and employee engagement initiatives needed to be carefully aligned with customer and workforce expectations, as poor implementation risked negative impacts on organizational performance. The study's recommendations included adopting value-based pricing, enhancing debt recovery through digital tools, aligning engagement initiatives with workforce needs, and strengthening strategic partnerships. The study adhered to ethical standards and offers valuable insights for policymakers and industry stakeholders, supporting sustainable growth in Kenya's pharmaceutical sector and guiding future research on tailored strategic initiatives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Conțu (2020) argues that organizational performance pertains to the utilization of informational, economic, and people operations effectively, to position an organization within the market. Today, society grapples with the challenge of achieving organizational performance, especially in an increasingly competitive market (Doval, 2020).

In Asia, Le, Park, and Castillejos (2021) note that Chinese state-owned enterprises have significantly lower return on assets compared to private firms. The authors further argue that this poor performance is thought to arise from inadequate competition, inadequate profit incentives, shareholder accountability issues, moral hazard from implicit bailout guarantees, and a guaranteed lifetime employment that reduces worker productivity. Rehman, Mohamed, and Ayoup (2019) discuss the decline in Pakistan's textile sector exports, citing high production costs, lack of skilled labor, outdated technology, and ineffective management systems as key factors. According to Aina and Atan (2020) United Arab Emirates` real estate sector`s challenge of organizational performance is attributed to workforce management. Large organizations in Spain are found to experience organizational performance challenges due to workforce management and governance practices (Salas, Alegre and López, 2021). According to Sawaeen and Ali (2020), venture governance, creative capacity and learning mindset are among the challenges that impact organizational performance in Kuwait`s SMEs. Kurdi and Alshurideh (2020) attribute organizational performance challenges in Jordan`s banking sector to poor workforce retention practices.

In developing countries like Zimbabwe, Nyathi and Kekwaletswe (2022) highlight the difficulties of maneuvering a turbulent business setting. The authors conclude that organizations are reshaping their strategies to stay competitive. Arokodare and Asikhia (2020) note that Nigeria's struggle to attract new investments and expand existing ones is exacerbated by political interference, transparency issues, regulatory uncertainty, infrastructure deficits, and delays in critical law and energy regulation enactments. Amoako, Ohemeng, Obuobisa and Parku (2023) note that organizational performance remains an ongoing problem in Ghana's public sector due to cultural dynamics in the society. In Libya's energy sector, socio-cultural, political and economic alterations in the business environment hinder fast expansion and is hence a challenge to organizational performance (Ghumiem, Alawi, Abd and Masaud, 2023). Gasela (2022) argue that in South Africa, public firms with poor corporate cultural practices are continuously stabilized through monetary rescue packages indicative of organizational performance challenges. Rwanda's Telecommunications industry faces organizational performance challenges such as declining profitability and shrinking revenues attributed to strategic oversight approaches (Kirabo, Gregory and Mike 2020)

In Kenya, the cement sector faces high electricity costs, expensive imported coal, and limited production capacity, according to Karuga, Yatich, and Wairimu (2023). The authors conclude that these issues, coupled with intense competition and low-cost imports, result in narrow profit margins, preventing firms from adjusting prices in line with inflation. Njuguna and Waithaka (2020) note that the insurance sector's performance has been unsatisfactory, with lower insurance penetration rates compared to the African average . According to Murungi and Kinyua(2024), organizational performance remains a challenge in small and

medium businesses involved in production of goods in Kenya resulting from legislative hurdles, limited funding and inadequate human capital. Sustainability of faith based hospitals in Kenya remain a challenge due to subpar organizational performance as a result of weak corporate leadership techniques (Ndege, Tenambergen and Njoroge, 2022). The Kenyan pharmaceutical sector faces similar issues, with Nguruiya, K'aol, and Njenga (2023) attributing poor performance to competition, staff incompetency, changing market demands, and regulatory problems. Olow, Abdi, Malicha, Mohamed, Mwangangi, Magutu and Mutunga (2020) suggest that these challenges stem from a lack of strategic direction.

According to Tolici (2021), there is ongoing research about the role played by business strategic initiatives on organizational performance. The author argues that organizations that adopt strategic initiatives tend to outperform those that do not, as they focus on attaining both present and future objectives. Sukumar, Jafari, Garcia and Dutta (2020) argue that business strategic initiatives aimed at driving the creation and market launch of business creativity enhances organizational performance of Information Technology firms in the United Kingdom.

In India, firms that implemented business strategic initiative in the wake of COVID-19 and lockdown were able to improve organizational performance and expansion (Bhattacharyya and Thakre, 2021). Ackah (2022) notes that implementation of business strategic initiatives such as worker participation, leadership dedication and company framework lead to improved organizational performance in rural banks of Ghana.

Jeptepkeny (2021) argue that strategic initiatives enhance performance and service delivery in public institutions in Kenya, enabling them to compete favorably with their private counterparts. Osoro (2022) notes that business strategic initiatives including executive direction, management guidance, stakeholder participation and employee engagement, is significant in shaping organizational performance at the Ethics and Anti-Corruption Commission, Nairobi. Mukhongo, Atandi and Okonda (2023) argue that business strategic initiatives such as strategic collaborations lead to improved organizational performance of broadcasters in Kenya.

Mwangi & Kiiru (2021) suggest that pharmaceutical companies achieve improved organizational performance by effectively implementing business strategic initiatives such as product design, which increases the number of clients, is convenient, and improves service accessibility. Business strategic initiatives involving inventory management methods leads to improved organizational performance in pharmaceutical firms (Olow, Abdi, Malicha, Mohamed, Mwangangi, Magutu and Mutunga, 2020).

1.1.1 Organizational Performance

Hamann and Schiemann (2021) define organizational performance as the financial results arising from interactions among a firm`s properties, behaviors, and environs. Organizational performance pertains to an entity`s ability to attain its economic objectives by making use of its resources optimally and proficiently (Gutterman, 2023). Conțu (2020) emphasizes that organizational performance depends on leaders' proficiency in ensuring a collaborative environment at the place of work and leading work teams with effectiveness. The author notes that achieving desired outcomes necessitates emotional enengagement and empathy

from participants in the group as they engage in professional and efficient activities. Enhancing performance is imperative across all economic sectors, as subpar performance can erode customer trust and diminish the likelihood of attracting new ones (Osintsev & Khalilian, 2023).

Bozic and Poola (2023) identify various metrics for measuring organizational performance, which include financial indicators, customer satisfaction, employee engagement, productivity, innovation, and environmental impact. The authors note that while stakeholders may prioritize different metrics, enhancing organizational performance is essential for ensuring success and longevity. Brahma, Nwafor, and Boateng (2020) focus on financial performance, with traditional metrics like ability to make profit, interest on investment, market portion, and revenue expansion being prioritized. Mudachi and Nderi (2023) acknowledge that measuring corporate performance is challenging, using metrics such as increased employee productivity, achievement of annual goals, business process efficiency, and stakeholder satisfaction. Jemesunde and Ng'eno (2022) highlight customer satisfaction, service speed, information accuracy, complaints, and rankings as measures of organizational performance.

In the pharmaceutical sector, common organizational performance measurements include revenue and profits, profit margins, market share, ROI, customer satisfaction/loyalty, operational efficiency, quality service, and innovation (Ngugi & Gitonga, 2021; Mwangi, 2022; Ochieng, 2022; Karenye, 2020). In the current study, organizational performance was measured using indicators such as market share as argued by (Hsu, 2022), profit as argued by (Karenye, 2020), customer retention as put forward by (Coletta, Vainieri, Noto and

Murante 2021) and inventory turnover as argued by (Desshyfa, and Purwanto, 2024). Utilizing economic and non-economic measurements aims to give a comprehensive view of organizational performance (Gutterman, 2023).

Profits are the earnings of a company after accounting for all expenses within a certain period (Jayathilaka, 2020). Increased sales lead to higher net income and profit (Ernayani, Fauzan, Yusuf, Tahirs 2022). Bozic and Poola (2023) and Dieste, Panizzolo, and Garza-Reyes (2020) use profit margin and net profit as profit measures. Alduais, (2024) notes that annual financial accounting reports determine companies' objective performance based on profits or losses.

According to Hsu (2022), market share is to the portion of total revenue captured by each competitor within a market. The author argues that companies' market share positively correlates with profitability, even when considering high standard of product, costs, market consolidation, rate of expansion, and differences between sectors or clients. Bhattacharya, Morgan, and Rego (2021) highlight the importance of using revenue (value) market share as a reliable profitability predictor. Gavalas, Syriopoulos, and Tsatsaronis (2022) measure market share as the rate of sales volume of products divided by total market demands.

Customer retention is the ability of an entity to keep customers and encourage repeat purchases, reducing the likelihood of switching to competitors (Olson, 2023). Osakwe, Mutelo, and Obijiofor, (2023).) emphasize the importance of retaining and nurturing existing customers into loyal, repeat buyers. Customer retention is influenced by service quality, satisfaction levels, trustworthiness, and commitment (Alkitbi, 2021). Furman,

Diamant, and Kristal (2021) identify quality of service and customer access to company services as customer retention measures. Simanjuntak et al. (2020) note that customer view on worth, company image, and quality of offerings affect customer retention.

Breivik, Larsen, Thyholdt and Myrland, (2021) argue that inventory turnover reflects the pace at which products leave the factory, with higher turnover suggesting fewer financial resources tied up in slow-selling products (Wajo, 2021). Desshyfa, and Purwanto, (2024) assert that inventory turnover metrics indicate the efficiency of product movement through the manufacturing supply chain. Endri (2020) describes inventory turnover as a widely recognized operational efficiency indicator. Binsaddig (2023) and Sano and Yamada (2021) identify the use of the ratio of expense of products sold to average stock as a metric of inventory turnover.

1.1.2 Business strategic initiatives

Cooke (2018) defines business strategic initiative as specific actions designed to further a strategy's execution, emphasizing their importance in successful strategy implementation. According to Jukka (2023), business strategic initiative defines how companies use their resources in specific products or markets to differentiate from competitors, providing sustainable competitive advantages and leading to improved performance and long-term success.

Walter, Lechner, and Kellermanns (2013) argue that business strategic initiatives are crucial for strategic management, manifesting in new processes and product development. Tolici (2021) notes that effectively managed initiatives align with the objective of enhancing organizational performance. Business strategic initiatives are crucial for renewal in most

firms (Kunisch Keil, Boppel and Lechner 2019). Stender (2023) highlights the importance of accurate accounting and management of accounts receivables in business strategic initiative, while Surikova, Kosorukova, Krainova, and Rasskazova (2022) focuses on optimal control of receivables. In the present research, a number of indicators were noted as important for measuring business strategic initiative were considered. These business strategic initiatives include pricing as indicated in a report of 2019 by PricewaterhouseCoopers Health Research Institute, debt collection as stipulated by Najib, Farhan, Mosab, Tabash and Yameen (2020), employee engagement as concluded by Chin (2021), and strategic alliances as argued by Gomri (2022).

Chepkemoi (2020) identifies pricing strategies which include pricing founded on worth and competition, and price skimming. Okio (2023) argues that intuitive pricing by managers targets definite customers and competitors. Pricing strategies determine the optimal price for a product (Deland, 2022) and influence organizational performance (Kagwima, 2020). Abdala (2022) argues that pricing strategies control competition and prevent customer loss. Piercy Cravens, and Lane (2010) discuss different pricing metrics like value-based pricing, duration of use, and cost avoidance. In the current study metrics like value-based pricing as argued by Raftery (2013), duration of use as pointed out by Piercy Cravens, and Lane (2010), and cost avoidance as per PricewaterhouseCoopers Health Research Institute report of 2019 were used.

Debt collection controls receivables and enhances success (Atandi and Kirui, 2022). Onyimba, Ugwu and Bassey (2023) note the risks of credit sales, while Gachau (2021) highlights the impact of longer receivable days on profitability. Owuor, Agusioma and

Wafula (2021) emphasize the importance of optimal collection plans. Kariuki (2012) points out the significant effect of debt collection periods on net profits. Surikova, Kosorukova, Krainova, and Rasskazova (2022) discuss the influence of debtors outstanding on solvency and competitiveness. In the current study average collection period (Listiadi, 2022), days delinquent (Appel, Malfatti, Cunha, Lima and Paula 2020), and debtor's turnover (Wokeh, 2023) were considered indicators of debt collection .

Chanana and Sangeeta (2020) argue that employee engagement ensures commitment to organizational goals. Bhise and Dadas (2022) note that remote worker engagement involves clear communication, career development, and reward systems. Employee engagement, a deep emotional connection to work, drives optimal performance (Kossyva, 2023). In the pharmaceutical sector, factors like outstanding job performance recognition, well-being, learning, and diversity are crucial (Falola, 2020). Engagement predictors include emotional and supervisor support, and training opportunities (Tirastittam, 2020). In the current study turnover as affirmed by Alamoudi, (2024), employee loyalty as suggested by Khodakarami and Dirani (2020), and collaborative teamwork as argued by Nugraha, Soelistya and Desembrianita (2022) were metrics of employee engagement. Turnover reflect annual employee separation (Al-Suraihi, Samikon, Al-Suraihi, and Ibrahim, 2021).Employee loyalty involves commitment and engagement in work (Saputra and Mahaputra, 2022).Collaborative teamwork involves varied perspectives and skills aiming for a common goal (Stewart, Fletcher, Arnold and McEwan, 2023).

Strategic alliances are partnerships between companies for mutual benefit, often to enter new markets or enhance product offerings (Kenton, 2022). Dzhengiz (2020) highlights

alliances for resource access, knowledge acquisition, and capability development. In the pharmaceutical industry, collaborations benefit physicians, the industry, and patients (Shah, Alia, Zeb and Ullah, 2022). Metrics considered in the current study were knowledge transfer as argued by Bamel, Pereira, Bamel and Cappiello (2021), partners' resources as argued by Liu, Wang and Su (2022), and motives of the alliance as pointed out by Muthoka, Kilika and Muathe (2022). Knowledge transfer is a method by which organizations share information and expertise (Ferreira, Coelho, and Moutinho, 2021). Partner's resources are tangible and intangible assets that a collaborating entity brings into a business partnership to achieve mutual objectives including financial capital, technology, intellectual property, market access, expertise, infrastructure, and human resources, all of which contribute to the success and competitive advantage of the alliance (Kioko, 2015). Motives of the alliance refers to the reasons for creating strategic alliances and may include reduction of costs or risks, organizational learning, and the betterment of strategic position of organizations (Byun, Ellis and Leopkey, 2020).

1.1.3 Import Pharmaceutical Companies in Kenya

The Kenyan pharmaceutical market is valued at approximately \$1 billion and is anticipated to expand by 6.6 percent annually until the conclusion of 2021 according to a 2020 Ministry of Health Kenya report by International Finance Corporation. The report posits that Kenya largely depends on imports to cater to its healthcare needs, with imported medicines accounting for 70% in revenue of the market portion in Kenya.

A 2024 Pharmacy and Poisons Board report lists 125 registered import pharmaceutical companies in Kenya, including multinationals like Pfizer and AstraZeneca, and SMEs such

as Pharma Ken and Surgilinks. To import drugs, companies must hold a wholesale dealer's license, commercial sale certificate, product specimen, certificate of analysis, and good manufacturing practices certificate from the manufacturer. An annual retention certificate is also required post-registration.

To encourage local manufacturing, levy fees imposed on imported pharmaceutical products consist of various charges: the PPB levy at 0.75 percent, import declaration fees at 3.5% (amended from 2 % by Kenya Revenue Authority), railway development levy at 2 % (elevated from 1.5 %), fixed port fees, a 0.5 % insurance fee on goods, and fixed fees for clearing agents (Ernst & Young, 2020).

The pharmaceutical sector is tightly regulated by the Pharmacy and Poisons Board (PPB), which oversees all players from importers to professionals. A 2020 Ministry of Health report notes that importers sell to local distributors, who supply hospitals, pharmacies, other resellers, and supermarkets. Importers also supply government bodies like KEMSA, NGOs like MEDS, and both private and public healthcare institutions.

Companies employ sales representatives who work as a connection between the companies and their clients (Faisal, Ahmad, Thurasamy, and Ahmed, 2019). These representatives visit hospitals, distributors, and retailers to market their company products. They also meet with HCPs to offer trainings and CMEs about their products and other healthcare-related trainings.

Organizational performance has been a challenge for many import companies in the recent past (Ngamau, 2016). Nguruiya, K`aol, and Njenga (2023) note that pharmaceutical companies have posted low profits in recent years. The reasons for this challenge are non-conclusive, and several factors could be attributed to it. The import levies were recently increased, resulting in either decreased profits or increased prices, both of which negatively affect organizational performance (Ernst & Young, 2020).

Other challenges include stagnant growth and declining profitability over the past five years amid a volatile operating environment (Kimotho and Kariuki, 2024). Evolving customer behaviors, heightened competition, fragmented supply chains, and shorter product cycles lead to high operational costs, low returns, decreased market share, and inventory problems, all of which hinder organizational performance (Nguruiya, K`aol, and Njenga, 2023).

1.2 Statement of the problem

Kenya relies heavily on import pharmaceutical companies for its healthcare needs, with imported drugs accounting for 70% of the market supply (Ministry of Health & IFC, 2020). This demand continues to rise due to population growth and the increasing burden of non-communicable diseases (Toroitich, 2022). The performance and profitability of these import companies are therefore vital for the stability of Kenya's health sector and the well-being of its population (Karenje, 2020).

However, many of these companies are experiencing significant organizational performance challenges. Measures such as profit margins, market share and customer retention have shown worrying trends. Kenya's pharmaceutical imports declined from USD 724 million in 2022 to USD 612.46 million in 2023 (UN Comtrade, 2024). Between 2017 and 2019,

revenues, and hence profit margins in the pharmaceutical sector, dropped by 27%, with further declines noted at the beginning of 2020 (Pharmacy and Poisons Board, 2020). Organizational issues such as employee incompetency (Nguruiya, K'aol & Njenga, 2023), which negatively affect customer retention, have further contributed to performance shortfalls in many companies.

While studies recognize that internal strategic actions can influence performance, existing research has focused mainly on broader strategic capabilities or implementation processes, especially in the context of local pharmaceutical manufacturers. Karenye (2020) linked leadership, employee development, and organizational culture to performance outcomes but framed them within the context of strategy implementation in local manufacturing firms.

Similarly, Mwangi (2022) examined how capabilities like technology, leadership, and process design impact firm success, highlighting the need for stronger strategies in light of challenges such as competition, regulatory changes, and globalization. Kimotho and Kariuki (2024) examined the effect of strategic orientation on the performance of multinational pharmaceutical firms in Nairobi County. Their findings confirmed a positive link between market orientation, innovation, and firm performance. However, their study focused solely on multinational firms and strategic orientation at a broad level.

What remains underexplored is how specific business strategic initiatives- namely pricing strategies, debt collection processes, employee engagement efforts, and strategic alliances- affect key organizational performance indicators such as profit, market share, inventory turnover, and customer retention in import pharmaceutical companies in Kenya. This represents both a conceptual and contextual gap, as previous studies have not focused on

these targeted initiatives nor examined their impact within Kenya's import pharmaceutical sector, which is a critical component of the national healthcare system.

This study addresses these gaps by evaluating the effect of selected business strategic initiatives on the organizational performance of import pharmaceutical companies in Kenya. The findings aim to support evidence-based strategic planning and contribute to the resilience and effectiveness of a sector that remains essential to public health in Kenya.

1.3 Objectives of the study

The part comprises general objective and specific objectives.

1.3.1 General Objective

The general objective of the research was to ascertain the influence of business strategic initiatives on organizational performance of import pharmaceutical companies in Kenya.

1.3.2 Specific Objectives

The specific objectives of the research were as follows;

- (i) To examine the effect of pricing initiative on organizational performance of import pharmaceutical companies in Kenya..
- (ii) To evaluate the impact of debt collection initiative on organizational performance of import pharmaceutical companies in Kenya.
- (iii) To assess the role of employee engagement initiative in influencing organizational performance of import pharmaceutical companies in Kenya.
- (iv) To determine the effect of strategic alliances on organizational performance of import pharmaceutical companies in Kenya.

1.4 Research questions

- (i) What is the effect of pricing initiative on organizational performance of import pharmaceutical companies in Kenya?
- (ii) How does debt collection initiative impact organizational performance of import pharmaceutical companies in Kenya?
- (iii) What is the role of employee engagement initiative in influencing the organizational performance of import pharmaceutical companies in Kenya?
- (iv) How does strategic alliance initiative affect organizational performance of import pharmaceutical companies in Kenya?

1.5 Significance of the study

The research offered a thorough examination of the elements influencing the performance of pharmaceutical companies in Kenya, shedding light on both internal and external determinants that impact organizational success.

This study provided valuable insights into how business strategic initiatives influenced the organizational performance of import pharmaceutical companies in Kenya. It identified strategic alliances and debt collection initiatives as the most impactful drivers of organizational performance, while highlighting the limited and sometimes negative effects of poorly executed pricing and employee engagement strategies.

Import pharmaceutical companies can benefit from clear guidance on which strategies to prioritize for improved profitability, customer retention, and operational efficiency. The findings enable companies to adopt more effective pricing models, strengthen credit control systems, and structure strategic partnerships for maximum value.

Policy makers and regulators gained evidence to inform policies that promote sustainable growth in the pharmaceutical sector. The results supported the development of guidelines around debt management, and collaboration to improve access to medicines and industry resilience.

Finance managers and human resource professionals were informed on how to better align internal systems particularly in debt recovery and employee engagement for improved organizational performance outcomes.

The study also filled a contextual and conceptual gap in existing literature, offering researchers a foundation for further investigation into strategic initiatives-performance linkages within the import pharmaceutical sector.

1.6 Scope of the study

This study assessed the influence of business strategic initiatives on the organizational performance of import pharmaceutical companies in Kenya. The research covered a four-year period from 2020 to 2024 and was conducted within the Kenyan pharmaceutical import sector. This timeframe was characterized by significant shifts in Kenya's pharmaceutical import sector.

During this period, import pharmaceutical companies operated within an increasingly dynamic environment marked by intensified regulatory reforms, economic volatility, fluctuating import costs, and a rising burden of noncommunicable diseases (Toroitich, 2022; Kamotho and Kariuki, 2024) . These factors placed growing pressure on import pharmaceutical firms to reassess their business strategies and improve performance across key indicators such as profitability, market share, customer retention, and inventory

turnover. The selected timeframe enabled the study to capture both emerging trends and the strategic adjustments companies made in response to evolving market conditions, thereby generating timely and practical insights for industry stakeholders.

The study was guided by the Balanced Scorecard model, Cash Conversion Cycle (CCC) theory, Resource-Based View (RBV) theory, and Resource Dependency Theory to examine the relationship between the selected strategic initiatives and organizational performance.

A descriptive research design was employed. The target population comprised of 6356 key personnel in 125 import pharmaceutical companies in Kenya, including Chief Executive Officers/General Managers, Chief Finance Officers, Human Resource Managers, Senior Sales Managers, and Sales Representatives. Stratified random sampling was used to select participants, and data was collected through a structured questionnaire distributed via email.

1.7 Limitations of the study

Over reliance on self-reported information may affect the study's accuracy. The respondents may also be reluctant in answering parts that could potentially reveal weaknesses on their part. The researcher obtained authorization from the relevant authorization body to enhance credibility. The researcher also assured the respondent that research ethics was strictly adhered to during the period of the current study. The researcher undertook a pilot study so as to identify unforeseen confounding variables and refined the study design and data collection instruments accordingly.

1.8 Organization of the study

The initial chapter commenced by introducing the study, focusing on its core components: identifying dependent and independent variables, framing the problem statement, defining the research purpose and questions, highlighting its significance, outlining the scope and

limitations, and structuring the organization of the research. The subsequent chapter conducted a comprehensive review of theoretical and empirical literature, summarizing both types of reviews, pinpointing research gaps with a dedicated table, and establishing the conceptual framework. Chapter three meticulously outlined the methodology, encompassing research approach, the population under study, sampling techniques, pilot study details, procedures and tools for data collection, validity and reliability assessments, and approaches to data analysis and presentation. In the fourth chapter, research findings were meticulously presented using tables, charts, and a blend of descriptive and inferential statistics. The final chapter, the fifth, encapsulated the study's outcomes, drew conclusions, proposed recommendations, and suggested avenues for future research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Examination of theoretical literature covers different theories that underpins this research. The focus in reviewing empirical literature is looking into past studies that researched on the connection between the elements of interest in the current research. A summary of empirical literature review and a conceptual framework are presented.

2.2 Theoretical Literature Review

The current research examined the Balanced score card, Resource dependency theory, the cash conversion cycle theory and the resource-based view model. The section critically examined each theory while showing its link to the study variables.

2.2.1 Balanced Scorecard Model

The model was constructed by David Norton and Robert Kaplan in the year 1992 (Kaplan and Norton, 2001). It is based on the premise that financial indicators are insufficient as they measure performance based on past actions and therefore the theory includes nonfinancial drivers of future performance in addition to the lag financial indicators (Kaplan and Norton, 2001). This model links organizational performance goals with strategic objectives obtained from a company's business model across four dimensions including economic, client, operational efficiency, and learning and growth (Thompson, Peteraf, Gamble and Strick, 2017). The financial perspective associated with profits is often evaluated through metrics like investment return, invested capital yield, and value creation (Abran and Buglione, 2003). The customer perspective relates to generation of value and

standing out from competitors as perceived by customers and involves considerations such as perception of organization by clients, market segmentation, profitability of customers, new customer acquisition, and client fulfillment (Fuertes, Alfaro, Vargas, Gutierrez, Ternero and Sabattin, 2020). The internal business perspective is the strategic focus on different business processes that are aimed at satisfying both customers and shareholders (Thompson, Peteraf, Gamble and Strickland, 2017). The organizational growth and learning perspective involve priorities for fostering an environment conducive to organizational change, innovation, and expansion (Kaplan and Norton, 2001).

Abdullah, Umair, Rashid and Naeem (2013) argue that balanced score card is extensively adopted by non-profit and government organizations and that this widespread adoption of the Balanced Scorecard across various sectors demonstrate its effectiveness in enhancing organizational performance. Chen, Yang, Chen, Chen and Chen (2010) argue that balanced score card offers a comprehensive evaluation of managerial activities, considering both tangible financial elements and intangible non-financial aspects. The authors further argue that it provides a framework for assessing the alignment of business and technology integration. The authors conclude that by focusing on goals and actions, the balanced score card serves as a practical approach for monitoring and enhancing business performance.

Abran and Buglione (2003) argue that despite the widespread adoption of the Balanced Scorecard (BSC) for strategic assessment, there are shortcomings in its implementation. Fuertes, Alfaro, Vargas, Gutierrez, Ternero and Sabattin (2020) note that one major drawback is the challenge in generating an overall performance rating for the balanced score card, primarily due to the absence of methodologies for aggregating indicator scores. The model has limitations in organizations with dynamic systems, such as those where

stakeholders define performance differently, such as in supply chains or humanitarian logistics (Ittner and Larcker, 2003).

In the current study, economic and non economic metrics of organizational performance are considered as per the balanced scorecard. Financial perspective was measured in form of profit, customer perspective by customer retention, internal business process perspective by inventory turnover as listed in the conceptual framework.

2.2.2 The Cash Conversion Cycle (CCC) Theory

The theory was first introduced by Hager in 1976 (Nema and Lyroudi, 2020). The theory was proliferated by V. Richards and E. Laughlin in the 1980s (Owuor, Agusioma, and Wafula, 2021). Jitjaeng (2002) defines cash conversion cycle as the duration between when a company gives out cash to acquire productive resources and the when it receives cash from selling its offerings. The author notes that these include account receivables, inventory, and payables' turnover experience.

Cash collection cycle is obtained from combining days sales outstanding (DSO) and days stock outstanding (DIO) and deducting days payables outstanding (DPO) from the total (Kroes and Manikas, 2014). Koliass, Arnis and Karamanis (2020) argue that cash conversion cycle theory's assumption is that a shorter cash conversion cycle enhances liquidity, profitability, and overall company worth, whereas a longer cash conversion cycle can result in reduced profitability and a lower business value. Da costa and Nagano (2014) argue that by utilizing the cash conversion cycle, companies can reach payment terms, trade credits and the optimal inventory they should have to meet their business needs. Johnson and Soenen (2003) who are proponents of cash collection cycle theory note that the cash

collection cycle theory provides a framework for firms to manage their working capital hence is a good measure in predicting the success (or failure) of a firm.

The theory has had some criticisms, Nobanee, Abdullatif and Alhajjar (2011) argue that shortening cash collection cycle may not always positively affect the performance. The authors argue that shortening the days inventory outstanding may lead to the loss of important customers due to the inability to meet urgent orders on time. The authors further argue that extending the days payable outstanding may affect the creditworthiness of the organization negatively. Notably the reduction or increment of firms` cash collection cycle usually cost them their suppliers or and customers in regard to procurement network (Cho, Ke and Han, 2019). This theory was linked to debt collection initiatives. Through proper management of average collection period, days delinquent and debtor`s turnover as per the conceptual framework, import pharmaceutical companies can maintain an optimal cash collection cycle and therefore ensure improved liquidity and hence organizational performance.

2.2.3 Resource Based View Theory

In 1991, Jay Barney originated the resource based view theory in his Journal of Management (JOM) article (D`Oria, Crook, Ketchen, Sirmon and Wright, 2021). The model argues that long-lasting competitive advantage of any entity is based on assets in possession of the firm and the firm`s abilities in utilizing those assets to achieve an edge over rivals (Holdford, 2018). According to Ferlie (2014) resource-based view model assumes that the organizational resources come in bundles and are unique to the organization or hard to replicate making it difficult for competitors to imitate.

According to Utami and Alamanos (2023) there are two major assumptions of model with one being that firm resources and competencies are heterogeneous which sets apart the competitive strengths of separate entities. The authors further note that the diversity of resources posits that organizations are in possession of unique resources in a specific area and are better skilled to undertake certain tasks better than competitors and hence become better placed to compete and succeed. According to the authors, the second is the difficulty of moving resources between firms that brings about extended disparity in resources making the resources immobile. The resource-based view model argues that the firm's resources are Valuable, Rare, Inimitable, Non-Substitutable (VRIN) (Ferlie, 2014).

According to Molloy, Chadwick, Ployhart and Golden (2011) resources on resource-based view are categorized into two groups of material and immaterial assets. Material resources are all the physical assets including revenues and visible entity offerings, such as commodities and materials (Lyons and Brennan, 2019). Immaterial offerings include all the holdings in possession of a company relating to the availability of capabilities and information for example business process expertise, human capital and staff abilities (Connor, 2002). Molloy, Chadwick, Ployhart and Golden (2011) note that immaterial resource meets the VRIN characteristics as they remain intact with continued application, can be utilized by several managers in tandem, and are hard to replace or imitate. The authors further note that material resource does not remain intact with use and can easily be replaced or exchanged. Supporters of the model acknowledge that it's key focus is the input of core capabilities as strategic resources regarded as the ongoing source of competitive advantage (Connor, 2002). Resource based view model has its limitations according to Ferlie (2014). The author argues that public funded organizations are more complex than

private firms where resource-based view originated. Kraaijenbrink, Spender and Groen (2009) argue that possession of strategic resources is not enough but its only by being able to effectively deploy them that an organization can attain competitive advantage.

According to Connor (2002) companies that can select business strategic initiatives that efficiently utilize their current human and social capital while also fostering the growth of new and adaptable human and social capital outperforms those unable to achieve this balance between leveraging existing resources and fostering innovation. In the present research, the theory was meant to explain debt receivable, employees, knowledge transfer, and partners resources as indicated in the conceptual framework. These are resources in tangible and intangible form.

2.2.4 Resource Dependency Theory

The resource dependency theory was created by Jeffrey Pfeffer and Gerald R. Sa-lancik in the year 1978 (Ng and Khodakarami, 2021; Delke, 2015). Resource dependency theory view organizations as open systems where organizations` survival depends on forming external relationships with other organizations and hence gaining access to external resources that may be lacking internally (Kim, Lee and Hwang, 2020). The basic assumption of resource dependency theory is that the organization`s need for external resources provides an opportunity for other organizations to gain control over it (Denktas and Karatas, 2012). Delke, (2015) notes that it proposes that entities or managers try to ensure the organizational survival which is ensured by the company`s capability to obtain and maintain assets. Coşkun and Öztürk (2023) argue that the strategic priority for organizations becomes either to alter the power equilibrium in the exchange connection favor them or leave the relationship altogether. Nienhüser (2018) argue that the reliance on important and essential

assets determines organizational activities and that actions and decisions undertaken by organizations depend on certain dependency situations.

The theory proposes several ways for firms to reduce dependencies in the business settings including merging of entities and acquisition of suppliers or retailers, alliances and other linkages between organizations, boards of governors with inclusion of influential firms like banks, political action, and executive succession by influential persons (Hillman, Withers and Collins, 2009). Muthoka, Kilika and Muathe (2022) argue that the resource dependency theory adopts the notion of enclosedness to demonstrate ways in which interconnections among strategic alliance partners can be beneficial. Supporters of resource dependency theory argue that it's among the main theories in the study of organizations for comprehending various inter-organizational relationships and dependencies whose potential and application can be relevant to the domain of policy and research on governance (Kohtamäki, 2023). Furthermore, Delke (2015) argues that after applying the comprehensive tool for evaluating theories on resource dependency theory, it meets the threshold to be viewed as an empirical theory. The author notes that the test by (Vos and Schiele, 2014) includes two categories for assessing a theory: one related to the development of conceptual frameworks and the other focused on facilitating theory testing. Critics argue that the fundamental concept and scope of the theory have not been tested thoroughly enough (Delke, 2015). Additionally, various authors point out that it is challenging, or nearly not possible, to evaluate all the hypotheses proposed by theory (Nienhüser, 2008).

Import pharmaceutical companies form strategic alliances to acquire critical resources required for sustainability and profitability. These resources are vital for company

sustainability and includes knowledge transfer such as market knowledge and expertise and partners' financial and nonfinancial resources including market reach and stable distribution networks. Alliance Partners' motive of forming the alliance is a crucial resource as it impacts the effectiveness of the alliance positively if it complements the company's motive for joining the same alliance. This underpins the fourth objective by emphasizing that strategic alliance initiatives are mechanisms through which import pharmaceutical companies manage external dependencies to enhance organizational performance.

2.3 Empirical Literature Review

The segment examined empirical literature according to research objectives. The study examined organizational performance and the influence of business strategic initiatives including pricing, debt collection, employee engagement and strategic alliances on organizational performance. Anwar and Abdullah, (2021) did a study that examined how human resource management influenced the performance of public institutions using a quantitative approach. The population under study were staff members from the Ministry of Regional Municipalities and Water Resources in Iraq's Kurdistan region. A comprehensive questionnaire was used to collect data from 240 participants. The results concluded that decentralization contributed positively to institutional effectiveness. Unlike the previous study which focused on administrative efficiency within a public-sector context, the present research emphasized quantifiable organizational performance indicators relevant to competitive positioning and financial sustainability in the private sector. The present study established that profitability increased and financial targets were consistently met, linking strategic initiatives to tangible business performance.

Mwagona and Kinyua (2023) undertook a comprehensive review of literature to explore how managing customer experience affects organizational performance. Their work was anchored on the resource-advantage theory and the balanced scorecard framework. The analysis focused on various forms of literature including conceptual, theoretical, and empirical to identify how elements such as customer interactions, data-driven customer understanding, employee engagement, and customer-focused operations contribute to improved outcomes. Organizational performance was evaluated through financial results, market position, and internal efficiency, as outlined in the balanced scorecard. The review identified four main elements of customer experience management: customer touch points, customer insights, employee experience, and customer centric processes. These were found to strongly influence organizational performance and formed the basis for a conceptual framework explaining this relationship. In contrast, the present research applied the balanced scorecard to assess performance and determined that debt collection initiatives helped reduce the average collection period in import pharmaceutical companies in Kenya.

Hera, Rian, Faruque, Sizan, Khan, Rahaman, and Ali, (2024) did an investigation that assessed how the application of digital information tools influenced planning, choice-making, and institutional effectiveness within the United Kingdom's consumer goods sector. A numerical research design was employed, using prearranged surveys to gather responses, which were then examined through statistical modeling. The outcomes demonstrated that digital systems contributed positively to enhancing operational decisions and improving organizational achievements. Despite issues like increasing expenses and security vulnerabilities, the thoughtful use of digital tools helped advance institutional goals through evidence-based practices. While the study emphasized performance improvements through

enhanced decision-making processes, the present research evaluated organizational performance through tangible business outcomes namely profit growth, increased market share, higher customer retention, and improved inventory turnover, highlighting a more results-driven measurement in a developing market setting.

2.3.1 Pricing initiative and organizational performance

Karanja (2023) investigated strategic approaches and outcomes in milk processing cooperative societies in chosen counties in Kenya by administering a structured and unstructured questionnaire to 156 senior, middle and low management staff members of six Cooperatives involved in dairy processing within Kenya. The scholar explained performance using the dynamic capabilities theory. The research approach was descriptive and the significance level used was 5%. Cost leadership strategies were found to be the highest influencer of performance followed by differentiation strategies while focus strategies trailed behind. The study examined competitive price strategies on performance of dairy processing Cooperative societies. There was a theoretical gap as the research used dynamic capabilities theory to examine the performance of Dairy Processing Cooperative Societies with a critical examination of the external environment. The current study utilized the balanced score card model to explain organizational performance of import pharmaceutical companies in Kenya. While the previous study focused on external strategy, the present study provided insight into internal product-level pricing dynamics tied to usage patterns, which were especially relevant in the import pharmaceutical context. The current research finding was that value based pricing was an effective pricing initiative in import pharmaceutical companies in Kenya.

Ngugi (2021) undertook a research on the role generic strategies play on influencing the performance of firms involved production of pharmaceutical products in Nairobi, Kenya through descriptive research approach and a 5% significance level. The Configuration theory was used to explain performance. A structured questionnaire was administered to 66 senior management workers from the registered 22 entities involved in the manufacturing of pharmaceutical products in Nairobi county. Study outcome showed that cost leadership approaches had the most substantive and considerable impact on performance followed by differentiation strategies and lastly focus strategies. The Configuration theory was used to explain performance while the current study utilized the balanced score card. Additionally, the research used a sample of 66 top management staff from 22 pharmaceutical production entities in Nairobi county while the current research involved a sample of 376 key employees from 125 import pharmaceutical companies in Kenya. The current study revealed that import pharmaceutical companies evaluated customer-perceived value when pricing products, addressing the contextual and methodological gap.

Gikera and Bula (2023) implemented an inquiry to uncover the sway of product pricing approach on performance of Agricultural based firms in Nairobi, Kenya. The inquiry utilized a structured questionnaire to 120 management employees of 24 corn seed firms in Nairobi which were picked using a simple random sampling approach. The outcome was that product price setting techniques had a notable relationship with performance of corn seed firms. In addition, premium pricing for high value seed varieties produced good farmers' earnings, low prices influenced sales earnings, different weights with different prices improved outcomes, competitor pricing strategy affected the businesses under study and volume discounts were found useful for the company in big seed purchases. The

previous study employed a basic random sample selection method. In contrast, in the present research, stratified random sampling was used. The current study established that product packaging and pricing was based on the duration of use of the products, highlighting a sector-specific gap in pricing determinants.

Githinji, Mbugua and Chege (2019) did an inquiry aimed at uncovering the sway of promotion approaches on performance of motor vehicle dealerships in Kenya. The theories that underpinned the inquiry were porter`s five, Ansoff model and pricing theories. The study design was descriptive and collection of data was by self-administered questionnaires. A total of 21 management staff from 7 major car dealers formed the population. The four strategies utilized in the study were product, price, positioning and promotion approaches which were all found to have a notable influence on performance. In the research, market performance was indicated by sales volume and market reach. In the present research organizational performance was examined in terms of profit, market proportion, customer retention and inventory turnover. The current study established that cost avoidance was an important consideration when setting product pricings thus filling a construct-level gap.

Abdala (2022) executed an investigation to review the ramifications of low cost approach on the performance of food and beverage production entities in Mombasa Kenya. Structured questionnaire with close ended questions were given to 192 senior management employees of the 24 registered firms that manufacture food and beverage in Mombasa County. Descriptive study approach was used with a significance level of 5%. The research outcome was that price setting and operational approaches and acquisition of suppliers or retailers had a notable favorable outcome on the performance of those firms. Pricing strategy enabled companies to manage competition effectively by mitigating customer and market proportion

loss to the rivals. The research was conducted in the food and beverage manufacturing set up while the present research focused in the import pharmaceutical companies in Kenya. The current study addressed the conceptual and context gap by showing that in the pharmaceutical import sector, cost avoidance itself was a major pricing consideration. This emphasized a more refined and customer-aligned pricing logic, moving beyond low-cost positioning to strategic value capture.

Bulle (2020) executed a research to examine the influence of selected market expansion strategies on organizational performance at Telkom Kenya Limited. The research descriptive and structured questionnaires were administered to 65 management level employees of Telkom who were chosen by clustered Sampling technique. The significance level was 5%. Pricing strategy was found to substantially influence organizational performance positively. The organization set prices after considering competitor prices and that the prices are a message to customers of the products` value and quality. The study utilized a clustering sample selection method while the present research utilized a stratified random sample selection procedure. While the pricing was set in response to competitor actions, the study did not link pricing directly to internal performance metrics. The present research filled this outcome gap by affirming that pricing initiatives improved organizational performance within the import pharmaceutical industry.

2.3.2 Debt collection initiative and organizational performance

Siele and Tibbs (2019) executed a research to examine how debtors management influenced the economic performance of Kericho water and sanitation company, Kenya. The research utilized a census method with questionnaires eing used for collecting data. The research design was descriptive and the significance level was 5%. Inventory turnover period and

average payment period was found to be 30 and 105 days in that order, debtors turnover was approximately 24 days and average collection period was 29.8 days. The outcome indicated a direct correlation between the average collection and payment period and economic performance of KEWASCO. The inquiry failed to address nonfinancial metrics of performance. The current study addressed this measurement gap by evaluating organizational performance using both financial and non-financial indicators, and found that accounts receivables were periodically reviewed to keep track of increases in days delinquent. This indicated a more comprehensive and proactive debt management approach, particularly within the import pharmaceutical sector, where maintaining tight control over receivables is essential for both liquidity and customer satisfaction.

Wangechi and Irungu (2023) conducted a study utilizing a causal research design to determine the contribution of managing business liquidity on the economic success of deposit-taking SACCOs in Central Region, Kenya. This included analyzing the effects of managing debtors, creditors and cash on overall performance. They did a census on 27 deposit taking saccos in the region. The significance level was 5%. The findings confirmed that managing debtors had an advancing and notable influence on economic achievements of the SACCOs. The research utilized a census method while the current research used stratified random sampling technique. The previous study did not provide precise benchmarks or thresholds for receivables control. The current study filled this practical implementation gap by demonstrating that average collection periods in import pharmaceutical companies were consistently maintained below 90 days. This not only confirmed the importance of debtor control but also introduced industry-specific performance thresholds, which were missing in prior research.

Mutembete (2023) undertook a research on how managing business liquidity impacted financial performance of security entities in Mombasa, Kenya. The target population was 108 security companies registered in Kenya and the sample composed of one finance manager from each company. The study approach was descriptive, gathering of data was through a structured questionnaires and sample collection was through purposive method. The inquiry learnt that aspects of debts receivable approaches affect economic success. The study targeted profitability as the dependent study component, to address the shortfall, the present study employed stratified random sampling and prioritized organizational performance including financial (profit) and non-financial (customer retention and inventory turnover) indicators, and found that accounts receivables were periodically reviewed to track delinquency. This reflected a more structured and data-driven receivables strategic initiative, emphasizing its broader impact on organizational performance.

Ahmed (2022) did a research about the influence of managing business liquidity and economic performance of small and medium businesses in Garissa, Kenya. The case design was causal and the sample consisted of 149 SMEs out of the total 243 registered SMEs in Garissa County. The significance level was 5% and information was gathered through a secondary information gathering schedule. The outcome indicated an unmeaningful effect of days sale outstanding on return on assets and hence changes in days sale outstanding would have no effect on SMEs' performance. This finding diverges from the present study, which used primary data via structured questionnaires and revealed that debtor's turnover was constantly monitored in import pharmaceutical companies, a factor that was positively tied to overall organizational performance. This methodological and outcome-based contrast

suggested that, unlike SMEs, companies in regulated industries like pharmaceuticals derive more benefit from proactive debtor monitoring, thus highlighting an industry-context gap.

Ngunju (2022) carried out a study on how practices involving managing working capital influence economic performance of horticultural farms in Laikipia and Nakuru counties, Kenya. Both descriptive and explanatory study approach were used and raw data was gathered through questionnaires distributed to management personnel involved with the daily management of working capital. A census of 84 horticultural farms in Laikipia and Nakuru Counties that were registered by the Kenya flower council. The findings indicated that managing account receivable, creditors and cash had considerable effect on economic performance. Managing cash improved the economic performance of Farms significantly. The research targeted the horticultural farms in Laikipia and Nakuru counties, while the present research focused on import pharmaceutical companies in Kenya. The current study findings indicated that individual company debtor's turnover compared to import pharmaceutical companies' industry benchmarks. This underscores the importance of benchmarking financial indicators as part of performance evaluation, an element that was not captured in the previous study.

Stender (2023) conducted a study to find ways to enhance assignments with debtors of entities in Khmelnytskyi Area Ukraine. Official data was obtained from records on the economic operations of the entities of Khmelnytskyi Forestry and Khmelnytskvodokanal. From the findings, accounting for receivables was found to be crucial for management of firm's liquidity, maintaining adequate working capital for efficient day to day operations, and for reducing the likelihood of economic stress and insolvency. However, the study's regional context (Ukraine) and use of archival data limited its relevance to Kenya's business

environment. The current study overcame these contextual and methodological limitations by using primary data from 296 participants in the Kenyan pharmaceutical import sector. Findings showed that debt collection initiatives significantly influence organizational performance. This showed that, even in a different setting, effective receivables management remained a key driver of organizational performance, especially when grounded in real-time data and local operational realities.

2.3.3 Employee engagement initiative and organizational performance

Gikonyo (2019) examined the effect of employee engagement on performance of KCB bank. The theories used were Self-Determination, social exchange and expectancy theories. The research approach descriptive cross-sectional survey. The population entailed staff from the bank's headquarters and three Nairobi branches but only considered 200 employees who had worked there over three years. Purposive Sampling was used. Data collection was by quantitative questionnaires. The outcome revealed that engaging staff effectively drove them to improve on performing tasks hence influencing performance. However, the study used purposive sampling and focused solely on task performance rather than organizational indicators like employee retention. The present study addressed both a methodological and measurement gap by using stratified random sampling and findings showed that employee turnover decreased due to engagement initiatives in import pharmaceutical companies.

Nyandia (2020) conducted a study on how engaging staff influences optimal service provision in lower-tier and mid-tier accounting enterprises in Nairobi. A census of the human capital departments in all the firms was done. The research design was expository and data gathering was through structured questionnaires. Engaging staff had a positive and considerable effect on the way the enterprises delivered their services. The study focused

exclusively on customer-facing outputs. The current research filled this scope and outcome gap by examining organizational performance more broadly, and findings indicated that import pharmaceutical companies maintained low employee turnover. This expanded the engagement discussion beyond service quality to include internal workforce stability, which is essential for long-term operational efficiency.

Utuku and Wanyoike (2022) set out to investigate how engaging staff affected performance of microfinances in Kenya using BIMAS as the case study. The theories utilized in the study included the Three Component Model of Engagement, the Universalistic Theory and the Herzberg Two Factor Theory. A census was done and structured questionnaires were utilized for data collection. The outcome revealed that employee commitment, employee empowerment, employee retention and industrial regulations had a notable influence on performance in BIMAS Kenya Limited. However, while the study emphasized internal attitudes, it did not explicitly examine behavioral outcomes like employee loyalty. The present study complemented and extended this work by showing that employees in import pharmaceutical companies demonstrated a high level of loyalty due to engagement initiatives. The researchers addressed a construct gap because results showed that employee engagement yielded not only empowerment and commitment but also emotional allegiance, which is critical for talent retention.

Kibara and Kiiru (2021) sought to examine the effect of engaging staff on non-economic performance of national treasury in Kenya. Employee engagement practices utilized included job design, clear communication, leadership and rewards. The population under study comprised eight hundred and seventy six employees of the national treasury and a specimen of 269 was picked through stratified sample selection method. Information

gathering was through a semi structured questionnaire. The outcome demonstrated a positive and notable influence between the set up of tasks, leading style, passage of information and acknowledging achievements, and performance. While recognition was identified as one driver, the study did not isolate how recognizing loyal employees contributed to engagement or organizational performance. The current study bridged this specificity gap by research outcome that loyal employees in pharmaceutical firms were recognized, reinforcing recognition as a strategic engagement tool. Furthermore, the present study's inclusion of private-sector import pharmaceutical companies widened the applicability of the findings beyond the public sector.

Ojwang (2022) sought to explore how engaging staff affected the business outcome of privately owned high schools in Nairobi Kenya. The population size was 63 privately owned high schools in Nairobi with a selection of 189 teacher and 126 non-teachers selected through basic random sample selection. The research approach was descriptive and information was collected via questionnaire. Research findings were that employees who were proud of their roles performed better leading to better organizational performance. The study focused on the emotional dimension of pride and role satisfaction, without addressing structured engagement mechanisms such as teamwork. The current study addressed this construct and contextual gap because research findings showed that management in import pharmaceutical companies actively promoted collaborative teamwork as a formal employee engagement initiative. This demonstrated a shift from individual emotional engagement to organizationally supported team-based engagement, which is especially critical in sectors like pharmaceuticals that rely on coordinated efforts across functions.

2.3.4 Strategic alliances initiative and organizational performance

Muthoka, Kilika and Muathe (2022) set out to explore the influence of strategic alliances on performance of SMEs in the manufacturing sector in Nairobi, utilizing a descriptive and explanatory study approach. The study's population of interest was 74 manufacturing SMEs in Kenya and the sampling technique was a census. The information was obtained through a questionnaire and the respondents included the CEOs and senior managers. The research outcome portrayed a favourable and notable influence of strategic alliances on an entity's performance. The current study addressed a contextual and methodological gap by focusing on import pharmaceutical companies and using stratified random sampling. The findings established that strategic partners possessed complementary resources and capabilities.

Gatobu and Maende (2019) conducted a research targeted to ascertain the main drivers of the expansion of strategic alliances in the telecommunications sector, specifically focusing on Safaricom Ltd. The population was 337 management employees and the stratified random sample was 125. The research utilized a descriptive research design. The theories used included the risk, strategic behavior, organization learning and Transaction Cost Theories. The research utilized both raw data, through questionnaires, and existing data. The research findings were that cost sharing showed a notable influence on the expansion of strategic alliances with achieving cost advantage in product development, reducing R&D expenses, avoiding redundant efforts, and pooling fixed expenses and product development resources were key cost pooling aspects that impacted the expansion of strategic alliances. Theoretical limitations arise as the research applied Transaction Cost Theory as the main model to explain strategic alliances while in the present inquiry, the resource dependency model was the main model used to explain strategic alliances. The present study findings implied that

strategic alliances formed by import pharmaceutical companies in Kenya provided the companies with access to additional resources.

Bowen and Kimencu (2019) conducted a research aimed to assess how strategic alliance portfolios affect the competitive edge of Kenyan companies that manufacture cement. The study utilized an explanatory study approach and gathered data by employing a stematically designed questionnaire containing both open and closed-format queries. 873 top and mid management in the various cement companies comprised the population and a specimen of 88 staff members were selected using stratified random sample selection approach. The finding was that companies that manufactured cement preferred optimal structuring of the alliance to the number of alliance partners. Outcome revealed that entity`s competitive position favourably and considerably influenced by strategic alliance portfolio approaches. While the study established a strong link between alliance structure and market position, it did not analyze how internal knowledge flows impacted partner learning. The current study addressed this knowledge management gap due to the findings which revealed that knowledge transfer within pharmaceutical alliances facilitated mutual learning and skill development, which strengthend long-term capability building - a priority in research-driven sectors.

John (2020) conducted an enquiry on the implications of strategic alliance approaches in organization performance of chosen Kenyan energy sector entities utilizing a descriptive study approach. The population under study was 22 energy companies comprising of a census of 88 participants composing of management staff. Data collection was via questionnaires. Results concluded that strategic alliance practices notably influenced the organizational performance of the companies under study. The inquiry was carried in the

energy industry while the present research was executed in import pharmaceutical companies. The current study findings revealed that knowledge transfer in import pharmaceutical companies in Kenya was a source of competitive advantage over competitors.

Muchangi (2019) attempted to examine how strategic alliances impact the performance in Kenya Women Micro Finance Bank Limited. A case analysis design was utilized and data was obtained through interviews. The sample entailed 7 senior managers from different departments. The outcome was that the bank progressively recorded expansion explained by efficient and effective strategic alliances. The inquiry used interviews for collecting data. The study lacked quantitative breadth and did not address strategic alignment explicitly. The current study filled this methodological and conceptual gap by using a larger sample and quantitative methods and the findings indicated that strategic alliance motives aligned well with overall company objectives.

Chepkoech (2022) conducted a research on how strategic alliances influence performance in NCBA Bank Kenya. A case analysis design was utilized and data was obtained via interviews. The respondents were 5 top management employees. The results were that NCBA entered into strategic alliances to expand consumer base and enhance services, generate new offerings and increase market share. All these led to profitability. The study used a qualitative case design with only five respondents and did not assess clarity of strategic intent. The current study addressed this sampling and operational clarity gap by using a broader, structured approach and establishing that alliance motives were well defined from the onset.

2.4 Summary of literature review and Research gaps

The balanced scorecard model suggests that organizations should not just focus on economic metrics but should couple that with other key performance indicators in different areas including client well being, internal dynamics, and employee advancement. In the current study, both economic and non economic metrics of organizational performance are considered as per the balanced score card. Scholars however argue there is a challenge in generating an overall performance rating for the balanced scorecard, primarily due to the absence of methodologies for aggregating indicator scores.

Cash collection cycle theory provides a framework for managing working capital in firms and hence is a good measure in predicting the success (or failure) of a firm. The theory has however had limitations as it cannot explain effect of pricing, strategic alliances and employee engagement initiatives on organizational performance.

Resource-based view's key focus on intangible resources as VRIN relates well with the nature of import pharmaceutical companies in Kenya. These companies can utilize business strategic initiatives that efficiently utilize their current human and social capital while also fostering the growth of new and adaptable human and social capital to outperform those unable to achieve this balance between leveraging existing resources and fostering innovation. The procedures for generating or adjusting prices are abilities in entity's possession that can be used as an edge over competition. moreover, it's vital to note that possession of strategic resources by companies is not enough but its only by being able to effectively deploy them that an organization can attain competitive advantage. The theory cannot be used to explain the effect of strategic alliances and debt collection initiatives of organizational performance.

The fundamental postulate of resource dependency theory is that firms or managers try to ensure the organizational survival which is ensured by the company's capability to obtain and maintain assets. Import pharmaceutical companies form strategic alliances to acquire critical resources required for sustainability and profitability. However, it's difficult and nearly not possible to evaluate the hypotheses postulated by resource dependency theory. The theory is limited in application as it fails in explaining the influence of engaging employees, pricing and debt collection initiatives on organizational performance.

Though the various variables and their influence on organizational performance have been researched in various industries and business settings, there are various gaps identified. There are conceptual gaps in the studies by Gikera and Bula (2023), Siele and Tibbs (2019) and Karanja (2023) as performance is not well conceptualized. The current study considered both economical and non economical metrics of organizational performance. There are theoretical gaps as identified in the studies by Gatobu and Maende (2019) and Githinji, Mbugua and Chege (2019), and empirical gaps as noted in the study by Ngugi (2021).

There is therefore a need to research and test the influence of the selected variables in organizational performance of import pharmaceutical companies in Kenya. Their unique business environment that is highly regulated and human capital intensive necessitate the research (Faisal, Ahmad, Thurasamy and Ahmed, 2019). The companies are also crucial for the wellbeing of the nation according to the 2020 ministry of health report by International Finance Corporation.

Table 2. 1 Summary of Literature Review and research Gaps

Researcher and year	Title	Research findings	Research gaps	Focus of the current study
Bowen and Kimencu (2019)	How strategic alliance portfolios affect the competitive edge of Kenyan companies that manufacture cement.	The finding was that companies that manufactured cement preferred optimal structuring of the alliance to the number of alliance partners and revealed that entity`s competitive position was favourably and considerably influenced by strategic alliance portfolio approaches.	While the study established a strong link between alliance structure and market position, it did not analyze how internal knowledge flows impacted partner learning.	The current study addressed this knowledge management gap and sought how knowledge transfer within pharmaceutical alliances facilitated mutual learning and skill development.
Gikonyo (2019)	Employee engagement and performance of KCB bank Limited.	Effective employee engagement enhanced task performance.	the research utilized used purposive sampling and focused solely on task performance rather than organizational indicators like employee retention.	The present study addressed both a methodological and measurement gap by using stratified random sampling and showing that employee turnover decreased due to engagement initiatives in import pharmaceutical companies.
Siele and Tibbs (2019)	Managing debtors and its influence on economic performance of Kericho water and sanitation company	Outcome showed a direct correlation between average collection/payment period and economic	Nonfinancial metrics of performance not addressed.	The current study addressed this measurement gap by evaluating

	limited (KEWASCO), Kericho, Kenya.	performance.of KEWASCO.		organizational performance using both financial and non-financial indicators, and found that accounts receivables were periodically reviewed to keep track of increases in days delinquent.
Gatobu and Maende (2019)	Drivers of Strategic Alliances Expansion in Safaricom Ltd	Cost-sharing significantly influenced expansion of alliances in Safaricom Ltd.	Theoretical limitations arise as the research applied Transactions Cost Theory as the main model to explain strategic alliances	The current study, the resource dependency was the main model used to explain strategic alliances in the import pharmaceutical sector.
Muchangi (2019)	To establish how strategic alliances contribute to the performance in Kenya Women Micro Finance Bank Limited	Effective alliances led to growth and expansion.	The inquiry used interviews for collecting data. The study lacked quantitative breadth and did not address strategic alignment explicitly.	The current study filled this methodological and conceptual gap by using a larger sample and quantitative methods.
Bulle (2020)	Influence of selected market expansion strategies on organizational performance at	Pricing strategy was found to substantially influence organizational performance	The study utilized a clustering sample selection method.	The present research utilized a stratified random sample selection

	Telkom Kenya Limited.	positively.		procedure.
Nyandia (2020)	How engaging staff influences optimal service provision in lower-tier and mid-tier accounting enterprises in Nairobi.	Engaging staff had a positive and considerable effect on the way the enterprises delivered their services.	The study focused exclusively on customer-facing outputs.	The present research examined organizational performance more broadly by including financial outputs.
Kibara and Kiiru (2021)	Effect of engaging staff on non-economic performance of national treasury in Kenya.	The outcome demonstrated a positive and notable influence between the set up of tasks, leading style, passage of information and acknowledging achievements, and performance.	The study did not isolate how recognizing loyal employees contributed to engagement or organizational performance.	The current study bridged this specificity gap by research outcome that loyal employees in pharmaceutical firms were recognized, reinforcing recognition as a strategic engagement tool.
Ngugi (2021)	The role generic strategies play on influencing the performance of firms involved in the manufacturing of pharmaceutical products in Nairobi City County, Kenya	Cost leadership had strongest influence, followed by differentiation and focus strategies.	The study used Configuration Theory. The sample was limited to manufacturers only.	The current study used the balanced scorecard theory. The sample was 376 key employees from 125 import pharmaceutical companies in Kenya.
Abdala (2022)	Low cost approach on the performance of food and beverage production entities in Mombasa	Price setting and operational approaches and acquisition of suppliers or retailers had a	The research was conducted in the food and beverage manufacturing set up.	The present research focused in the import pharmaceutical companies in

	Kenya.	notable favorable outcome on the performance of those firms.		Kenya.
Ahmed (2022)	Influence of managing business liquidity and economic performance of small and medium businesses in Garissa, Kenya.	The outcome indicated an unmeaningful effect of days sale outstanding on return on assets and hence changes in days sale outstanding would have no effect on SMEs' performance.	SME`s are not in a highly regulated sector.	The present study focused on debt collection initiatives in the highly regulated pharmaceutical sector.
Ngunju (2022)	How practices involving managing working capital influence economic performance of horticultural farms in Laikipia and Nakuru counties, Kenya.	The findings indicated that managing account receivable, creditors and cash had considerable effect on economic performance as it improved the economic performance of Farms significantly.	The research targeted the horticultural farms in Laikipia and Nakuru counties.	The the present research focused on import pharmaceutical companies in Kenya.
Ojwang (2022)	How engaging staff affected the business outcome of privately owned high schools in Nairobi Kenya.	Employees who were proud of their roles performed better leading to better organizational performance.	The study focused on the emotional dimension of pride and role satisfaction, without addressing structured engagement mechanisms such as teamwork.	The current study addressed this construct and contextual gaps by focusing on teamwork as an engagement tool and conducting the research in the private sector.
Utuku and Wanyoike (2022)	Employee Engagement and Performance in Microfinances – Case of BIMAS	Commitment, empowerment, retention and regulations influenced	While the study emphasized internal attitudes, it did	The present study complemented and extended this work by

	Kenya	performance.in BIMAS Limited.	not explicitly examine behavioral outcomes like employee loyalty.	showing that employees in import pharmaceutical companies demonstrated a high level of loyalty due to engagement initiatives. This addressed a construct gap by reinforcing that engagement yielded not only empowerment and commitment but also emotional allegiance
Gikera and Bula (2023)	Influence of product pricing approach on performance of Agricultural based firms in Nairobi, Kenya.	Product price setting techniques had a notable relationship with performance of corn seed firms.	The study employed a basic random sample selection method.	The present research utilized stratified random sampling.
Karanja (2023)	Strategic approaches and outcomes in milk processing cooperative societies in chosen counties in Kenya.	Cost leadership strategies were found to be the highest influencer of performance followed by differentiation strategies while focus strategies trailed behind.	. There was a theoretical gap as the research used dynamic capabilities theory to examine the performance of Dairy Processing Cooperative Societies.	The current study utilized the balanced score card model to explain organizational performance of import pharmaceutical companies in Kenya.
Mutembete (2023)	Effect of business liquidity management and financial	The findings were that aspects of debts receivable approaches affected	The study utilized purposive method of data	The present study employed stratified

	performance of security entities in Mombasa, Kenya.	economic success.	collection and targeted profitability as the dependent variable.	random sampling and prioritized organizational performance including financial (profit) and non-financial (customer retention and inventory turnover) indicators.
Stender (2023)	Ways to enhance assignments with debtors of entities in Khmelnytskyi Area Ukraine.	Accounting for receivables was found to be crucial for management of firm`s liquidity, maintaining adequate working capital for efficient day to day operations, and for reducing the likelihood of economic stress and insolvency.	The study`s regional context (Ukraine) and use of archival data limited its relevance to Kenya`s business environment.	The current study overcame these contextual and methodological limitations by using primary data from 296 participants in the Kenyan pharmaceutical import sector.
Wangechi and Irungu (2023)	Contribution of managing business liquidity on the economic success of deposit-taking SACCOs in Central Region, Kenya.	Managing debtors had an advancing and notable influence on economic achievements of the SACCOs.	The research utilized a census method.	The current research used stratified random sampling technique.

Source: Researcher (2024)

2.5 Conceptual Framework

The conceptual framework depicts the influence of the independent variable on the dependent variable. According to Mugizi (2019) a conceptual framework, also known as a concept map, is a visual representation that depicts the connections between various concepts, constructs, or variables in a study. The author argues that it illustrates the

relationships among independent, extraneous, and dependent variables, along with any other relevant factors, in a diagrammatic format. The conceptual framework below presents the manner in which the four independent variables determine the dependent variable.

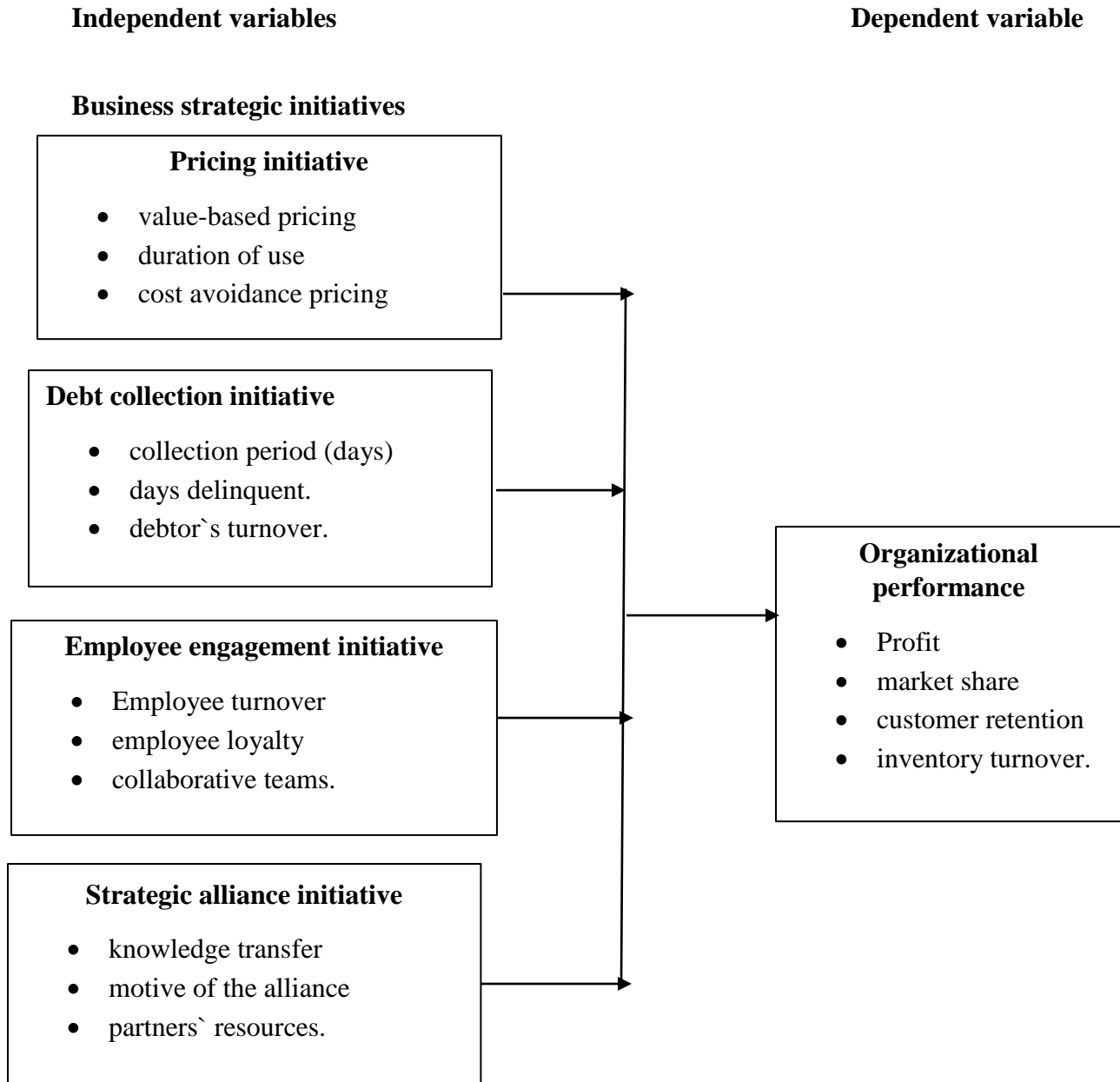


Figure 2.1 Conceptual Framework 1

The four independent variables are business strategic initiatives that are applied by import pharmaceutical companies in Kenya in a bid to improve organizational performance. Each variable has several indicators; Pricing Strategic initiative indicators includes value-based pricing, duration of use and cost avoidance pricing. Debt collection initiative Debt collection initiative is indicated by average collection period (days) and days delinquent. Employee engagement initiative indicators include turnover rates, employee loyalty and collaborative team works. Strategic alliance initiative indicators include knowledge transfer, motive of the alliance and partners` resources. All the independent variables influence organizational performance. The current study metrics of organizational performance includes profit, market share, customer retention and inventory turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter detailed the research process, encompassing the chosen design, the population under study, sampling strategy, and sample size. It also explored the data collection methods and instruments, including the pilot study, validity, and reliability. Furthermore, ethical considerations and data analysis techniques were reviewed.

3.2 Research design

Descriptive research approach involves the systematically collecting and analysing data with the intention to portray the features of a population or phenomenon (Sharma, Jha, Koirala, Aryal and Bhattarai, 2023). The present research utilized descriptive research design to answer the question; how does business strategic initiatives influence the organizational performance of import pharmaceutical companies in Kenya?

Khanday and Khanam (2019) argue that in a descriptive research design, the focus lies primarily on depicting and understanding the situation or case being studied with the researcher delving into the underlying reasons and mechanisms. Descriptive research was essential for shaping the concept of business strategic initiatives, making collected data meaningful, informing policy and public discourse, and critically examining entrenched assumptions in the import pharmaceutical sector (Holmes, Guliford, Mendoza-Davé and Jurkovich, 2024).

3.3 Target population

Mugenda & Mugenda (2019) defines the population under study as the specific set of items or participants that are relevant and possess the sought-after information necessary for addressing the research objectives. The population under study in the current research comprised of 6356 key employees of import pharmaceutical companies in Kenya who plan or implement the business strategic initiatives in those companies. These include Chief Executive Officer / General Manager, chief finance managers, chief human resource managers, senior sales managers and sales representatives.

The specific population choice ensured the collection of accurate and meaningful data from individuals with direct knowledge and responsibility over business strategic initiatives. These roles were chosen because they represented different functional areas that influence the overall organizational performance, thus providing a comprehensive and multidimensional understanding of how business strategic initiatives were implemented and their outcomes. By targeting participants with both strategic oversight and operational insight, the study enhanced the validity of its findings and ensured that the data gathered was both relevant and actionable within the context of Kenya's import pharmaceutical sector.

Table 3. 1 Target Population

Employee Category	Total
Chief Executive Officer / General Manager	125
Chief Finance manager	125
Chief Human resource manager	125
Senior sales Manager	125
Sales representative	5856
TOTAL	6356

Source: Pharmacy and Poisons Board data of 2023; pharmaceutical Companies data of 2024

3. 4 Sampling Design and Sample size

Sharma (2017) posits that a sample selection is an approach utilized by investigators to deliberately select a few, yet typical example of elements or members from a prior chosen population. The author argues that the chosen subset functions as the primary subject or data source for analysis, aligning with the study's purpose. The current research employed a stratified random sampling approach. Singh and Masuku (2014) argue that stratified random sample selection is an effective approach for gathering data when the population exhibits diversity. The authors note that in this method, the heterogeneous population is partitioned into various homogenous units, called strata, ensuring internal homogeneity in each group. The authors conclude that units are chosen at random from every strata for sampling purposes.

A sample is a subset of a population whose characteristics are analyzed and the conclusion reached is generalized to the population (Etikan and Babtope,2019). The formula by Yamane (1967) was applied to compute the portion representing the sample as indicated below. Table 3.2 below shows the sample.

$$n= N/ [1+ N(e)^2]$$

$$n= 6356/ [1+ 6356(0.05)^2]$$

$$n= 376$$

where n is the size of the sample

N is the population

1 is a constant

e is the estimated standard error which is 5% for 95% confidence interval.

In the present study, strata were defined based on distinct employee units involved in strategic decision-making and implementation within import pharmaceutical companies, namely: CEOs/General Managers, Chief Finance Managers, Chief Human Resource Managers, Senior Sales Managers, and Sales Representatives. Proportionate stratified sampling was then applied, allocating the sample size of 376 respondents in direct proportion to each group's representation within the total population, ensuring that each stratum was fairly and accurately represented in line with its percentage share.

Table 3. 2 Sample size

Employee units	Total Participants	Percentage portion (%)	Sample
Chief Executive Officer / General Manager	125	2	8
Chief Finance managers	125	2	8
Chief Human resource managers	125	2	8
Senior sales managers	125	2	8
Sales representatives	5856	92	344
TOTAL	6356	100	376

Source: Researcher, (2024)

3.5 Pilot Study

A pilot study was done to examine the validity and reliability of the instrument. This involved 10% of the sample which is 38 respondents and consisted of key employees. Those who took part in the pilot study was exempted from the main study.

One redundant item was removed from Section C of the questionnaire, which focused on the influence of debt collection initiatives on organizational performance, in order to improve internal consistency and bring the Cronbach's alpha value within the acceptable reliability threshold.

3.6 Data Collection Procedure

Data collection was through a structured questionnaire. The scholar acquired letters of identification and authorization from Kenyatta University and the National Commission for Science, Technology and Innovation respectively. The investigator then administered the

questionnaires through email. The participants were given a fortnight to fill out and return the questionnaires. Research ethics was ensured all through the research process.

3.7 Data Collection Instrument

The research utilized a structured questionnaire for raw data collection. Roopa and Rani (2012) argue that structured questionnaire is characterized by clear, specific, and predetermined inquiries. The authors conclude that these questions are uniformly presented to all respondents with identical wording and sequence. Taherdoost (2022) argues that a structured questionnaire consists of sequence questions that utilize a specified and distinct pattern and are commonly pre-coded, and frequently employed in various data collection procedures. The author notes that they offer numerous advantages, such as being easy to administer and reducing discrepancies. The author concludes they result in more consistent answers, simplifying data management.

While structured questionnaires enhance consistency and simplify data analysis, they can sometimes restrict respondents' ability to elaborate or introduce social desirability bias. To mitigate this, the questionnaire included one open-ended question in each section, allowing respondents to provide additional insights beyond the fixed choices. This approach complemented the closed-ended items by capturing richer, more refined perspectives while still maintaining the advantages of standardized data collection.

3.8 Validity of Research Instrument

According to Ahmed and Ishtiaq (2021) validity is the extent to which a methodology effectively measures the specific variable it aims to assess. Content validity of a measuring instrument refers to a validity assessment that examines how well each item within the instrument aligns with its intended purpose (Sürücü and Maslakçı, 2020). According to

Fernández, Martín, Luque, Sánchez, Navarro and Enrique (2020) use of expert judgement to assess content validity is important. According to Roebianto, Savitri, Aulia, Suciyan and Mubarokah (2023) a content validity index (CVI) is utilized to evaluate content validity. The authors note that as the value approaches 1, it indicates a stronger consensus among experts and there is therefore a greater justification for including the items in the instrument. The current study utilized 5 expert judges obtained from the university supervisors and members of the pilot study to assess content validity. A CVI was calculated from their feedback. A CVI of 0.8 was deemed sufficient as argued by Roebianto, Savitri, Aulia, Suciyan and Mubarokah (2023).

Construct validity implies that a valid measuring tool is one that accurately assesses the theoretical concept it is intended to measure. (Sudaryono, Aini, Graha and Lutfiani, 2019). In the current study, variable statements was crafted with precision, and the indicators and measurements of these variables were tested. The study engaged five expert raters in the field of strategic management and integrate their feedback to enhance the questionnaire. Only pertinent questions that assess the indicators of the study variables was included in the questionnaire.

3.9 Reliability of Research Instrument

According to Sürücü and Maslakçi (2020) reliability is about how consistent the measured values are when multiple measurements are taken under identical conditions using the same measuring tool. The authors argue that reliability is not solely about the quality of the instrument itself, but also about the consistency of the results produced by that instrument. Internal consistency reliability involves examining the correlation among all items within constructs to verify that they are measuring the same idea or concept (Ghazali, 2016).

Piloting evaluated if the instrument is reliable. This involved 38 respondents and consisted of key employees. A Cronbach Alpha test was conducted during pilot testing to measure the reliability coefficient as argued by Razaki, Ismail and Anuar (2023). The acceptable coefficient of Cronbach's alpha was 0.7 or more ($\alpha \geq 0.7$) as argued by Shah, Dharejo and Dayo (2023).

3.10 Data analysis and presentation

Quantitative analysis was through SPSS software. Descriptive statistics was applied for analysing quantitative data. Descriptive statistics help to summarize data in an orderly manner by explaining how variables are related in a group of data (Kaur Stoltzfus and Yellapu, 2018).

Descriptive statistics such as means, standard deviations, and frequencies were used to summarize the characteristics of key variables including pricing initiative, debt collection initiative, employee engagement initiative, strategic alliance initiative, and organizational performance.

The study also utilized inferential statistics. According to Farren (2014) inferential statistics focus on linking a sample to a larger population. The author argues that since a researcher typically doesn't have data for the entire population, they make estimations based on the sample. The author notes that the aim is to generalize these estimated values to represent the entire population. The study utilized a multiple linear regression analysis as follows;

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

Where

β_0 = Constant term

$\beta_{1...4}$ = Beta Coefficients of the respective business strategic initiatives

Y= Organizational Performance

X_1 = Pricing initiatives

X_2 = Debt collection initiatives

X_3 =Employee engagement initiatives

X_4 = Strategic alliances initiatives

ϵ = Error term

Regression analysis is a statistical tool used to examine the connection between causally related variables and one with one dependent variable and multiple independent variables is known as multiple regression Uyanık and Güler (2013). In the current research, multiple regression was used to assess how the four independent variables pricing initiatives, debt collection initiative, employee engagement initiatives and strategic alliances initiatives influenced the dependent variable organizational performance of import pharmaceutical companies in Kenya.

The coefficient of determination (R^2) provides a unitless metric of the magnitude of the linear connection between indicators Y and X that represented the fraction of variability in the indicator Y (organizational performance) that is attributed to the linear relationship with the variables X_{1-4} (pricing initiative, debt collection initiative, employee engagement initiative and strategic alliances initiative) as argued by Crawford (2006). In the current study, it was used to show how much of the variability in organizational performance was explained by all four strategic initiatives combined.

3.11 Ethical considerations

Ethical considerations were upheld by ensuring respondent anonymity and maintaining strict confidentiality of the data collected. Informed consent was obtained through a clear consent statement that explained the purpose of the study, the voluntary nature of participation, and the right to withdraw at any stage without penalty. The researcher also upheld personal integrity by approaching the study with objectivity, avoiding any manipulation or bias in data collection, analysis, or reporting, and ensuring that the findings accurately reflected the respondents' views and experiences.

CHAPTER FOUR

DATA ANALYSIS, RESULTS, DISCUSSIONS AND INTERPRETATION

4.1 Introduction

This section deals with examination and interpretation of data regarding the influence of business strategic initiatives and organizational performance of import pharmaceutical companies in Kenya, specifically the research sought to establish the influence of pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliances initiatives on organizational performance of import pharmaceutical companies in Kenya. This segment outlines the questionnaire completion rate, the socioeconomic features of the participants, descriptive findings and the inferential analysis of the various variables under study. The outcomes were conveyed through charts, tables, and descriptive explanations, with data categorized according to themes aligned with the research objectives.

4.2 Response Rate

The questionnaires were distributed to a selected specimen of 376 participants. The overall rate of responses is presented in Table 4.1.

Table 4.3. 1: Reliability

Variable	α Value
Pricing initiatives	0.848
Debt collection initiatives	0.704
Employee engagement initiatives	0.786
Strategic alliance initiatives	0.844
Organizational performance	0.875
Aggregate score	0.811

Source: Survey Data (2025)

The findings of the reliability test of every variable was as shown in table 4.3.1 above. The Cronbach's alpha value of pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliances initiatives on organizational performance were above 0.7 which implied that the questionnaire was reliable as stipulated by Shah, Dharejo and Dayo (2023).

4.4 Demographic Information

This part presented the participants' socioeconomic information, including their gender, age, education, department, and professional background. The findings are displayed as follows:

4.4.1 Participants' Gender

Participants were asked to state their gender. Figure 4.1 presents the gender distribution of those study participants.

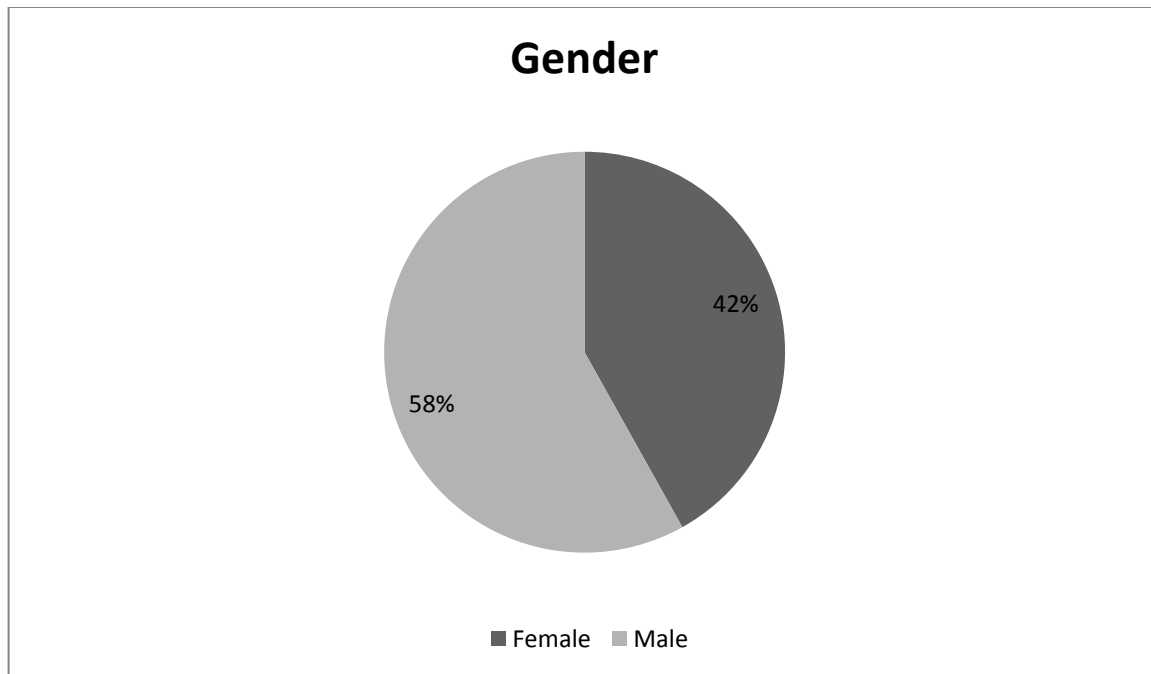


Figure 4. 1 Participants` Gender

Source: Research Data (2025)

Figure 4.1 presents participants` gender and shows that 58% (124) were male and 42% (172) were female. The results provided insight into possible variations in experiences, attitudes, or opportunities between male and female employees. It also supported inclusive analysis by highlighting any gender-based patterns.

4.4.2 Participants` Age

The participants` age structure is displayed in Figure 4.2.

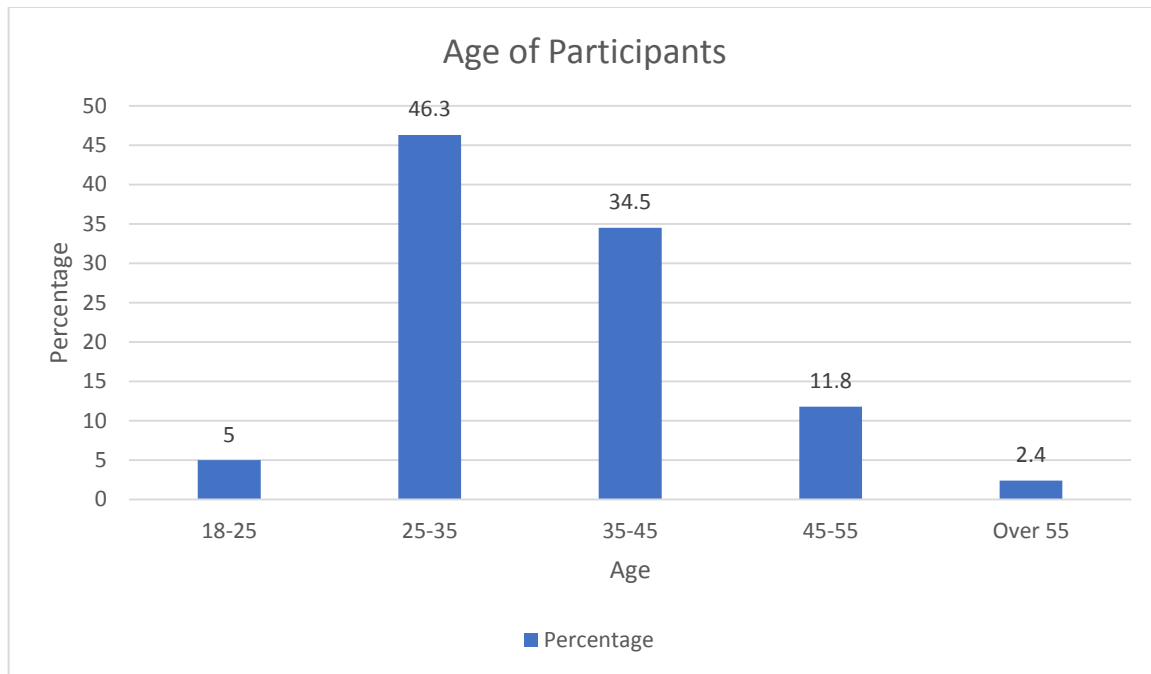


Figure 4. 2 Respondents’ Age

Source: Research Data (2025)

Figure 4.2 displays that 5% (15) were below 25 years, 46.3%(137) ranged from 25-35 years, 34.5%(102) ranged from 35-45 years, 11.8%(35) ranged from 45-55 years and 2.4% (7) were above 55 years. The age range of participants was vital as diverse perspectives across diverse age categories could impact the effectiveness of business strategic initiatives, such as employee engagement, which may need to be tailored to suit various age demographics within import pharmaceutical companies in Kenya.

4.4.3 Level of Education

The exploration attempted to determine the participants' highest scale of educational attainment. The outcomes are outlined in Figure 4.3 below.

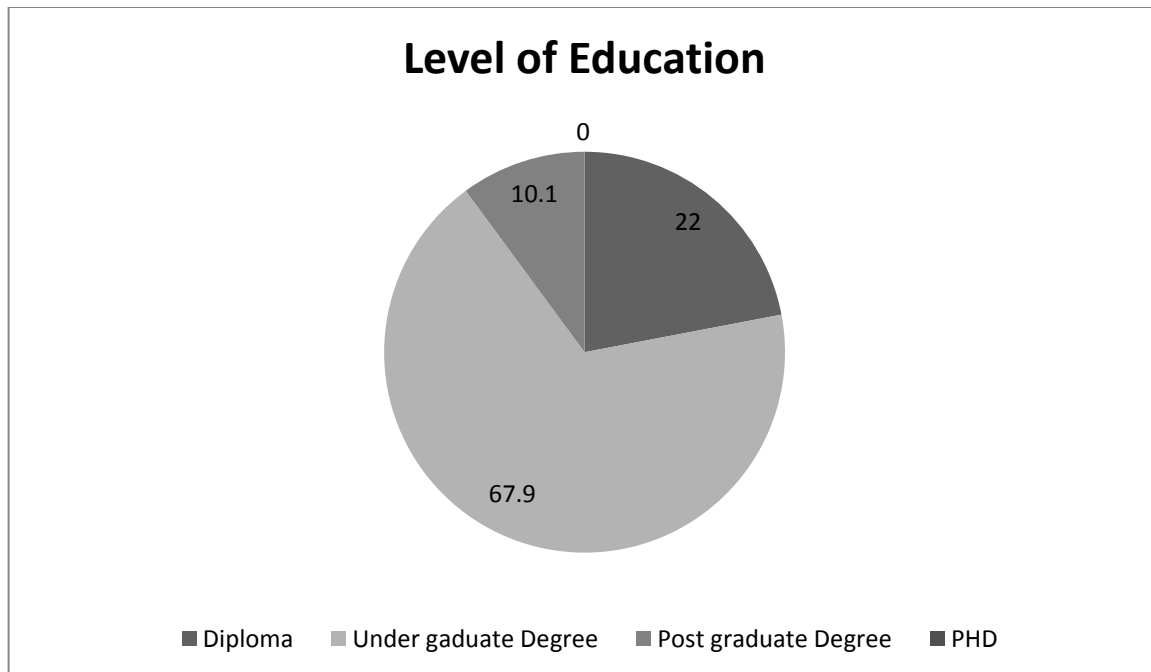


Figure 4. 3: Level of Education

Source: Survey Data (2025)

The research found that 22% (65) had diplomas, 67.9% (201) undergraduate degrees, 10.1% (30) postgraduate degrees. None of the participants had a PHD. The level of education can impact how participants perceive and implement business strategic initiatives. Since majority of participants had diplomas, undergraduate and postgraduate degrees, it implied that they understood the strategic initiatives well enough to respond to each question accurately and from a point of information.

4.4.4 Years of service.

The researcher aimed to investigate the duration of service of each participant in a certain import pharmaceutical company in Kenya. The outcomes are displayed in table 4.4.1 below;

Table 4.4. 1: Duration of service

Duration of service	Frequency	Percentage
0-5	140	47.2
5-10	99	33.5
10-15	36	12.2
15-20	15	5.1
>20	6	2.0

Source: Survey Data (2025)

Table 4.4.1 displays that 47.2% (140) of participants had worked in the company for 5 years or less, 33.5% (99) for 5-10 years, 12.2% (36) for 10-15 years, 5.1% (15) for 15-20 years and 2% (6) for more than 20 years. This indicated that a significant portion of the workforce consisted of relatively new employees. This group was likely to provide fresh perspectives on pricing initiatives, debt collection approaches, and engagement initiatives, as they had experienced the company's most recent business strategic initiatives. The perspective of the older employees was also relevant in assessing the sustainability of pricing and strategic alliance initiatives of import pharmaceutical companies in Kenya, over extended periods.

4.4.5 Position Held in the Company

The study inquired about the various positions the participants held in the import pharmaceutical companies in Kenya. The results are as shown in the chart below;

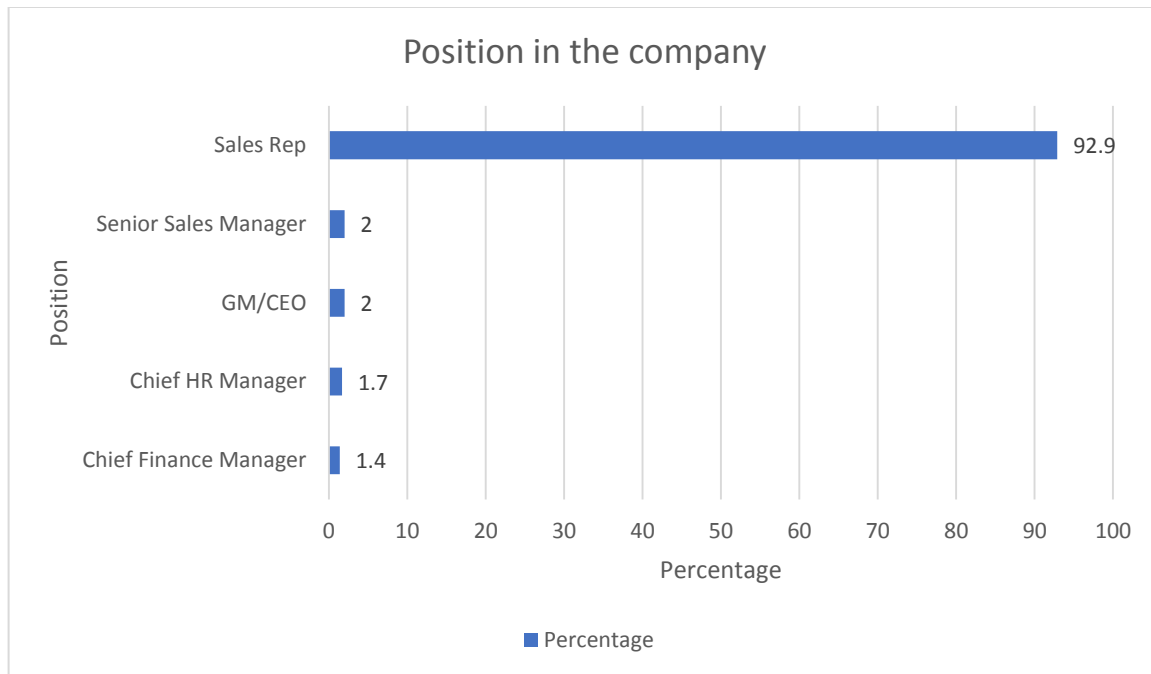


Figure 4. 4: Position Held in the Company

Source: Survey Data (2025)

Figure 4.4 showed that 92.9% (275) of participant employees were sales representatives, senior sales manager and general managers comprised of 2% (6) each and chief finance managers and chief human resource managers were 1.4% (4) and 1.7% (5) respectively. The dominance of sales representatives in the sample was important as the sales representatives are primarily involved in implementation of the pricing, debt collection, employee engagement and strategic alliance initiatives. The narrow top management including the senior sales managers, chief finance managers, general managers and chief HR managers, though fewer in number, play a vital role in formulating and overseeing these strategic initiatives. This distribution ensured a well-rounded assessment of how different organizational roles perceive and contribute to business strategic initiatives` effectiveness and overall organizational performance in import pharmaceutical companies of Kenya.

4.5 Descriptive Statistics

Descriptive statistics, including the mean (M) and standard deviation (SD), were utilized to describe the pricing initiatives, debt collection initiatives, employee engagement initiatives, strategic alliances initiatives and organizational performance of import pharmaceutical companies in Kenya data using SPSS version 30.0. The study employed a Likert scale to examine respondents' degree of consensus with different statements, with 1 representing strong disagreement, 2 indicating disagreement, 3 signifying neutrality, 4 denoting agreement, and 5 reflecting strong agreement. In this context, a mean of 3.5 or higher suggests a consensus toward agreement, whereas a mean below 2.5 indicates a tendency toward disagreement. The results were structured and presented in alignment with the study objectives.

4.5.1 Pricing Initiative and Organizational performance

Participants were required to express their extent of consensus with multiple statements concerning pricing initiatives, the outcomes are as displayed in table 4.5.1 below;

Table 4.5. 1: Pricing Initiative and Organizational Performance

Statement	N	Mean	SD
Value based pricing is an effective pricing initiative in import pharmaceutical companies.	296	4.18	.718
The company evaluates the value obtained by the customer while setting the product`s pricing.	296	4.01	.950
Duration of use of products is an important consideration when setting product pricings.	296	3.91	.999
Product packaging and pricing is based on duration of use.	296	4.09	.793
Cost avoidance is an important consideration when setting product pricings.	296	3.91	.793
Product pricings are such that the higher the cost avoided the higher the product pricing.	296	4.25	.897
Pricing initiative have helped in improving organizational performance.	296	4.27	.751
Aggregate Mean and Standard Deviation	296	4.09	0.843

Source: Survey Data (2025)

The findings of table 4.5.1 indicated that most participants agreed that pricing based on perceived customer value was a key approach within the import pharmaceutical companies in Kenya reflected by a high mean of 4.18. There was low variation in effectiveness of value-based pricing (standard deviation of 0.718). Companies took customer value into account when setting product prices, as evidenced by a mean of 4.01, suggesting a general consensus on this evaluation process . There was low variation (standard deviation of 0.950). This demonstrated that organizations considered the benefits received by customers when determining pricing structures. The duration of product use also played a significant role in pricing decisions, as per the mean of 3.91, indicating relative consistency in perspectives on the importance of duration of use in pricing . There was low variation (standard deviation of 0.999). Similarly, packaging and pricing decisions were influenced by

the duration of product use, as shown by a mean of 4.09, indicating that duration of use was widely recognized in pricing decisions. There was low variation (standard deviation of 0.793). Cost avoidance was another critical consideration in pricing decisions, (mean of 3.91), suggesting a general agreement on the relevance of cost-saving measures in pricing initiatives. There was low variation (standard deviation of 0.793). Moreover, there was a strong agreement that products with higher cost-saving benefits tended to have higher pricing, reflecting the industry's focus on pricing products based on the financial advantages they offered customers (mean of 4.25). However there was a low variation (standard deviation of 0.897).

Overall, pricing initiatives were viewed as instrumental in enhancing organizational performance of import pharmaceutical companies in Kenya, as evidenced by the highest mean 4.27. there was low variation in organizational performance due to pricing initiative (standard deviation of 0.751). The aggregate mean of 4.09 and low variation (standard deviation of 0.843) suggested that, on average, participants were in consensus on the effectiveness of pricing strategic initiatives in import pharmaceutical companies in Kenya. These findings agree with Gebremicael and Murthy (2024) who found out that pricing strategies to enhance overall performance of organizations in the Ethiopian brewery industry. When companies implement pricing initiatives, they gain new customers, enlarge their market proportion and increase their sales volume.

Qualitative analysis implied that value-based pricing separates a product as a premium compared to competitor brands, giving it a competitive advantage in the market. Duration of use ensure products are packaged and priced to suit different customer needs and therefore drive customer satisfaction and hence retention. Cost avoidance differentiates

products by emphasizing their economic benefits, such as reduced hospitalization costs or fewer side effects, making them more attractive than cheaper but less effective alternatives. Overall, pricing initiatives drive revenue growth, customer loyalty, and market share expansion of import pharmaceutical companies in Kenya.

4.5.2 Debt collection Initiative and Organizational performance

Participants were prompted to rate their consensus with different statements concerning debt collection initiatives. The outputs are as shown in table 4.5.2 below;

Table 4.5. 2: Debt collection Initiative and Organizational performance

Statement	N	Mean	SD
Debt collection initiative has reduced the average collection period (in days) in the organization.	296	4.00	.856
Average collection period is consistently maintained below 90 days.	296	4.06	.794
Accounts receivables are periodically reviewed to keep track of increase in days delinquent.	296	4.64	.482
Debtor`s turnover is constantly monitored.	296	4.09	.903
Debtor`s turnover compare to industry benchmarks.	296	4.36	.774
Debt collection initiative influences organizational performance of the company.	296	4.00	.955
Aggregate Mean and Standard Deviation	296	4.19	0.714

Source: Survey Data (2025)

Findings of table 4.5.2 showed that participants largely confirmed that debt collection initiatives helped reduce the average collection period, as shown by a mean of 4.00. There was low variation in reduction of average collecton period due to debt collection initiative (standard deviation of 0.856). Furthermore, import pharmaceutical companies in Kenya strived to maintain their average collection period below 90 days, reflected by a mean of 4.06, demonstrating a strong commitment to efficient cash flow management. There was low variation (standard deviation of 0.794).

To ensure timely debt recovery, respondents agreed that accounts receivables were periodically reviewed to track overdue payments, with this measure receiving the strongest level of consensus as per the mean of 4.64, indicating a strong and widely accepted practice of monitoring overdue accounts. There was low variation (standard deviation of 0.482). Similarly, participants indicated that debtor turnover was consistently monitored (mean of 4.09), allowing companies to assess the speed at which they collected outstanding payments. There was low variation in monitoring of debt turnover due to debt collection initiatives (standard deviation of 0.903).

Moreover, participants indicated that businesses compared their debtor turnover with industry benchmarks (mean of 4.36), indicating a strategic approach to evaluating financial performance against competitors. There was low variation (standard deviation of 0.774). The influence of debt collection initiatives on overall organizational performance was also recognized, as reported by a mean of 4.00, underscoring their impact on business success. There was low variation (standard deviation of 0.955).

With an aggregate mean of 4.19, the findings suggested a general agreement among respondents that debt collection initiatives were effective in maintaining financial stability and improving organizational performance. There was low variation in organizational performance due to debt collection initiative (standard deviation of 0.714). These insights highlighted the importance of proactive debt management strategies in ensuring financial sustainability within the import pharmaceutical companies in Kenya.

These findings were in consensus with Owuor, Agusioma and Wafula (2021) who found out the management of account receivables positively affected financial performance in

public universities in Kenya and suggested the model 30 days as the average collection period.

Qualitative research revealed that debt collection initiatives contribute to improved cash flow, enabling businesses to maintain smooth operations. These initiatives help reduce bad debts, enhance financial performance, and ultimately increase revenue and profitability of import pharmaceutical companies in Kenya. Additionally, they strengthen customer relationships and promote operational efficiency, ensuring sustainable business growth.

4.5.3 Employee engagement initiative and Organizational performance

Participants were prompted to state their degree of consensus with diverse statements concerning employee engagement initiatives. The outcomes are as displayed in table 4.5.3 below;

Table 4.5. 3: Employee engagement Initiative and Organizational performance

Statement	N	Mean	SD
Employee turnover has decreased as an outcome of employee engagement initiatives in the company.	296	3.91	.793
The company maintain low employee turnover.	296	4.00	.955
Employees demonstrate a high level of loyalty to the company due to engagement initiatives.	296	4.18	.835
Loyal employees are recognized.	296	4.09	1.314
The company use collaborative teamwork as an employee engagement initiative.	296	4.06	.794
Management promotes collaborative teamwork	296	4.09	.903
Employee engagement initiatives have an influence on the organizational performance of pharmaceutical company.	296	4.09	1.167
Aggregate Mean and Standard Deviation	296	4.06	0.966

Source: Survey Data (2025)

The findings of table 4.4.3 implied that respondents generally agreed that employee engagement initiatives contributed to reducing employee turnover, as demonstrated by a mean of 3.91, indicating that most respondents shared a similar opinion on the positive effect of engagement initiatives on employee retention. There was low variation (standard deviation of 0.793). Participants agreed that organizations strived to maintain low employee turnover demonstrating efforts to retain talent and minimize workforce disruptions as indicated by a mean of 4.00. There was a low variation in employee turnover due to employee engagement initiative (standard deviation of 0.955). Employee engagement initiative also appeared to foster loyalty among employees, with participants recording (mean of 4.18). This implied that employees who felt engaged were more committed to the company. There was low variation (standard deviation of 0.835). Furthermore, the recognition of loyal employees recorded by a mean of 4.09. There was some variation (standard deviation of 1.314) in recognition of loyal employees due to engagement initiative.

Collaborative teamwork was a key engagement strategy, with respondents agreeing that it was actively promoted within their organizations (mean of 4.06). There was low variation (standard deviation of 0.794). Moreover, Participants agreed that management played a significant role in fostering teamwork as per the mean of 4.09 reinforcing the idea that leadership support was essential for effective employee engagement. There was low variation (standard deviation of 0.903).

Participants agreed that employee engagement initiatives` had an effect on organizational performance in import pharmaceutical companies in Kenya, as reflected by a mean of 4.09. However, there was some variation in organizational performance due to engagement

initiative (standard deviation of 1.167). This suggested that while most participants acknowledged the positive impact of employee engagement initiatives on organizational performance, there were varying opinions on the extent of their effectiveness.

With an aggregate mean of 4.06, the results indicated a general agreement among respondents that employee engagement initiatives were effective in enhancing loyalty, teamwork, and overall organizational performance. These outcomes highlighted the relevance of continuous investment in employee engagement strategies to maintain a motivated and committed workforce in the pharmaceutical industry. There was low variation of organizational performance due to engagement initiative (standard deviation of 0.966).

This outcome concurs with Akanpaadgi and Binpinbu (2021) that established that the strong performance of the Upper East Regional Health Directorate in Ghana's public sector was attributed to the active involvement and effective participation of its staff.

Qualitative research revealed that engaged employees view themselves as integral to the company, encouraging responsibility and dedication. This mindset motivates individuals to perform at their best, not only for personal growth but also with a broader perspective of contributing to the company's overall success and advancement. This strong sense of belonging enhances productivity, teamwork, and long-term organizational growth of import pharmaceutical companies in Kenya.

4.5.4 Strategic Alliances Initiative and Organizational performance

Participants were required to indicate how much they agreed or disagreed with a range of statements concerning strategic alliances initiatives. The outcomes are as shown in table 4.5.4 below;

Table 4.5. 4: Strategic Alliance Initiative and Organizational performance

Statement	N	Mean	SD
Strategic partners possess complementary resources and capabilities.	296	4.00	0.856
Strategic alliances have provided the company with access to additional resources.	296	3.82	1.032
Knowledge transfer facilitate mutual learning and skill development among partner companies.	296	4.09	0.901
Knowledge transfer is a source of competitive advantage over competitors.	296	4.45	0.657
The motive aligns well with the overall objectives of the company.	296	4.18	0.718
The motive is well defined from the onset of the alliance.	296	4.06	0.794
Strategic alliance initiatives have an influence on organizational performance of pharmaceutical company.	296	4.00	1.045
Aggregate Mean and Standard Deviation	296	4.09	0.858

Source: Survey Data (2025)

The findings of table 4.5.4 showed that participants generally confirmed that strategic partners brought complementary resources and capabilities, as demonstrated by a mean of 4.00. This implied that partnerships were formed based on mutual strengths, allowing companies to leverage each other's expertise. There was low variation (standard deviation of 0.856).

Respondents had varying opinions on whether strategic alliances provided access to additional resources, as reflected by a mean of 3.82, suggesting that while many agreed, some respondents may have experienced differing levels of resource access through alliances. There was some variation (standard deviation of 1.032).

Knowledge transfer was recognized by respondents as a significant benefit of strategic partnerships, facilitating mutual learning and skill development among companies (mean of 4.09). There was low variation (standard deviation of 0.901). More importantly, knowledge transfer was seen by participants as a source of strategic advantage over competitors as shown by a mean of 4.45, highlighting its role in enhancing market positioning and operational efficiency. There was low variation (standard deviation of 0.657).

The alignment of strategic alliances with the company's overall objectives was well acknowledged by participants as evidenced by a mean of 4.18, reinforcing the idea that partnerships were formed with a clear strategic direction. It highlighted that most respondents perceive strategic alliances as supporting the company's broader goals. There was a low variation (standard deviation of 0.718). Similarly, participants confirmed that the motives behind alliances were well defined from the beginning (mean of 4.06), ensuring clarity and mutual benefit. There was low variation (standard deviation of 0.794).

Strategic alliances were also perceived by respondents as to having a direct influence on organizational performance, as demonstrated by a mean of 4.00. There was some variation in organizational performance due to strategic alliances (standard deviation of 1.045).

With an aggregate mean of 4.09 and a low variation (standard deviation of 0.858), the findings indicated strong agreement on the importance of strategic alliance initiatives in enhancing resource access, fostering knowledge transfer, and driving organizational performance. These insights emphasized the need for well-structured and goal-oriented partnerships to maintain a market advantage in the pharmaceutical industry.

These outcomes agree with Emami, Welsh, Davari and Rezazadeh (2022) who stipulated that strategic alliances enhance access to resources and assets, boosting competitiveness and financial performance. The authors added that they also support technology adoption, competitive threat mitigation, and product quality improvement, which collectively lead to operational success. The authors concluded that they help reduce internal costs through knowledge sharing, further strengthening overall firm performance.

Qualitative research implied that strategic alliance initiatives have enhanced organizational performance of import pharmaceutical companies in Kenya by improving resource access, driving efficiency and strengthening market competitiveness. Partnerships with companies with aligning motives contribute to financial stability, foster innovation through knowledge sharing, and facilitate technology adoption. This ultimately results in business growth, and long-term sustainability of import pharmaceutical companies in Kenya.

4.5.5 Organizational performance

Participants were requested to select their degree of consensus with a range of statements concerning strategic alliances initiatives. The outcomes are as displayed in table 4.5.5 below;

Table 4.5. 5: Organizational performance

Statement	N	M	SD
Company's profitability has increased over the past 4 years.	296	3.62	1.161
Company consistently meets or exceeds its financial targets.	296	3.91	0.901
Company has a strong financial performance compared to your competitors.	296	4.00	0.856
Company has been successful in gaining market share within the Kenyan pharmaceutical industry.	296	4.27	0.751
Company's market share has increased steadily over the past 4 years.	296	4.27	0.751
Company maintains long-term relationships with its customers.	296	4.64	0.645
Company regularly receives positive feedback from customers.	296	4.64	0.482
Company has a fast inventory turnover compared to industry standards.	296	4.06	0.794
Company experiences minimal losses due to medical products that expire before being sold to customers.	296	3.72	1.053
Overall, the company is performing well compared to industry benchmarks.	296	3.91	0.901
Company's performance metrics align with its strategic goals and objectives.	296	4.00	0.741
Aggregate Mean and Standard Deviation	296	4.09	0.821

Source: Survey Data (2025)

The findings of table 4.5.5 indicates that organizational performance in import pharmaceutical companies in Kenya was generally positive, with key metrics showing strong performance trends.

On financial performance, respondents` data suggested moderate agreement that profitability had increased over the past four years as reflected by a mean of 3.62, implying that respondents had varying opinions about their companies having experienced this increased profitability. There was some variation (standard deviation of 1.161). Participants agreed that the companies consistently met or exceeded financial targets as indicated by a

mean of 3.91. There was low variation (standard deviation of 0.901). Participants agreed that the companies were perceived to have a strong financial position compared to competitors (mean of 4.00). There was low variation (standard deviation of 0.856). These findings indicated financial stability, though profitability growth was slower than other aspects of organizational performance.

On market Performance, respondents recorded that the companies had been successful in gaining market share within the Kenyan import pharmaceutical industry (mean of 4.27). There was low variation (standard deviation of 0.751). Respondents also agreed that market share steadily rose over the past four years as shown by a mean of 4.27. There was low variation in market share due to organizational performance (standard deviation of 0.751). These high means reflected the companies' ability to expand their presence and remain competitive in the industry.

On customer retention, participants showed the highest levels of agreement in the companies' ability to maintain long-term relationships with customers reflected by a mean of 4.64. There was a low variation (standard deviation of 0.645). Participants agreed that companies and received positive customer feedback regularly with a mean of 4.64. There was low variation (standard deviation of 0.482). These outcomes highlighted robust customer satisfaction and loyalty, which are vital for sustained business success.

On inventory turnover, participants agreed that the import pharmaceutical companies maintained a fast inventory turnover compared to industry standards due to a mean of 4.06, indicating efficiency in stock management. There was low variation (standard deviation of 0.794). However, while the companies experienced minimal losses due to product expiration, (mean of 3.72). There was some variation (standard deviation of 1.053).

On overall Performance and Strategic Alignment, respondents agreed that the companies performed well compared to industry benchmarks (mean of 3.91). There was low variation (standard deviation of 0.901). Respondents agreed that performance metrics aligned with strategic goals and objectives (mean of 4.00) . There was low variation (standard deviation of 0.741).

With the aggregate mean of 4.09 and low variation (standard deviation of 0.821), the findings indicated a positive overall perception by respondents, of organizational performance in import pharmaceutical companies in Kenya, particularly in customer relationships, market share growth, and inventory turnover. However, profitability improvement and inventory management remain areas for potential enhancement to further strengthen the companies` position in the import pharmaceutical sector. Farida and Setiawan (2022) agree that business strategies lead to improved organizational performance.

4.6 Inferential statistics

Multiple regression and correlation analysis were applied as inferential statistics to demonstrate the strength and form of association between the variables.

4.6.1 Correlation Analysis

A correlation analysis was performed to examine the connection between pricing initiatives, debt collection initiatives, employee engagement initiatives, and strategic alliance initiatives and organizational performance of import pharmaceutical companies in Kenya. The outcomes were as outlined in table 4.6.1 below.

Table 4.6. 1: Correlation Analysis using SPSS version 30.0

		Pricing initiative	Debt Collection initiative	Employee Engagement initiative	Strategic Alliance initiative	Organizational Performance
Pricing initiative	Pearson					
	Correlation	1				
	Sig. (2-tailed)					
	N	296				
Debt Collection initiative	Pearson	.525**	1			
	Correlation					
	Sig. (2-tailed)	<.001				
	N	296	296			
Employee Engagement initiative	Pearson	.555**	.813**	1		
	Correlation					
	Sig. (2-tailed)	<.001	<.001			
	N	296	296	296		
Strategic Alliance initiative	Pearson	.773**	.629**	.698**	1	
	Correlation					
	Sig. (2-tailed)	<.001	<.001	<.001		
	N	296	296	296	296	
Organizational Performance	Pearson	.600**	.748**	.676**	.790**	1
	Correlation					
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	296	296	296	296	296

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

Source: Field Data (2025)

Table 4.6.1 highlights the link between the various independent variables ; pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives, in import pharmaceutical companies in Kenya.

Correlation is a statistical metric that measures the extent to which two or more variables change in relation to each other, where a positive correlation signifies that they increase or

decrease simultaneously, a negative correlation indicating one rises as the other falls, and a strong correlation often leading to the assumption that changes in one variable influence the other (Murad, Alkutubi and Shamary, 2024).

The outcomes indicated a meaningful association between pricing initiative and debt collection initiatives ($r = 0.525$; $p < 0.001$). The evidence pointed to a considerable relationship between pricing initiative and strategic alliance initiatives ($r = 0.773$; $p < 0.001$). The study revealed that there is a significant correlation between pricing initiative and employee engagement initiative ($r = 0.555$; $p < 0.001$). The outcomes demonstrated a significant link amongst debt collection initiative and strategic alliance initiatives ($r = 0.629$; $p < 0.001$). The findings reflected a strong correlation between debt collection initiative and employee engagement initiative ($r = 0.813$; $p < 0.001$).

The findings suggested a strong relationship between employee engagement initiative and strategic alliance initiative ($r = 0.698$; $p < 0.001$). According to Farida and Setiawan (2022), business strategic initiatives are crucial for guiding a company toward exceptional performance by enhancing its competitive edge, fostering innovation, seizing market opportunities, and executing long-term objectives despite potential risks.

4.6.2 Regression Analysis

A regression analysis was performed to determine the how pricing initiatives, debt collection initiatives, employee engagement initiatives, and strategic alliance initiatives influenced organizational performance of import pharmaceutical companies in Kenya. The findings were as outlined the different table below.

Table 4.6. 2: Analysis of Coefficient of Determination using SPSS Version 30.0

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.730	.2911

a. Predictors: (Constant), Pricing initiatives, Debt collection initiatives, Employee engagement initiatives and Strategic alliance initiatives.

Source: Field Data (2025)

The regression model shown in table 4.6.2 evaluated the effect of pricing ,debt collection, employee engagement and strategic alliance initiatives on organizational performance of import pharmaceutical companies in Kenya. The model was statistically meaningful with a p-value of less than 0.001. The p-value reflects the probability that the observed effect in a study arose by chance, given that no real effect is present (Shreffler and Huecker,2023). The combined influence of the four strategic initiatives on performance was therefore observable and meaningful.

An R-value of 1 indicates a robust relationship between the expected and observed values, while a value of 0 suggests no meaningful correlation, implying a coincidental connection between the variables (Joshi and Rao, 2024). The R value of 0.856 indicated a robust positive relationship between the pricing, debt collection, employee engagement and strategic alliance initiatives, and organizational performance. Therefore when these strategic initiatives were effectively implemented together, they were strongly associated with better organizational results.

According to Roustaei (2024), R-squared (R^2), a metric ranging from 0 to 1, reflects the share of variability in the dependent variable that the regression model can predict. The

author adds that a higher R^2 , closer to 1, suggests that a greater share of the dependent variable's variation is accounted for by its linear association with the independent variables. The author concludes that a lower R , closer to 0, indicates that the variables may not have a strong linear relationship. R^2 (R Square) value of 0.733 meant that 73.3% of the variation in organizational performance of import pharmaceutical companies in Kenya was explained by pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives and that only 26.7% stemmed from variables not incorporated in the model. According to Prasad (2024), adjusted R^2 adjusts for the presence of multiple independent variables in the model, thereby preventing the R^2 from artificially inflating due to the inclusion of more variables. Adjusted R^2 (0.730) was close to R^2 (0.733) confirming that the model generalized well and was not overfitting.

Table 4.6. 3: Analysis of Variance using SPSS Version 30.0

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.797	4	16.949	200.062	<.001 ^b
	Residual	24.654	291	.085		
	Total	92.451	295			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Pricing initiatives, Debt collection initiatives, Employee engagement initiatives and Strategic alliance initiatives.

Source: Field Data (2025)

Table 4.6.3 displays the analysis of variance (ANOVA) which was used to evaluate whether the model appropriately represented the data. The Regression Sum of Squares was 67.797 and represented the variation in organizational performance of import pharmaceutical

companies in Kenya that was driven by the independent indicators pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives . The high value showed that the model justified more of the observed differences. The F-value (200.062) was higher than the mean square (16.949) and suggested that at least one of the predictors (pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives) has a notable effect on organizational performance of import pharmaceutical companies in Kenya.

The Significance Value ($p < 0.001$) showed that the independent variables (pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives) collectively have a statistically significant effect on organizational performance of import pharmaceutical companies in Kenya.

Table 4.6. 4: : Analysis for Coefficients using SPSS Version 30.0

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	.256	.150		1.713	.088		
Pricing initiatives	-.062	.044	-.068	-1.426	.155	.400	2.501
Debt collection initiatives	.532	.058	.488	9.246	<.001	.330	3.035
Employee engagement initiatives	-.095	.049	-.110	-1.925	.055	.281	3.561
Strategic alliance initiatives	.550	.050	.613	11.026	<.001	.297	3.371

a. Dependent Variable: Organizational Performance

Table 4.6.4 presents the overall multiple regression model, which is represented by the following equation:

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

Substituting the coefficients, the regression equation was found to be:

$$Y = 0.256 - 0.062X_1 + 0.532X_2 - 0.095X_3 + 0.550X_4 + 0.2911$$

These findings implied that the expected value of organizational performance of import pharmaceutical companies in Kenya when all predictor variables (pricing initiatives, debt collection initiatives, employee engagement initiatives and strategic alliance initiatives) are zero was 0.256. The outcome suggested that for each unit rise in the pricing initiatives variable, organizational performance of import pharmaceutical companies in Kenya was predicted to decrease by 0.062 units, keeping other variables unchanged. This however was not significant since $p = 0.155$ and hence $p > 0.05$ making the influence of price statistically insignificant. This result contradicted those of a study done by Kawira (2021) that showed that for every unit increase in pricing strategies, performance of Micro, Small and Medium Enterprises in Kenya increased by 0.621.

The outcomes suggested that for each unit rise in debt collection initiatives, organizational performance of import pharmaceutical companies in Kenya was predicted to increase by 0.532 units, holding all other factors equal. This finding concurs with Gana, Mohammed, Takuma and Nmadu (2024) that argue that effective accounts receivable management is a crucial factor in driving financial performance with timely collection enhancing cash flow, strengthening liquidity, and boosting overall profitability.

The findings suggested that for each unit rise in employee engagement initiatives, organizational performance of import pharmaceutical companies in Kenya was assumed to decrease by 0.095 units, keeping other variables unchanged. This result however was not significant since $p = 0.055$ and hence $p > 0.05$ making the influence of employee engagement statistically insignificant. These counterintuitive results could be because of the challenges involved in implementing employee engagement initiatives due to the varying needs and expectations of employees with factors such as generational differences, cultural backgrounds, and personal circumstances influencing individual motivation and making it difficult to apply a universal engagement strategy as argued by Nanda (2024).

The findings implied for each unit rise in strategic alliance initiatives, organizational performance of import pharmaceutical companies in Kenya was presumed to increase by 0.550 units, with no variation in other variables. This agrees with Emami, Welsh, Davari and Rezazadeh (2022) who argue that strategic alliances improve partners' financial, operational, and organizational performance and suggested that firms should focus on factors such as partner compatibility, prior alliance experience, reputation, complementary expertise, industry reach, commitment to trust-building, skill enhancement, and effective collaboration to maximize performance benefits.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section highlighted the study's key insights, derived conclusions, and examined their broader implications. It concluded with suggestions for further studies. The purpose of the research was to ascertain the effect of business strategic initiatives on organizational performance of import pharmaceutical companies in Kenya.

5.2 Summary of the Findings

The research examined the influence of pricing initiatives, debt collection initiatives, employee engagement initiatives, and strategic alliance initiatives on organizational performance of import pharmaceutical companies in Kenya.

5.2.1 Pricing Initiative and organizational performance of import pharmaceutical companies in Kenya

This research set out to explore how pricing initiative affect the organizational performance of import pharmaceutical companies in Kenya. The findings indicated a moderately positive relationship between pricing initiatives and organizational performance, evidenced by a correlation coefficient of 0.600 and a significance level below 0.001. However, the regression analysis showed that a one-unit rise in the pricing initiative variable was associated with a 0.062-unit drop in organizational performance, assuming other variables remained constant. Despite this, the effect lacked statistical significance ($p = 0.155$), as the p-value exceeded the 0.05 threshold. These results diverged from those of Kawira (2021), whose research demonstrated a strong positive impact of pricing strategies on MSME

performance in Kenya, showing a 0.621 increase in performance for every unit rise in pricing efforts.

Additionally, the study found that import pharmaceutical companies in Kenya factored in perceived customer value during price determination. They also accounted for how long a product would be used, aligning both pricing and packaging with anticipated usage duration. Moreover, pricing decisions reflected the economic benefits customers stood to gain, with higher prices being set for products that helped reduce future medical expenses.

5.2.2 Debt collection initiative and organizational performance of import pharmaceutical companies in Kenya

The research sought to assess how debt collection initiatives impact the organizational performance of import pharmaceutical companies in Kenya. Results showed a strong and positive correlation between debt collection initiatives and organizational performance, with a correlation coefficient of 0.748 and a significance level of less than 0.001. It was established that a one-unit increase in debt collection initiatives was associated with a 0.532-unit improvement in organizational performance, provided other factors were held constant.

The study found that these companies actively worked to shorten their average debt collection period, aiming to keep it under 90 days. Regular evaluations of accounts receivable were conducted to track late payments and aid in effective debt management. Companies kept a close eye on unpaid invoices to avoid a rise in overdue days. Additionally, the study highlighted that companies consistently reviewed their debtor turnover ratios to understand how quickly they were converting receivables into cash. These turnover rates were then compared against industry standards to ensure financial efficiency.

5.2.3 Employee engagement initiative and organizational performance of import pharmaceutical companies in Kenya

The research aimed to evaluate the impact of employee engagement initiative on the organizational performance of import pharmaceutical companies in Kenya. The analysis revealed a moderately positive correlation between employee engagement and organizational performance, with a correlation coefficient of 0.676 and a p-value of less than 0.001. However, the regression results indicated that a one-unit increase in employee engagement was linked to a projected 0.095-unit drop in performance, assuming all other factors remained constant. This effect was statistically insignificant, as the p-value stood at 0.055, exceeding the 0.05 significance threshold.

The study also found that employee engagement initiatives were employed primarily to curb staff turnover. Organizations made efforts to retain employees by minimizing turnover rates. While many companies recognized long-serving staff, there were inconsistencies in how commitment and loyalty were acknowledged and rewarded. Furthermore, the findings showed that teamwork was strongly emphasized, with company leadership playing a key role in encouraging collaborative practices. Nonetheless, the effectiveness of employee engagement efforts varied across firms, indicating mixed perceptions of their overall impact.

5.2.4 Strategic alliance initiative and organizational performance of import pharmaceutical companies in Kenya

The objective of the study was to explore how strategic alliance initiative influence the organizational performance of pharmaceutical import firms in Kenya. The analysis revealed that strategic alliance initiatives had the highest positive correlation with organizational performance among all variables examined, with a correlation coefficient of 0.790 and a

significance level of less than 0.001. The results indicated that a one-unit increase in strategic alliance initiative was associated with a 0.550-unit improvement in organizational performance, assuming all other variables remained constant.

The study found that alliance partners contributed unique and complementary assets and strengths. These partnerships were considered beneficial in enhancing access to critical resources, including specialized knowledge, advanced technologies, and expanded market reach. However, the impact varied, suggesting that not all companies in Kenya's pharmaceutical import sector gained equally from such collaborations. The research also highlighted that these alliances promoted knowledge exchange, which enabled shared learning and skill advancement across partner firms. This knowledge sharing was seen as a competitive edge. Moreover, the findings showed that the alliances were well aligned with the companies' strategic goals and that their formation was guided by clearly established intentions from the outset.

5.3 Conclusion of the Study

5.3.1 Pricing Initiative and organizational performance of import pharmaceutical companies in Kenya

The study determined that while pricing initiatives play a role in shaping organizational performance, their impact is not always straightforward. The observed negative relationship between increased pricing initiatives and organizational performance in import pharmaceutical companies in Kenya suggests that aggressive pricing strategies may not necessarily translate to better outcomes in the import pharmaceutical sector. Instead, companies must balance competitive pricing with customer value perception to maintain profitability and market share. The findings indicate that pricing initiatives should be aligned

with product usage duration and customer cost-benefit considerations, as premium pricing on cost-saving products can enhance customer retention and brand loyalty.

5.3.2 Debt collection initiative and organizational performance of import pharmaceutical companies in Kenya

The study concluded that efficient debt collection initiatives are a critical determinant of financial health and overall business success. The strong positive correlation between debt collection initiatives and organizational performance in import pharmaceutical companies in Kenya reinforces the conclusion that companies with structured and proactive collection initiatives experience better financial stability and operational efficiency. Maintaining a short average collection period, closely monitoring debtor turnover, and benchmarking against industry standards are essential measures for sustaining liquidity within the import pharmaceutical sector in Kenya. Companies that fail to implement effective debt recovery mechanisms risk cash flow constraints, increased bad debt provisions, and reduced profitability.

5.3.3 Employee engagement initiative and organizational performance of import pharmaceutical companies in Kenya

The study concluded that while employee engagement initiatives contribute to organizational performance of import pharmaceutical companies in Kenya, their effectiveness depended on execution and alignment with workforce expectations. The slight negative relationship observed suggested that engagement efforts, if not properly implemented, may fail to yield the desired outcomes. Import pharmaceutical companies in Kenya must go beyond basic engagement initiatives to foster a culture that genuinely values employee contributions, promotes teamwork, and effectively recognizes and rewards

performance. Without a well-structured approach, engagement initiatives may lead to inconsistencies, disengagement, or resistance from employees, ultimately impacting overall productivity and retention.

5.3.4 Strategic alliance initiative and organizational performance of import pharmaceutical companies in Kenya

The study concluded that strategic alliances initiatives was the most influential driver of organizational performance, highlighting the importance of collaboration in enhancing competitiveness in the import pharmaceutical sector in Kenya. The strong positive correlation suggested that companies leveraging strategic partnerships for resource access, knowledge exchange, and market expansion gain significant operational advantages. However, the variability in benefits of the strategic alliances initiatives indicated that not all alliances deliver equal value. For partnerships to be effective, import pharmaceutical companies in Kenya must clearly define objectives, select compatible partners, and establish mechanisms for mutual learning and shared success. Poorly structured alliances may fail to deliver expected benefits, leading to inefficiencies and potential conflicts.

5.4 Recommendation of the Study

Guided by the study's outcomes as guided by the study objectives, actionable recommendations for policy and practice are outlined to enhance the organizational performance of import pharmaceutical companies in Kenya. Policy recommendations are strategic proposals for government agencies, policymakers, or regulatory bodies to modify or introduce policies, guidelines, or laws that shape an industry. They aim to strengthen compliance, enhance industry stability, and drive sustainable growth. Practice recommendations are practical steps that businesses and organizations can take to enhance

their efficiency, productivity, and overall performance based on research insights. They focus on refining strategies, optimizing resources, and improving day-to-day operations.

5.4.1 Pricing Initiative and organizational performance of import pharmaceutical companies in Kenya

Pricing initiatives should be refined to maximize their impact. Import pharmaceutical companies in Kenya should adopt value-based pricing strategies that consider customer benefits and competitive market positioning to strengthen their influence on organizational performance. Additionally, companies should explore flexible pricing models that cater to different market segments to improve customer retention and profitability.

5.4.2 Debt collection initiative and organizational performance of import pharmaceutical companies in Kenya

To strengthen financial health in the sector, policy makers should enforce stricter debt collection frameworks that minimize bad debt accumulation and improve cash flow. Establishing industry-wide standards for debtor management, including recommended credit terms and penalties for delayed payments, would help import pharmaceutical companies in Kenya maintain financial stability. Furthermore, promoting financial literacy programs tailored to the sector could equip businesses with best practices in credit management and debt recovery.

Import pharmaceutical companies in Kenya should implement robust credit management policies to minimize bad debts and enhance cash flow. Strategies such as proactive debtor monitoring, offering early payment incentives, and leveraging digital payment solutions can improve the efficiency of debt collection processes.

5.4.3 Employee engagement initiative and organizational performance of import pharmaceutical companies in Kenya

Implementation of employee engagement initiatives should be carefully tailored to employee needs. Import pharmaceutical companies in Kenya should invest in continuous training and development programs, performance-based incentives, and a workplace that fosters growth and well-being to enhance motivation and productivity. Workforce engagement strategies should also be personalized to address generational and cultural differences among employees to ensure inclusivity and effectiveness.

5.4.4 Strategic alliance initiative and organizational performance of import pharmaceutical companies in Kenya

Encouraging structured strategic alliances should be a priority for policy makers to enhance knowledge sharing, resource access, and market competitiveness. Policies should facilitate collaboration between import pharmaceutical companies and key stakeholders, such as healthcare institutions and government agencies, through incentives and regulatory support. Additionally, introducing guidelines for alliance governance and performance tracking would help ensure that partnerships deliver tangible benefits while mitigating risks associated with poorly structured collaborations.

Import pharmaceutical companies in Kenya should focus on forming long-term strategic partnerships with suppliers, healthcare institutions, and distributors to enhance resource sharing, innovation, and market expansion. Collaboration with regulatory authorities can also ensure compliance with industry standards, leading to sustained growth and competitive advantage.

5.5 Suggestion for Further Research

Research done in future could delve into the effect of technological advancements on debt collection efficiency and its effect on organizational performance in import pharmaceutical companies in Kenya. Additionally, investigating the importance of workforce motivation and its moderating effect on engagement initiatives would also be valuable. Further research could analyze how various types of strategic alliances, including mergers or joint ventures, impact long-term growth and competitiveness. Comparative studies between import pharmaceutical companies and local manufacturers in Kenya could provide insights into industry-specific challenges. Exploring external factors like regulatory policies and their effect on pricing and debt collection strategies would be beneficial. Lastly, longitudinal studies assessing the sustainability of employee engagement initiatives over time could offer deeper insights into workforce management strategies.

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APPENDICES

Appendix I: Questionnaire

Introduction

This questionnaire aims to establish the influence of business strategic initiatives on the organizational performance of import pharmaceutical companies in Kenya.

Your responses will contribute to a comprehensive understanding of the subject matter.

Kindly answer the following questions honestly and to the best of your ability.

SECTION A: Demographic Information

Kindly tick (✓) the appropriate blank space provided.

1. Name of your Company (Optional)
2. What is your position in this company? Chief Executive Officer/General Manager ()
Chief Finance Manager () Chief Human resource Manager () Senior sales
Manager () Sales representative ()
3. Indicate your gender. Male () Female ()
4. Age: over 18 but under 25years () over 25 but under 35years () over 35 but
under 45years () over 45 but under 55years () 55 years and above ()
5. Highest education achieved.
Diploma () Under Graduate Degree () Post Graduate () PhD ()
6. Years this company been in operation.
5 years and below () 6 – 15 years () 15– 25 years () 25 years and above ()
7. How long have you been an employee in the company?

0 – 5 years () 5 – 10 years () 10 – 15 years () 15 – 20 years () 20 years and above ()

For sections B-F, kindly indicate your level of agreement with the following statements regarding the influence of various business strategic initiatives on the organizational performance on import pharmaceutical companies in Kenya. Use a scale from 1 to 5, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

Section B: Influence of Pricing Initiative on Organizational Performance

	Statement	5	4	3	2	1
8.	Value based pricing is an effective pricing initiative in import pharmaceutical companies.					
9.	The company evaluates the value obtained by the customer while setting the product`s price.					
10.	Duration of use of products is an important consideration when setting product prices.					
11.	Product packaging and pricing is based on duration of use.					
12.	Cost avoidance is an important consideration when setting product prices.					
13.	Product prices are such that the higher the cost avoided the higher the product price.					
14.	Pricing initiative have helped in improving organizational performance.					

15. In your opinion, does pricing initiative help import pharmaceutical companies to differentiate their products from competitors?

Section C: Influence of Debt Collection Initiative on Organizational

Performance

	Statement	5	4	3	2	1
16.	Debt collection initiative has reduced the average collection period (in days) in the organization.					
17.	Average collection period is consistently maintained below 90 days.					
18.	Accounts receivables are periodically reviewed to keep track of increase in days delinquent.					
19.	Debtor`s turnover is constantly monitored.					
20.	Debtor`s turnover compare to industry benchmarks.					
21.	Debt collection initiative influences organizational performance of the company.					

22. In what ways does Debt Collection Initiative influence Organizational

Performance in your organization?

Section D: Influence of Employee Engagement Initiative on Organizational

Performance

	Statement	5	4	3	2	1
23.	Employee turnover has decreased as a result of employee engagement initiative in the company.					
24.	The company maintain low employee turnover.					
25.	Employees demonstrate a high level of loyalty to the company due to engagement initiative.					
26.	Loyal employees are recognized.					
27.	The company use collaborative teamwork as an employee engagement initiative.					

28.	Management promotes collaborative teamwork					
29.	Employee engagement initiative has an influence on the organizational performance of pharmaceutical company.					

30. In your opinion, how does employee engagement initiative improve the overall performance of the organization?

Section E: Influence of Strategic Alliances Initiative on Organizational Performance

	Statement	5	4	3	2	1
31	Strategic partners possess complementary resources and capabilities.					
32	Strategic alliances have provided the company with access to additional resources.					
33	Knowledge transfer facilitate mutual learning and skill development among partner companies.					
34	Knowledge transfer is a source of competitive advantage over competitors.					
35	The motive aligns well with the overall objectives of the company.					
36	The motive is well defined from the onset of the alliance.					
37	Strategic alliance initiatives have an influence on organizational performance of pharmaceutical company.					

38. In your opinion, how has strategic alliance initiative influenced the organizational performance of the company?

Section F: Organizational Performance

	Statement	5	4	3	2	1
39.	Company's profitability has increased over the past 4 years.					
40.	Company consistently meets or exceeds its financial targets.					
41.	Company has a strong financial performance compared to your competitors.					
42.	Company has been successful in gaining market share within the Kenyan pharmaceutical industry.					
43.	Company's market share has increased steadily over the past 4 years.					
44.	Company maintains long-term relationships with its customers.					
45.	Company regularly receives positive feedback from customers.					
46.	Company has a fast inventory turnover compared to industry standards.					
47.	Company experiences minimal losses due to medical products that expire before being sold to customers.					
48.	Overall, the company is performing well compared to industry benchmarks.					
49.	Company's performance metrics align with its strategic goals and objectives.					

Source: (researcher, 2024)

Appendix II: Import Pharmaceutical Companies In Kenya

No.	Name of Import Pharmaceutical Company
1	Ab pharmaceuticals ltd
2	Abacus Pharma
3	Accord Healthcare (K) Ltd
4	Ace Pharmaceuticals Ltd
5	Assia pharmaceuticals
6	Astrazeneca pharmaceuticals limited
7	Avacare Kenya
8	Avetina Life Sciencies Limited
9	B.Braun Medical Kenya Limited
10	Beta healthcare
11	British Pharmaceuticals Ltd
12	Cadila Healthcare Limited
13	Cadila Pharmaceuticals East Africa Limited
14	Caroga pharma k ltd
15	Chemiquip Ltd
16	Cipla Ltd
17	Concept Africa Ltd
18	Crown healthcare
19	Daveot healthcare Kenya
20	Deutsche Healthcare ltd
21	Dkt pharma
22	Doctor Pharma (K) Ltd
23	Dolopharma Healthcare Ltd
24	Egypro Pharma (K) Ltd
25	Europa Healthcare Ltd
26	Eurox Pharmaceuticals Ltd

27	Galaxy Pharmaceutical Limited
28	Generics Africa Ltd
29	Glenmark Pharmaceuticals (K) Ltd
30	Globe Pharmacy Ltd
31	Goodman Agencies Ltd
32	Goodmed Pharmaceuticals Ltd
33	Gujarat Liqui Pharmacaps Pvt Ltd
34	Harleys Ltd-Nairobi
35	Highchem Pharmaceuticals Ltd
36	Highridge Pharmaceuticals Ltd
37	Holley Cotec Co. (E.A) Limited
38	Indswift India Limited
39	Inspire Pharmaceuticals Ltd
40	Kenpharma Healthcare Ltd
41	Korlyns Therapeutics Limited
42	Krishna chemists
43	Kulal International Ltd
44	Laborex Kenya Ltd-Mombasa Road
45	Lazor Pharmaceuticals Limited
46	Lords Healthcare Ltd
47	Lukim pharmaceuticals agency ltd
48	Macnaughton Ltd
49	Madawa Pharmaceuticals Ltd
50	Marie Stopes Kenya
51	Maxim pharmaceuticals ltd
52	Medfo Kenya Limited
53	Medipharm sales ltd
54	Medisel ltd
55	Medistar Pharmaceuticals Limited

56	Medox Pharmaceuticals Limited
57	Mega Lifesciences Company Limited
58	Merck Healthcare And Life Science Limited
59	Mercury Healthcare Ltd
60	Metro Pharmaceuticals Ltd
61	Micro Labs (E.A) Ltd
62	ModuPharma Ltd
63	Mylan Laboratories Limited Kenya
64	Nairobi Enterprises Ltd
65	Nairobi Pharmaceuticals (K) Ltd -
66	Namm pharmaceuticals ltd
67	National Pharmacy Ltd
68	Nila pharmacauticals Ltd*
69	Omaera Pharmaceuticals Ltd
70	Oshwal Lifesciences
71	Pan Pharmaceuticals Ltd
72	Perspective Healthcare Ltd
73	Pfizer Laboratories Ltd
74	Pharma Branding Ltd
75	Pharma share supplies ltd
76	Pharma Specialities Ltd
77	Pharmaken Ltd
78	Phillips Therapeutics Limited
79	Prodigy Healthcare Ltd-Nairobi
80	Prunus Pharma Limited
81	Psm Pharmaceuticals Ltd
82	Quadra Impex Ltd
83	Radiance Pharmaceuticals Ltd
84	Ray Pharmaceuticals Ltd

85	Reckitt Benckiser Services(Kenya) Ltd
86	Reddys Pharma Ltd
87	Ripple Pharmaceuticals Ltd
88	Roche Kenya Limited
89	Rohto Mentholatum (Kenya) Limited
90	Ron pharmacy ltd
91	Rudhav Pharma Limited
92	Sai Pharmaceuticals Ltd
93	Salama pharmaceuticals ltd
94	Shalina Healthcare Kenya Limited
95	Signature Healthcare Ltd
96	Simba Pharmaceuticals Ltd
97	Sisi Pharmaceuticals Ltd
98	Starbiotech Limited
99	Statim pharmaceuticals ltd
100	Sun Pharma East Africa Ltd
101	Sunpar Pharmaceuticals Ltd
102	Surgilinks Ltd
103	Surgipharm Ltd
104	Symbio pharmaceuticals ltd
105	Synermed Pharmaceuticals (K)Ltd
106	Syner-medica Pharmaceuticals Ltd
107	Three pyramids pharmaceuticals
108	Topstone Pharma Limited
109	Tridem Pharma Kenya Ltd
110	Tropikal Brands (Afrika) Healthcare Limited
111	Twokay Chemicals Limited
112	Umoja Pharmaceuticals Ltd
113	Unicorn pharma k ltd

114	Unisel Ltd
115	United Pharma (K) Ltd
116	Universal corporation ltd
117	Veteran Pharmaceuticals Ltd
118	Vital Therapeutics Limited
119	Wessex Pharmaceuticals Ltd
120	Win-Pharma Limited
121	Zadchem Healthcare Ltd
122	Zawadi Healthcare Ltd
123	Zhejiang Tianyu Pharmaceuticals (Africa) Company Limited
124	Zike Corporation Ltd
125	Zydus Lifesciences Limited

Source: PPB (2025) and Drug Index (18th Ed.)

Appendix III: Kenyatta University Approval Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

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

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 11TH October, 2024

TO: Mary waithira Migwi
C/o Business Administration Dept.

REF: D53/CTY /OL /20441/2022

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th September, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, "Business Strategic Initiatives and Organizational Performance of Import Pharmaceutical Companies in 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 project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisor:

1. Dr. Kipkotir Sitienci
C/o Department of Business Administration
Kenyatta University

AM/k

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Appendix IV: Letter of Introduction



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

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

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY /OL /20441/2022

DATE: 11th October, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30673-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MARY WAITHIRA MIGWI – REG. NO. D53/CTY /OL /20441/2022

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

Mary intends to conduct research for a M.B.A Project Proposal entitled; “Business Strategic Initiatives and Organizational Performance of Import Pharmaceutical Companies in Kenya.”

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL


AM/ie


Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified



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Appendix V: Research Permit from NACOSTI


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **759387** Date of issue: **06/January/2025**

RESEARCH LICENSE




This is to Certify that Miss. Mary Waitlira Migwi 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: BUSINESS STRATEGIC INITIATIVES AND ORGANIZATIONAL PERFORMANCE OF IMPORT PHARMACEUTICAL COMPANIES IN KENYA for the period ending : 06/January/2026.


License No: **NACOSTIP/25/414862**

759387

Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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See overleaf for conditions