

**STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF
PHARMACEUTICAL FIRMS IN KENYA.**

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DECLARATION

I declare to the best of my knowledge that this project is my original work and has not been submitted in any other academic institution for any academic merit. The contents of this project should not be reproduced without prior approval by the author and / or Kenyatta University.

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This project has been developed and submitted to the Kenyatta University School of Business Administration by the above candidate under my direct supervision for examination purpose.

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DEDICATION

To my spouse Linah and our boys; Dylan and Darren.

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I'm grateful to the Almighty creator for the immense blessings that have brought me this far, from the conception of the study idea to realization of this project.

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ABBREVIATIONS AND ACRONYMS

BSC	Balance Score Card
CI	Competitive Intelligence
CEO	Chief Executive Officer
ERP	Enterprise Resource Planning
HRM	Human Resource Management
IQR	Inter Quartile Range
MBA	Masters of Business Administration
NACOSTI	National Commission for Science, Technology & Innovation
NGOs	Non-Governmental Organizations
PM	Performance Measurement
PPB	Pharmacy and Poisons Board
RBV	Resource Based View
SD	Standard Deviation
SMEs	Small Medium Enterprises
WHO	World Health Organization
UHC	Universal Health Coverage
USD	United States Dollar

OPERATIONAL DEFINITIONS OF TERMS

Business Strategy:	The managerial decisions pertaining to the means of an organization in achieving its long term goals and objectives.
Communication:	The act of conveying information from one place, person or group to another through use of acceptable medium.
Employee Development:	A tools for working with employees to improve, enhance the existing skills as well as crop new skills to achieve the organization mission and goals.
Leadership:	The art of influencing, guiding and impacting on individuals or teams of employees to perform their tasks with aim of a positive organizational outcome.
Organizational Culture:	A behavioral pattern within an organization based on shared values and attitude.
Organizational Performance:	The accumulated results of all the organization's work activities. This is expressed in several parameters as either volume of sales, profits, market share and customer satisfaction.
Pharmaceutical Firm:	A registered and incorporated company in Kenya that is involved in manufacturing, importation or exportation and distribution of pharmaceuticals.
Strategic Management:	This is the continuous planning, formulating, monitoring, analyzing and assessing organization needs in order to achieve its objectives.
Strategy Implementation:	This is translating formulated strategies into action.

ABSTRACT

Strategic management process is an important framework that supports all sizes of enterprises with opportunities to operate in a competitive environment which has a direct impact on organization performance. The implementation of formulated strategies impacts on the organization performance. Foregoing researches in Kenya have not looked at the effects of strategy implementation practices on performance of pharmaceutical firms hence a contextual gap. The study general objective was to establish the effects of strategy implementation practices on the performance of pharmaceutical firms in Kenya. The theories upon which the study is anchored are; Balance Scorecard, Resource based view, McKinsey 7S and the Organizational culture Model. The study was carried out at 25 randomly selected pharmaceutical firms within Nairobi Metropolitan and immediate environs. The selection was based on similarities of the firm's activities and their location in a common area, thereby providing a basis for comparing the aspects of strategy implementation practices and performance. The target population was 80 which included; Human resource managers, Finance managers, Marketing managers, Regulatory managers and Operation managers in the 40 pharmaceutical firms. A random sampling design of 50% was used to achieve the desired sample size. A cross-sectional survey which provides a real time snapshot using pre-tested questionnaires was used to collect data from respondents. The reliability and validity of the questionnaire was ascertained by a pilot test. Descriptive analysis statistics were presented in frequency tables, pie-charts and histograms. Non-parametric tests checked for associations, whereas the regression modellings assessed for overall organization performance with all predictor variables. The strategy implementation practices; Leadership styles, Employees development, Communication were significantly ($p \leq 0.05$) associated with performance with exception of organizational culture ($p = 0.199$). However the final regression model was significant indicating a combined effect of the predictor variables on the performance of pharmaceutical firms in Kenya. The research recommends a multidimensional strategy implementation practices to promote better performance and longitudinal studies to trend the organization performance following the implemented practices.

CHAPTER ONE

INTRODUCTION

This chapter provides an overview of the content and structure of the study. The background information provides a general picture of the organization strategy implementation practices and their performances. The problem statement indicates the choice of the research subject which through the research questions can be answered.

1.1 Background of the study

Globally strategy implementation is a critical competitive mechanism for all successful organizations to achieve their goals owing to its capability to enhance organizational performance. According to Akhtar, et al (2011) the organizational performance is the degree to which an organization has successfully achieved its set objectives. Being competitive means being able to supply their range of current and prospecting customer's needs in a way that they perceive as offering better value. Competition is a natural phenomenon that requires apt responses for the firm to remain relevant and economically viable. Regardless of the number of key competitors the organization faces, it is vital for its longevity that it understands the difference between its rivals (Hollensen, 2013). Organizations that truly manage to succeed are the ones that are able to blend their strategy implementation into the core of their existence; but nothing can over emphasize how important strategy is more than when it impacts directly on the employee's reviews and potentially their reward.

In a liberalized economy like Kenya the success of an organization is not measured on how well the objectives, mission and vision are articulated to employees and the other stakeholders but on the achievement of the set targets. The achieved targets are a mirror of the organization

performance. A variety of unique internal and external factors influence the strategic implementation process which has a ripple effect on the performance. The published studies in Kenya have assessed the factors either singularly or in sets in the public or private organizations within the banking and service industry; hence a conceptual and contextual gap.

1.1.1 Organizational Performance

Performance is a multifaceted concept that managers have to understand the factors related to it (Robbins & Coulter, 2012). Organizational performance studies define the performance as a dependent variable and seek to identify variables that result to changes in performance (March & Sutton, 1997). There exist a close interaction between organization objectives and performance as firms repeatedly carry out process activities to generate a measurable output or outcome. As such companies work towards preset goals with the available internal and external resources to their competitive advantage (Hashem, 2015). According to Market business news; organizational performance involves analyzing the company's performance against the set goals which considers the real outputs compared with intended outputs. Robbins, et al (2012) defines it as the accumulated results of all the organization's work activities.

Performance measurement (PM) is an analytical tool that records measures, shows outcomes and determines the subsequent actions within the organization. The firm measurement of performance can be based on both quantitative and qualitative indicators. Other categories of measurement are financial, non-financial, tangible or non-tangible (Awino, 2011; Hashem, 2015). Generally, most firm tend to focus on their own internal performance that is concern with efficiency and reported in the balance scorecard (BSC) and the financial books such as profits and share value. In different business spheres like supply chain management and pharmaceutical industry, qualitative performance is measured by strategic performance, continuous improvement, process controls,

customer service and satisfaction (Awino, 2011). A well designed performance management system acts as a feedback to management and so significantly contribute to improving the performance of the organization. It allows management to continuously monitoring performance, identify inefficient processes, enhance communication and motivate employees (Hashem, 2015).

1.1.2 Strategy Implementation Practices

Strategy has been viewed in the past as a science on planning and defining directions of military actions (Mišanková & Kočišová, 2014). Its application in management of business entities led to an array of definitions by different scholars. It's an abstract attribute that allows us to position ourselves in life according to our goals (Jofre, 2011). Hill, et al (2010), strategy is a set of related actions that managers take to increase their company's performance. In management theory, it's the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for carrying out these goals (Mintzberg, 1978).As such strategy is a plan for action.

Strategy implementation is a component of strategic management processes which are interconnected and influence each other. It is a link between strategic planning and strategic control (Mišanková & Kočišová, 2014). Although strategic implementation is the task of putting strategy in action; it encompasses designing, delivering and supporting products, improving the efficiency and effectiveness of operations, and designing a company's organization structure, control systems and culture (Hill & Jones, 2010). Different articles on strategy implementation have put across views, tools and critical factors of implementation of the strategy. They include; strategic leadership, management styles, organizational structure, company culture, resource allocation, communication, control system, balance scorecard, rewarding and remuneration (Beer & Eisenstat, 2000; Gurowitz, 2012; Niven , 2002).

Leadership involves envisioning the organizations future by the management and devising means on how to get there. The measurement of leadership is not easily conceptualized but may be assessed by other proxy factors. Further, Madanchian, et al (2017) viewed effective leadership as the ability of a management to produce a positive organizational performance by influencing a group of employees. Leaders have to ensure that the selected strategy has to be implemented at all levels of the organization, as its success is conditioned by employees, managers, structures in place and culture transformation (Hill & Jones, 2010; Muchira, 2013; Mišanková & Kočišová, 2014). The human capital forms a core base for organization performance. Employee development involving continuous training, recruiting and motivation of employees is paramount. Thirty to forty percent of the cumulative organization performance is attributed to the human resource (Rothaermel, 2012). Employees are more keen when strategies being implemented in the firm touch on their reviews and reward. Hence developing human capital while maintaining core competencies within the firm allows reliable strategy implementation and consequently better organization performance (Awino, 2011).

Communication involves conveyance of information from the sender to the recipient using acceptable medium of information transfer. It is a powerful tool since it allows existence of reporting and feedback systems thereby giving an organization a chance for assessment and continuous improvement. According to Linda Pophal the Chief Executive Officer (CEO) of Strategic Communications, all persons tasked to support an organizational plan have to be well informed of it and its importance to the firm. Therefore effective communication is vital for successful strategy implementation. The organization's culture represents the behavior, attitude, shared core values and affords it the flexibility or rigidity to fit in to the opportunities and threats

appropriately. According to Olaka (2017), adaptive corporate cultures are pivotal in the implementation of strategies across the entire firm.

1.1.3 Pharmaceutical Industry in Kenya

The pharmaceutical industry is characterized with multiple stakeholders that are responsible for research and development of new pharmaceuticals, regulation, production, marketing, sales and distribution of health commodities. Its immense importance as global sector is inarguable. The World Health Organization (WHO) and the World Bank, 2017 health report ranks Africa as the fastest growing pharmaceutical market given the high disease burden and population. The BMI's Research (2018) on Pharmaceutical and Healthcare Risk/ Reward Index; Kenya emerged fourth after South Africa, Mauritius and Botswana as the most attractive and lucrative pharmaceutical market. The position scoring was boosted by the forecasted population increase and relative urbanization, but was negated by the unsettled political aura of 2017. The pharmaceutical expenditure in Kenya is expected to increase from 921million USD in 2017 to 1.03billion USD in 2018 of which the private sector accounts for 91% of the total pharmaceutical expenditure (BMI Research, 2018; MoH, 2010). Euromonitor International, a market research firm projects a substantial rise in the coming year attributable to increased national health insurance uptake, the Universal Health Coverage (UHC) under the Presidential Big 4 Agenda and the media campaigns. A local manufacturer faces competition on two fronts, first from their peers and secondly from importers. A local firm is one that is registered and domiciled in Kenya (United Nations, 2012). There are about 40 licensed pharmaceutical manufacturing firms with majority based in Nairobi County. These locally owned firms are mostly family controlled business, although foreign investment is now more common. Among the leading producers, Universal Corporation Ltd has 70 per cent equity participation from the Finn Fund; Regal Pharmaceuticals is 35 per cent

foreign-owned, and Beta Healthcare is now part of the Tanzania-based Shelly's Pharmaceuticals. The firms produce generic pharmaceuticals and off-patent drugs which are similar and with a little difference in the formulations. The categories of products include; antibiotics, analgesics, antihypertensive and antidiabetics. In fact there is a plethora of "me-too" products and formulations with slight variations (MoH, 2010; United Nations, 2012). The performance of the local pharmaceutical firms is obscured since the firms are not mandated to publish their annual financial reports. Anecdotal information from MoH rate the pharmaceutical industry to be performing below average given the high level of pharmaceutical imports. The local manufacturers therefore have to devise and implement strategies that will ensure they stay afloat.

1.2 Statement of the Problem

This study aimed at investigating the effect of strategy implementation and performance of pharmaceutical companies. Over the past 5 years, pharmaceutical organization have been working towards increasing their market share, improving the level of profitability and at the same time ensuring customers are satisfied with their products. Only few firms achieve the objective through careful implementation of their plans and combined efforts of its workforce while the rest exit. Competition is a natural phenomenon in all aspects of life and we must strive to outdo our rivals. In the agency theory the management is mandated by the organization shareholders to maximize their wealth and profits (Daly, 2015). This necessitates the strategy formulation and implementation that leads to the anticipated organization performance. With the much done studies on strategy implementation practices and performance of organization showing as positive relationship; the high failure rate in the implementation indicates its complexity that is dependent on myriad of factors.

Similarly, Olaka (2017) characterized the influence of strategic leadership over strategy implementation within Kenya commercial banks. Strategy innovations have also been individually assessed against commercial banks performance in Kenya (Kiiyuru, 2014; Muchemi & Moronge, 2017). Muchira, 2013; Gitau, et al 2014; Muchemi, 2014; Waititu, 2016; conducted studies on strategy implementation practices by commercial banks in Kenya and recommended a comparative research to be conducted in other industries to identify similarities and differences. Waiganjo, et al (2012) only assessed the extent to which Strategic Human Resource Management (SHRM) practices affect the organization performance.

The obscured picture on performance of the pharmaceutical firms in Kenya warrants a survey for scholars and stakeholders including policy makers for decision making. The success of UHC; one of the presidential big four agenda is dependent on performance of its stakeholders either jointly or individually. The pharmaceutical industry is a key driver expected to meet the Ministry of Health demand of health commodities. It's imperative that we have an analysis of pharmaceutical firm's strategic implementation practices and performance in Kenya; as this will be one of the prime markers used to inform the government on the capability of the local pharmaceutical firms on the UHC service delivery. Likewise, there are little or no empirical published studies in Kenya on this subject. This is therefore the premise upon which this study stands on.

1.3 Objectives of the Study

1.3.1 General objective

To establish the effect of strategy implementation practices on the performance of pharmaceutical firms in Kenya.

1.3.2 Specific objectives

The specific objectives of the study were;

- i. To establish the effect of leadership on the performance of pharmaceutical firms in Kenya.
- ii. To assess the effect of employee development on the performance of pharmaceutical firms in Kenya.
- iii. To determine the effect of communication on the performance of pharmaceutical firms in Kenya.
- iv. To establish the effects of organization culture on the performance of pharmaceutical firms in Kenya.

1.4 Research Questions

The following research questions were formulated from the study objectives.

- i. What is the effect of leadership on the performance of pharmaceutical firms in Kenya?
- ii. What is the effect of employee development on the performance of pharmaceutical firms in Kenya?
- iii. What is the effect of communication on the performance of pharmaceutical firms in Kenya?
- iv. What is the effects of organization culture on the performance of pharmaceutical firms in Kenya?

1.5 Significance of the Study

To investors; the current and potential investors in the pharmaceutical industry will see the need for strategic implementation in their organizations which has a correlation with its productivity.

To MoH as policy maker; the study will help decision makers in government as they formulate policies and regulations governing the pharmaceutical companies. The government will use this to

assess the local pharmaceutical industry capacity to deliver health commodities to the UHC delivery plan.

To Management; the study will help management of pharmaceutical organization to formulate better strategic implementation policies in order to improve productivity.

To other Researchers; it will act as a reference material for others in the same area in future.

The study main aim is part of my partial fulfillment for the award of Masters of Business Administration degree.

1.6 Scope of the Study

The study was limited to Pharmacy and Poisons Board (PPB) registered pharmaceutical firms in Kenya. The predictor variables assessed were: leadership, employee development, communication and organizational culture. The performance of the pharmaceutical firm was measured by both financial and non-financial indicators. The balance scorecard, market share, Sales and profits of the firm, customer satisfaction, process controls and continuous improvement. The theories and models adapted to inform the study are; Balance Score Card (BSC), Resource Based View (RBV), Leadership styles, McKinsey 7S model and Organizational culture.

1.7 Limitations of the Study

Lack of cooperation from respondents. Some of the respondents were unwilling to answer the questionnaires despite the assurance on use and storage of the data collected. If all pharmaceutical organizations within Kenya would have been covered in the study, it might have provided more details, but it is the researcher's conviction that the firms sampled formed a sufficient and an acceptable representation of the whole field of study.

1.8 Organization of the Study

This study report comprises of five chapters. The foregoing chapter one provides a research background, statement of the problem, research objectives, study significance, scope of the study as well as the limitations encountered in the study. Chapter two provides an insight on literature review both theoretical and empirical reviews, which form the basis upon which the strategy implementation practices and performance of pharmaceutical firms in Kenya will be informed from, while looking at the independent and dependent variables. Chapter three presents methodology applied during the execution of the study. It expounds on the research design, target population, data collections procedures, reliability, validity and data analysis tactic with its presentation. The chapter four shows data analysis, presentation and interpretation of the findings. The presentations are either graphical or tabulated. Lastly, chapter five enumerates the summary of the study findings, conclusion, study recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides a comprehensive review of both the theoretical and empirical literatures related to the subject matter. The theoretical literature outlines the applicable guiding theories upon which this study is founded on, whereas the empirical literature is a summary of the most recent published articles that support the relevance of this study to be done.

2.2 Theoretical Review

Five theories and/or models were adapted to guide this study. They are; Balance Score Card (BSC), Resource Based View (RBV), Leadership styles, McKinsey 7s model and Organizational Culture theory.

2.2.1 Balance Scorecard Model

The balance scorecard (BSC) model developed by Kaplan & Norton in 1992 is a multidimensional holistic approach to organizational performance evaluation and control. It is a break-off from the traditional financial indicators of assessing the performance of an organization in any service sector. BSC is an acceptable management accounting tool that encompasses both financial and non-financial performance measurements and will examine the past and future performances of the organization respectively (Nisha, 2017). The primary objective of this model is to translate the vision and mission of the organizational into actionable set of performance indicators, a framework for evaluation the company's strategy and management system (Mišanková & Kočišová, 2014). This review of the company performance is based on four perspectives; the financial perspective, customer perspective; learning and growth perspective and lastly the internal

perspective. The model can be viewed as a cause-effect relationship between the four perspectives with the financial perspective as the end point to which all other perspectives are directed at.

The financial perspectives is a placed at the top and considered to be more important compared to the other perspectives. The customer perspective advances of how the organization should appear to the customers. The measures in the customer perspective include; market share; customer retention, customer satisfaction and customer value proposition on product attributes. The third perspective; internal perspective requires that business entity conduct research and development to come up with new or improved goods and service for creation of more customer value. Finally the learning and growth perspective depicts the intangibles such as culture, teamwork, information and organizational human capital. These are measured by employee satisfaction, employee turnover, trainings and knowledge systems (Fadhl Al-Hosaini & Sofian, 2015). The BSC model therefore proposes an opportunity for management on how an action in any of the perspectives can have a domino effect on performance of the organization (Kaplan & Norton,1992; Nisha, 2017).

The BSC not only reminds the management on other metrics besides the financial measurement but also emphasizes on the importance of tracking the product quality. The proponents of the BSC model, Horvath & Partner's (2002) suggest main reasons for its implementation in an organization to include: the need to simplify the planning process, the need for transparent reporting, the need to enforce the organization vision and mission and the need to critic the classical indicators of performance. Just as the name suggest “balance” it is as cohesion of the mutual perspectives to which a change or improvement of one perspective does not obscure another perspective. There should be an equilibrium at all times between financial and non-financial criteria, long term and short term organization objectives and internal and external perspectives. Financial measures of performance have been dominating into a number of business sectors like manufacturing,

distribution and transport among others. In order to have a 360 degree view the pharmaceutical firm performance and eliminate possible report bias on the company performance. We use the balance scorecard to perceive the true past and current performance of the organizations.

2.2.2 Resource Based View Theory

The RBV theory is a managerial framework used to determine strategic resources in an organization with potential to gain a competitive advantage over rival firms. Barney's (1991) work has been widely cited as the pillar for the RBV theory development, which focusses on management's attention to the firm's internal resources in an effort to utilize them effectively and efficiently to deliver a superior competitive advantage. The model assumes that the firm is heterogeneous in respect to the strategic resources it controls within an industry and secondly that the resources are not perfectly mobile across the organizations. Four empirical indicators of the resources for a potential firm to sustain a competitive advantage are; value, rareness, imitability and substitutability (Barney, 1991). The humans form the critical resource in an organization to which their development is key in the RBV theory. According to Jurevicius (2013), the supporters of this view, it more prudent that organizations look from the inside to find the source of competitive advantage rather than looking at competitive environment for it.

The firm's success is a function of various factors (internal and external) which are a source of its sustainable competitive advantage. This perspective perceives the organizational resources to be the greatest determinants of strategy management and implementation. It argues that implementations are likely to succeed if there exists a high degree of connectivity between the already available resources and the processes to be instituted (Kimencu & Ragui, 2014). The unique human touch in business processes is monumental in achieving the intended outcome. This

RBV theory acts as a beacon for understanding the effects of the different resources, tangible and non-tangible within the pharmaceuticals organization and their influence on its performance.

2.2.3 Leadership Styles

According to Sanders and Davy (2011), Leadership theories have evolved from late 19th century and clustered in a chronological order as ; trait theories, behavioral theories, contingency theories, transactional theories and transformational (contemporary) theories. The trait theory depended on the human trait or character possessed by leader as a mark of their performance. Three elements (people focus, task focus and development focus) are evident in these theories and have been used as measures of leadership effectiveness (Olaka, 2017). Whilst the organization operates in a fluid environment; contingent factors in a given situation serve as pillar of the leader's behaviour, hence the contingency theory. Similarly, the contemporary theories extend the transactional theories to incorporate changes of the organization (Sanders & Davey, 2011). There are several approaches to leadership. The strategic approach allow a leader to envision the future and develop tactics on how to get there on time. The human resource approach leader, is people oriented and for every critical decision made, employees are actively involved. For an expertise approach, the leader has power and champions their expertise and uses it as a focal point of all decisions. Other approaches are the Box and Change approach. Here leaders develops policies, structures within which outcomes are expected and are viewed as change agents within the organization respectively (Gitonga, 2016). Although measurement of organizational leadership is not an easy; leadership practices have a significant impact on company performance. This theory is a guide on how to objectively assess organizational leadership within the pharmaceutical industry hence its relevance.

2.2.4 McKinsey 7S Model

The McKinsey 7S framework was a brain child of two consultants; Tom Peters and Robert Waterman then working at McKinsey & Company in the early 1980's. It is a comprehensive and versatile strategy implementation approach solely focused on the 7 internal company factors. The factors are interdependent and may be categorized as either “hard” or “soft” elements (Mišanková & Kočíšová, 2014).

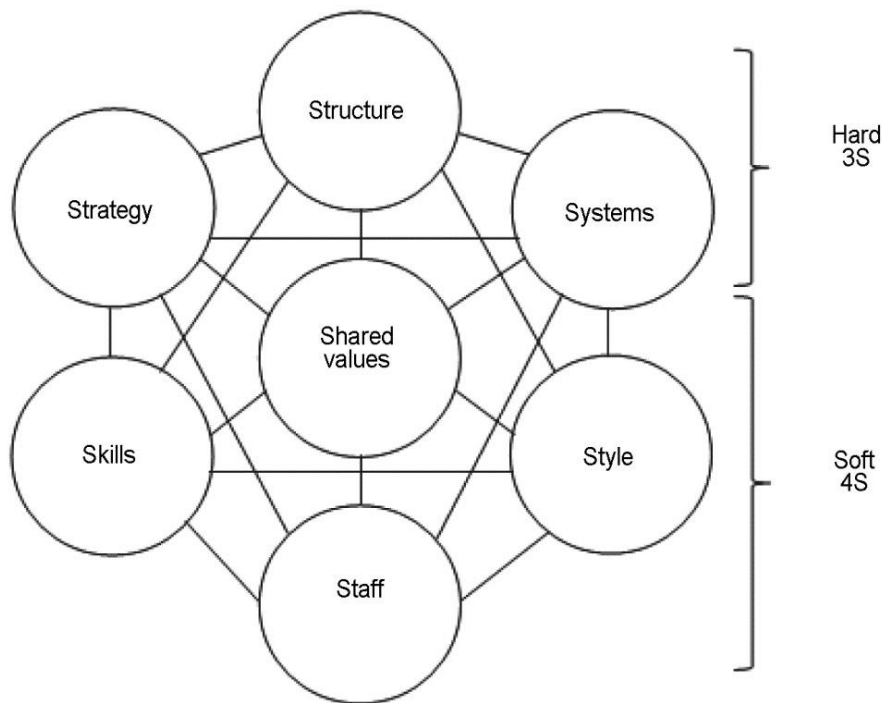


Figure 2.1 The McKinsey 7S Model

Source: Mallya, T. (2007)

The “hard” elements; Strategy, Structure and Systems are easier to define and the organization management has direct influence over them. On contrary the “soft” element; Shared values, Skills, Style and Staff are more difficult to describe, less tangible and more company culture influenced. Placing of shared values in the center of the model emphasizes that values are a core to

development of other elements. This is why the organization was originally created and what it stands for. As values change so do all other elements.

All the elements are mutually reinforcing and of equal importance for the company success. The McKinsey 7S model has been successfully deployed in various business sectors to: improve the performance of the organization; determine how best to implement a proposed strategy; align processes with the functional departments during mergers and acquisitions and assess the effects of future changes within the company. When the model fails to work in any given organization, there is usually an inter-conflict between the elements which requires prior harmonization to proceed to outlined objectives and values. Experience of companies have demonstrated that the elements support strategy implementation contributing to long term success of the company (Mišanková & Kočišová, 2014). This model recommendations are important in explaining the intrarelationship between factors that complement each other to influence the performance of the pharmaceutical organizations.

2.2.5 Organizational Culture Theory

Culture is a collection of fundamental values and attitudes commonly shared by members of a group, which eventually lead to a set of expected behaviour standards for all members. In organizations employees and other stakeholders develop the values and norms over time collectively in line with the organizational goals (Kimencu & Ragui, 2014). In the words of organizational culture guru Edgar Schein; it refers to values, beliefs, ideologies and polices followed in the organization. They are not adopted in a single day but in course of time as employees go through their normal activities and adapt to external problems (Juneja, 2018). Schein (1992), theorized that there are three levels in organization culture. The artifacts; which includes things that can be seen, heard and felt by employees collectively such as mission, vision and dress

code. Secondly are the values; they are intangible and defines the mindset of the employees associated with particular organization. Such values are; professionalism, integrity, teamwork and efficiency. The third and last level, assumed values which are belief and facts that stay hidden and do affect the culture within the firm.

Psychologist Dr. Geert Hofstede studied employees of IBM in more than 50 countries and developed a cultural dimensions model in the 1970s. It is drawn from a framework of values, deep assumptions and guiding morality that are not easy to see or change (Hofstede & Minkov, 2010). Although Hofstede's research focuses solely on IBM employees, the patterns observed are those of national differences, which minimizes the impact on company culture. According to Hofstede *et al.*, the six dimensions are projected on a 100-point scale of measurement and could be used to differentiate one culture form another. The scoring of the dimensions points at values of the dominate culture within a group. The Power Distance Index (PDI) refers to the degree of inequality that exists between people with and without power. A high PDI score illustrate a society that accepts unequal power distribution and a people that understand their place in the system. A second dimension is the Individualism versus Collectivism (IDV). It points out the affection people have with others within their community. Low scoring IDV reflects a society with strong interpersonal connection with people taking responsibility for others actions and outcome.

Masculine societies require one to be assertive and the roles overlap between the genders kept at a minimum with modesty perceived as virtue in feminine societies. This is perceived in the Masculinity versus Femininity (MAS) dimension. The Uncertainty Avoidance Index (UAI); describes how well people can cope with anxiety. High scoring societies attempt to make life as predictable and controllable as possible. Originally described as Pragmatic vs Normative, the Long versus Short Term Orientation displayed the time horizon of planning with long-term orientation

being pragmatic, modest and thriftier. Lastly is the Indulgence versus Restraint (IVR) where societies with low IVR score emphasize on suppressing gratification and regulate more on peoples conduct, behavior and there is more strict social norms (Hofstede & Minkov, 2010).

Different approaches can be employed on organizational culture. Martin, (1992); came up with three theoretical perspectives on organizational cultures. Her work is an important contribution to study of culture as it captures the practical realities of organization existence. These perspectives are “Differentiation” “Fragmentation” and “Integration”. All these express different global views and hence draw diverse pros and cons with neither of them being right or wrong. The integration perspective is described by a realm where all is clear and ambiguity is excluded; with cultural aspects that are consistent and reinforcing each other. On contrary; the differentiation perspective focusses on the lack of consensus that is inevitable present within organizations. It is characterized by subcultural consensus, inconsistency and ambiguity. Finally, the fragmentation perspective views organization to be in constant state of change. This is exhibited by complexity of relationships among manifestations, consensus is transient and interpretations that do not coalesce into a stable consensus (Harris & Ogboma,1998; Martin,1992; Maximini,2015)..Strategy implementation therefore demands a clear understanding and diagnosing of the cultural values of the organization and setting about to change them hence the need for these cultural theories.

2.3 Empirical Review

2.3.1 Leadership and Organization Performance

According to Bennis, the most prevalent measure of leader effectiveness is by evaluating the consequences of their actions. For example, a leader will be considered effective is he is able to institutionalize a change, by being acceptable among the employees within the organization. There can be no successful change implementation if the leadership is not in tandem with the changes

planned within the organization. The leadership styles instituted in the public or private organizations have a either positive or negative correlation with their performance.

Aboramadan et al (2016) studied the strategic implementation practices as a key determinant of the NGO's performance. This was a correlational survey on large and active NGO's operationing within the Palestinian Territories. Although it was demonstrated that NGO's that institutionalized better strategic management practices delivered their services and projects more successfully. There is still an evidence and population gap due to possible reporting and sample selection bias on performance of the NGO's.

Olaka (2017) investigated the strategic leadership implementation influence on the performance of commercial banks in Kenya. This encompassed both public and private banks using the causal – explanatory research design. This study was limited to one of the contributors of organizational performance, which may distort the real picture of performance within the banking industry in Kenya.

Kariithi & Ragui (2018) descriptive research assesed strategic implementation practices on performance of Huduma centres in Kenya, government run service centers. There was evidence of positive relationship between leadership and the centres performance. Unformatunately the article was limited to public organizations and did not have a leadership theory to act as a guide on assessment of leadership. Elsewhere in another geographical setting; a study limited to Iran SMEs by Changiz (2011) found that leadership is major factor in enhancing the Iranian manufacturing SMEs performance.

2.3.2 Employee Development and Organization Performance

Human capital is the know-how of the entire work force for an organization and a most vital resource, as most of the processes require human intervention (Kimencu & Ragui, 2014; Olaka, 2017). It is imperative that employees with appropriate matching skills are hired. According to Jurevicius (2013) and Rothaermel (2012); 30 - 45% of the organization performance can be attributed to the RBV effect whilst 20% by the industry view effect. Therefore to achieve better organizational performance, investing in employee development is required.

Human element is essential in the strategy implementation as it will involve both the managers and employees. Developing human and social capital while maintaining internally these core competencies (special knowledge, skills and technological know-how) gives an organization a competitive edge over rivals and subsequently better performance (Awino, 2011; Olaka, 2017).

Nkatha and Waithaka (2018) assessed the effect of employees training on Embu county performance which showed a positive relationship. The study advocated for allocation of more funds for employee training in order to improve on the county performance. There was a knowledge gap created by the Embu County study; as to what other HRM factors may influence the performance of the organization. Employee performance is dependent on job satisfaction and subsequently affect the organization performance.

Otera and Wainaina (2018) observed that employee performance was dependant on several dimensions of job satisfaction: organizational commitment, remunerations, personal fulfillment among other things in the telecommunication industry in Kenya. There lack a connection between the study primary endpoint employee performance and final outcome organization performance.

Likewise Waiganjo, et al (2012) unilaterally assessed strategic HRM impact on organizational performance in both micro and macro business environment through a systematic review. Strategy implementation has not always been successful. In the Karanja (2014) study on strategy implementation practices and organization performance in commercial banks in Kenya ; there was a hindrance to this implementation. It was established that lack of proper communication within the organization and inadequate commitment by senior managers were the main cause. The study proposed a comparative study in either banking or other business sectors indicating a practical-knowledge gap.

2.3.3 Communication and Organization Performance

Communication is an important facet in strategic management process. Communication from senior management is a powerful leverage for gaining employees commitment to strategy implementation and the need to improve the organization performance. The organization communication apparatus defines the channels of communication, feedback systems and forms of communication, which are defined by the company structures and infrastructure, size, industry among others (Kimencu & Ragui, 2014).

The various communication systems existing within the different commercial banks in Kenya contributed to 49.6% of the variations in the strategic implementation performance among other key drivers. Interpersonal relations are inevitable within organizations and may lead to cooperation, unity or strifes since employees are in constant communication. The poor conflict resolution structure within a telecommunication company in Kenya severely affected the performance of both the employees and organization (Otera & Wainaina, 2018).

Obiero (2018) evaluated the strategy implementation effects on the performance of government parastatal Kenya Revenue Authority (KRA) and found that strategic communication alongside

adequate resource allocation and supervision of employees had significantly improved the organization performance. Although the KRA performance was dependent on a myriad of independent variables in the Obiero study; this study uses a different set of predictor variables to evaluate private organizational performance in the pharmaceutical industry.

Strategies can only be effectively institutionalized if they are clearly written and communicated to all employees in time. Nairobi County realized that banks listed in the Nairobi Stock Exchange (NSE) had invested heavily in innovation and communication systems. Subsequently these banks reported increasing profits over five years. There is an evidence gap to be addressed on the performance of none NSE listed companies. Njihia and Mwirigi(2014) and Kiiyuru(2014) studies designed and limited to the banking sector in Kenya found that top management support and frequent communication to employees resulted to user acceptance of the communication systems such as the ERP system within the commercial banks which led to improved organizational performance. Also technological innovations within the commercial banks in Kenya have significantly improved their performance.

2.3.4 Organizational Culture and Organization Performance

The organizational culture is based on the shared values as defined in the McKinsey framework which creates a propensity for individuals within an organization to behave in certain ways. Lack of trust is one of the major cultural problem amongst the American managers usually resulting to inadequate information sharing between individuals or departments responsible for strategy implementation. The domination of lack of long term orientation is also a cultural problem within many companies that affect the performance (Čater, & Pučko,, 2010).

Firms have to afford a culture that allow them to fit into opportunities and challenges within which they operate and draw a competitive advantage over rivals (Olaka, 2017). Strategy implementation

require infiltration into the corporate culture all through the entire firm. Adaptive cultures have a positive correlation with organizational performance and a negative relationship with organizational structures as illustrated in the Kenya banking industry (Waititu, 2016). Unlike decentralized structures of power, centralized hinder effective strategy change implementation of the organization giving opportunity to rivals who are highly adaptive (Kariithi & Ragui, 2018).

Olaka (2017) and Waititu (2016) studies were designed to study the performance of commercial banks in Kenya; whilst Aboramadan and Borgonovi (2016) evaluated performance of NGO's in the Palestinian Territories. All these studies evaluated the relationship between organizational culture such as core values, beliefs, norms among others and organization performance. It was evident that a good supportive culture led to improved organization performance and higher profits for the banks. As these studies were limited to a certain business sector: banking and NGO's, it is prudent to assess the effects of organization culture in healthcare industry.

2.4 Summary of Literature Gaps

Miles (2017) developed a simplified hybrid framework for identifying research gaps from the works of Robison, et al (2011) and Muller-Bloch and Kranz (2014). These gaps were defined in a taxonomy of seven gaps: Evidence gap, Knowledge gap, Practical-Knowledge Conflict gap, Methodological gap, Empirical gap, Theoretical gap and Population gap. Considering the empirical literature reviewed above, gaps were identified. This warranted more research to fill in the existing gaps. The below summary may not be exhaustive but point outs gaps from the different articles. To address the gaps we have proposed this study in healthcare industry specifically the pharmaceutical space within Kenya.

Table 2.1 Table of Summary of Literature Gaps

Author	Title	Focus of Study-Research Area	Gap addressed
Aboramadan & Borgonovi (2016)	Strategic Management Practices as a Key Determinant of Superior Non-Governmental Organization Performance	Performance of large & active NGOs in Palestinian Territories	Performance in pharmaceutical industry in Kenya
Olaka (2017)	Strategic Leadership and Implementation of Strategy in Commercial Banks of Kenya	Impact of strategic leadership in Public & Private Commercial Banks	Use of different research design, more independent variables and different study population.
Kariithi & Ragui (2018)	Strategy Implementation Practices on Performance of Huduma Centres in Nairobi City County, Kenya.	Five Huduma centers located within the Nairobi county	Focus on private pharmaceutical companies & apply more leadership styles
Nkatha & Waithaka (2018)	Employee Training and The Performance of Embu County Government, Kenya.	Impact of training of county employees on strategy formulation and execution	Other HRM practices that influence performance of profit oriented organizations
Otera & Wainaina (2018)	Job Satisfaction and Employee Performance in the Telecommunication Sector in Kenya: A Case of Telkom Kenya Limited.	Employee satiety in telecommunication industry	The influence of employee development on organization performance
Karanja (2014)	Strategy Implementation Practices and Organizational Performance In Commercial Banks In Kenya	Impact of strategy implementation on Banking sector in Kenya	A comparative study filling a practical-knowledge gap
Waiganjo , et al (2012)	Relationship between Strategic Human Resource Management and Firm Performance of Kenya's Corporate Organizations	HR influence on behaviour & performance of the firm using secondary data (Systematic review)	Multifactor approach on performance of firms.

Obiero (2018)	Strategy Implemetatation and Performace of Kenya Revenue Authority	Strategic communication in addition with other factors affect performance of KRA	Revalidating the independent factors effect on performance of private firms.
Waititu (2016)	Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya	Performance of the Stock Exchange listed commercial banks	Performance of none listed companies in pharmaceutical industry
Njihia et al (2014)	The Effects of Enterprise Resource Planning Systems on Firm's Performance:	Innovation within the banking industry	Effect of communication on performance of pharmaceutical firms in Kenya
Kiiyuru (2014)	Effects of Innovation Strategies on Performance of Commercial Banks in Kenya	Innovation within the banking industry	

2.5 Conceptual Framework

Independent Variables

Dependent Variable

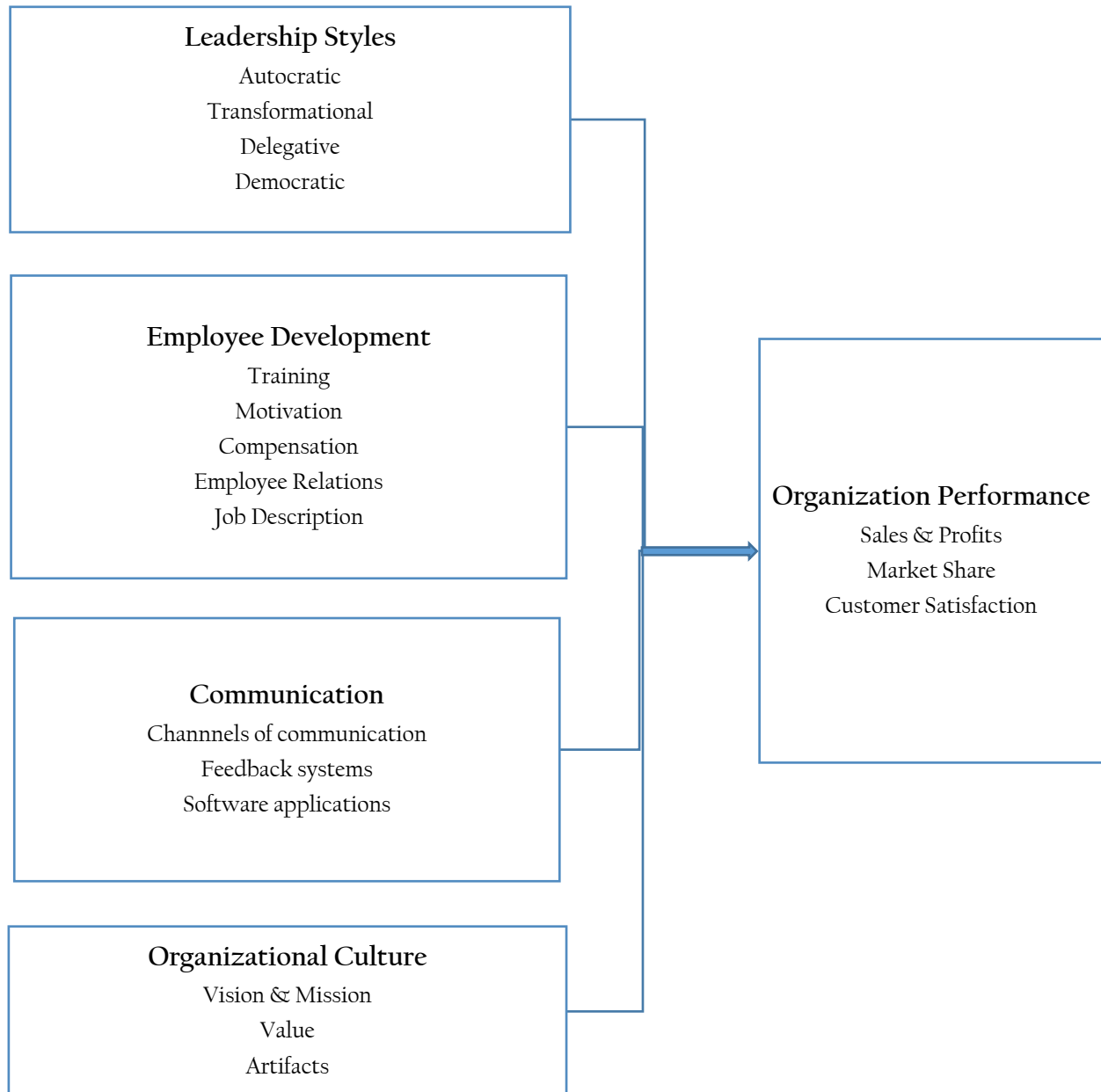


Figure 2.2 The Conceptual Framework

Source: Author (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter elucidates the methods and procedures applied in carrying this study. The detailed specifics are in the respective sub-headings of; research design, target population, sampling design, data collection instruments and procedures, data analysis and presentation.

3.2 Research Design

A combination of several designs results to a hybrid with lesser bias and better validity of the research findings. This study adopted a descriptive and explanatory research design using a cross-sectional survey approach. According Belli (2008), the descriptive design primarily focusses on some phenomenon or characteristics to document the existing *status quo*. Likewise the explanatory design primary aim is to explain how and why a phenomenon works.

The cross-sectional survey provided a real time snap shot of the performance of the pharmaceutical companies at the time of study. As such it was able to determine the differences among the variety of the subjects. The investigator took a passive approach to make a causal inference based on the findings. Hair (2010), reports that other studies have successfully employed similar designs in African settings in different business industries such as the banking sector.

3.3 Target Population and Sampling Design

3.3.1 Target Population

The target population is the general population to which we would like to generalize our research findings. According to Cooper and Schindler (2014), the target population contains the desired information that will answer the measurement questions. It is assumed that the variables within the

population are normally distributed with the central measures of tendency (means, median and mode) approximately equal within an acceptable two standard deviation on either side of the mean. From the Pharmacy and Poisons Board (PPB) statistics on pharmacy practice in Kenya, there are about 40 licensed pharmaceutical manufacturing firms.

3.3.2 Sampling Design

A sample is a representative of the target population and must be carefully selected to ensure it is a true reflection of the population. According to Sim, et al (2018) the determination of the sample size for a qualitative study is an inherently problematic approach. Thence from a saturation approach of the “information power” proposed by Malterud, et al (2016) 25 firms were randomly selected to give a study power sufficient to answer the study objectives. To ensure equal opportunity for participation of the firms in the study; simple random sampling probability technique was employed. All the forty pharmaceutical firm were alphabetically listed in ascending order and assigned a three digit number. The participating firms were identified from the Twenty five random numbers generated using the 2010 Microsoft Excel random numbers command.

Table 3.1 Target and Study Population

Population	Number of Pharmaceutical Firms	Respondents
Target	40	80
Sample	25	50

Source: Federation of Kenya Pharmaceutical Manufacturers (FKPM) (2019)

For each of the randomly selected participating firm; two managers from different functional units were given the questionnaire to respondent on behalf of the firm. The organization managing director would assign the two managers to respond to the researcher questionnaire.

3.4 Data Collection Instrument

Primary data was collected using semi-structured, self-administered questionnaires. The questionnaire was pretested on three pharmaceutical firms to detect weakness in the instrumentation as well as design. This supported in ascertaining the instruments reliability, validity and also ensuring uniform interpretability and understanding of the questions.

The questionnaire was divided into sections for ease to respondents as well as capture the intended parameters within the pharmaceuticals firm. The sections within the administered questionnaire were: basic socio-demographic details of the respondents, Organization performance ratings, Organization leadership practices, Employee development characteristics, Organization Communication and Organization cultural practices.

3.5 Validity and Reliability of Research Instrument

The semi – structured questionnaire usability concerns was alleviated by the reliability and validity testing. Validity and reliability of the questionnaire were key indicators of quality in order to minimize or eliminate errors in the study.

3.5.1 Pilot Study

The questionnaire was pretested to detect weakness in the instrumentation as well as design and further improve the questionnaire. Three pharmaceutical companies (10%) of the study population were used for the pilot testing. The usability considerations included; the duration taken to complete the questionnaire, ease of scoring the questions, clarity of the instructions, possible alternatives and other problems cited by the users.

3.5.2 Validity of Research Instrument

Validity is synonymous to accuracy; as it refers to ability of an instrument to measure what it is intended to measure. It usually takes various forms namely; face validity, content, construct validity and criterion validity (Taherdoost, 2016). Face validity was evaluated in respect to readability, language clarity, feasibility and the format. Whereas, content validity reflects the degree to which the content of the instrument can be generalized. It was achieved by extensive literature review of other near similar studies and incorporating the expert's opinions on what is essential for inclusion in the questionnaire. Lastly, the construct validity was realized by operationalizing the terms in the conceptual framework.

3.5.3 Reliability of Research Instrument

Reliability is the extent to which an instrument can consistently give the same measure over repeated tests in constant environment. The questionnaire reliability was estimated by inter-rater reliability which assessed the degrees to which different observers gave consistent results and the internal consistency reliability expressed as Cronbach's Alpha correlation coefficient. The Cronbach's Alpha coefficient is the most appreciated measure of internal reliability when using Likert scale. A minimum value of 0.7 is acceptable for internal consistency. However, for exploratory studies as low as 0.60 is acceptable (Taherdoost, 2016). The pilot study reported a Cronbach Alpha correlation coefficient of more than 0.6.

3.6 Data Collection Procedure

The questionnaires were electronically mailed to the firms Managing Director/CEO accompanied with the transmittal letter. The letter explained the study importance and guaranteed confidentiality of the information provided by the participating firm. Similarly, it allowed the CEO to assign two managers from functional units within the firm to respond to the questionnaire. The functional

units were: Finance, Human Resource, Marketing & Sales, Corporate Communications, Regulatory affairs and Operations.

3.7 Data Analysis and Presentation

Data was checked for completeness, coded, entered and cleaned using the 2010 Microsoft Excel and then exported to Statistical Package for Social Sciences (SPSS) Version 23 for analysis. Descriptive statistics were summarized and presented in frequency tables, pie charts and histograms with measures of central tendency and dispersion. The dependent and independent variables were grouped and the analysis of each parameter expressed as a composite mean, mode and standard deviation. The composite mean was an aggregated average score for the itemized statements used to assess the parameter, whilst the mode is a representation of the most common ordinal measure of the Likert scale selected by the respondents. Standard deviation is a measure of spread of the observations around the mean, for normal or approximately normal distributed data. To determine the relationship between the categorized organization performance and the individual predictor variables, non-parametric tests Chi Square (X^2) or Fishers Exact test were used. A mathematical modelling assessed all independent variables impact on the organization performance. The multivariate regression model had the below format.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where;

Y = Performance of the pharmaceutical firm

α = The constant

X_1, X_2, X_3, X_4 = the predictor variable (Leadership, Employee Development, Communication and Culture)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficient of the predictor variable

e =error term

3.8 Ethical Considerations

To conduct this research, ethical approval was granted by the National Commission for Science, Technology & Innovation (NACOSTI). For respondent's protection, a transmittal letter outlined the participant's rights and data protection measures instituted by the researcher and team.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter enumerates the study results and interpretations as clearly defined in the research questions and objectives using the predefined research methodology. The findings are presented in sub-sections: response rate, reliability test, sociodemographics of the respondents, descriptive analysis of the implementation practices and organization performance and lastly the inferential analysis.

4.2 Response Rate

Sim, et al (2018) and Mugenda & Mugenda (2008) recommended that a response rate of 50% for qualitative research provides sufficient information power for analysis and reporting.

Table 4.1 Respondents Distribution within the Organizations

Department in the company	Frequency (f)	Percent
Finance	1	2.5
Marketing & Sales	3	7.5
Regulatory Affairs	20	50.0
Operations	11	27.5
Human Resource & Directors	5	12.5
Total	40	100.0

Source: Author (2019)

From the table 4.1 above, the study attained an excellent response rate of 80% with a total of 40 respondents out of the expected target of 50 managers from the different pharmaceutical firms. For inclusivity and diverse opinions within the organization the respondents were managers drawn

from various organizations functional departments. Majority of the respondents 50% were drawn from Regulatory Affairs with the Human Resource and directors representing 12.5% of the respondents.

4.3 Reliability Test

The Cronbach's Alpha correlation coefficient (α) is a reliability test commonly used when multiple Likert questions form the scale. It determines how reliable is the scale used.

Table 4.2 Cronbach's Alpha Reliability Statistics

Parameter	No. of items	Cronbach's Alpha (α)
Organization Performance	5	0.648
Organization Leadership	9	0.715
Employee Development	9	0.901
Organization Communication	7	0.910
Organization Culture	10	0.651
Aggregated Score	40	0.940

Source: Author (2019)

The table above shows the five parameters assessed. Each had a reliability correlation coefficient (α) greater than 0.6 with an aggregated Cronbach's Alpha of 0.940. This indicated an excellent internal consistency of the questionnaire.

4.4 Demographic Characteristics

The table below shows the sociodemographic variables measured of the respondents. These were; gender, age, highest level of education attained and the number of years worked in the pharmaceutical company of the respondent.

Table 4.3 Sociodemographic Characteristics of the Respondents

Sociodemographic Characteristics	Frequency (<i>f</i>)	Percent
	N= 40	
Gender		
Female	19	47.5
Male	21	52.5
Age in years		
25 - 29	2	5.0
30 – 34	19	47.5
35 - 39	10	25.0
40 - 44	4	10.0
45 - 49	3	7.5
Above 50	2	5.0
Education Level		
Undergraduate	13	32.5
Masters	27	67.5
Years worked in the firm		
Up to 3	15	37.5
4 - 6	16	40.0
7 - 9	4	10.0
More than 10	5	12.5

Source: Author (2019)

There was no significant difference in the gender with almost equal numbers from either gender. Majority of the respondents were youths of age between 30-34 years with no persons aged below 25 years. Only undergraduate and masters level respondents participated in the study with the masters being majority at 67.5%. Up to 77.5% of the respondents had not worked for more than six years in their current organization as complimented by the age of the participants.

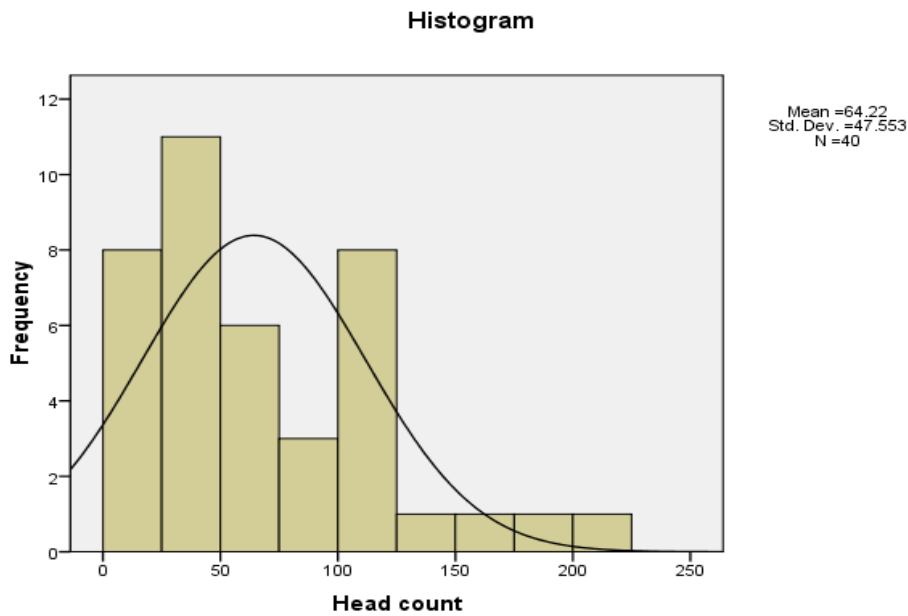


Figure 4.1 The Histogram of Organizational Head count

Source: Author (2019)

The pharmaceutical companies have been in operations for several years here in Kenya with their employees drawn from within and beyond Kenya. The histogram below showed a minimum and maximum number of employees from the respondent companies were 10 and 200 respectively. There was a slight positive skewness in the distribution of the organizations headcount having an employees mean of 64.22 (SD 47.55) and median of 50 employees (IQR 73.75) with a range of 190. Similarly 29 (72.5%) of the pharmaceutical companies have been in operation for more than 5 years in Kenya.

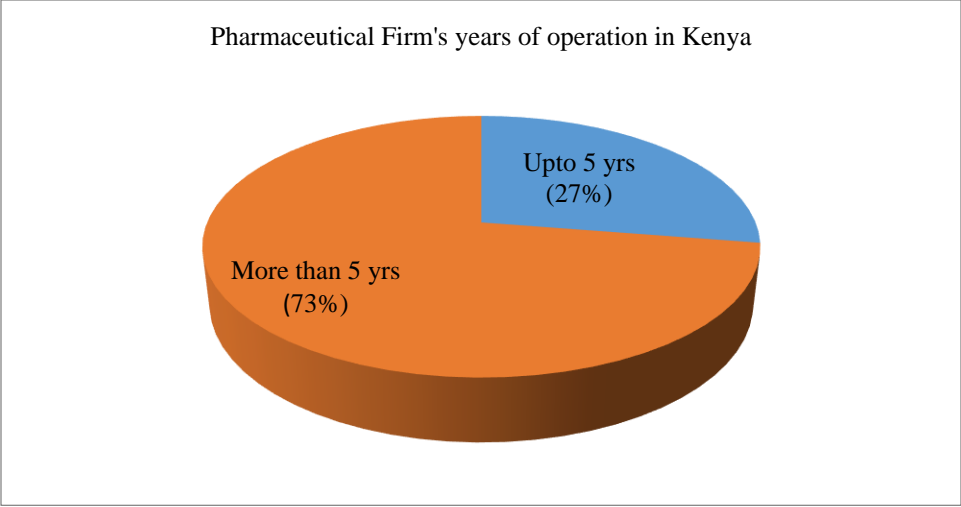


Figure 4.2 Pie Chart of the Organizations years of Operation in Kenya

Source: Author (2019)

On assessment of the relationship between the number of years of organization operation and the current employee head count; there was a positive statistically significant Spearman’s rank correlation of 0.352 ($p\text{-value} < 0.05$). This is indicated that as the company grew older in Kenya by one year, there was 30% likelihood of increasing the employee head count. It may be attributed to increasing customer size and market needs.

4.5 Descriptive Analysis

The respondents were asked to rate their company on a Likert scale where the ordinal measure ranged from of 1 to 5: Strongly Disagree, Disagree, Do not know, Agree and Strongly Agree respectively. The measurable variables were grouped into their relevant sections to measure a parameter of research interest. The analysis of each parameter was expressed as a composite mean, mode and standard deviation. Low standard deviation values illustrate that the measurements are clustered around the observed mean and vice versa.

4.5.1 Organization Performance

The pharmaceutical firm performance was measured using five items. These were the firm's annual profits, market share, customer satisfaction, continuous improvement of business processes and the compensation of the employees.

Table 4.4 Table of Pharmaceutical firms Performance Rating

Item	Mean	Mode	Std. Deviation	Sum
Company profits have consistently increased	3.72	4	0.751	149
Market share has increased over time	3.90	4	0.744	156
Customer satisfaction	3.98	4	0.660	159
Continuous improvement on business processes	3.92	4	0.997	157
Adequate compensation to employees	3.65	4	1.027	146
Composite Score	3.84	4	0.547	153

Source: Author (2019)

The mean score of each the item was more than 3.65, indicating that the respondents agreed with performance measurement items. Similarly the most common rating, mode of 4 was an agreement in the Likert scale. Out of the 40 pharmaceutical firms evaluated of their performance; 21 (52.5%) scored a composite mean of less than 3.84. The remainder of the firms, 19 (47.5%) were considered to have a better organization performance than their peers with a composite mean of below 3.84 out of the maximum 5.0. There was no much deviation (SD = 0.547) indicating an expected agreement with the observed composite mean.

4.5.2 Organization Leadership Practices

Nine items were used to measure the organization leadership practices. 35 (87.5%) of the respondents agreed or strongly agreed that their organizations had simple organizational structure.

It is was also noted that 27 (67.5%) agreed that there was no inequality between the management and junior staff. Most firms had supervisors and leaders that mentor, guide and support the employees.

Table 4.5 Table of Pharmaceutical firms Leadership Practices Rating

Item	Mean	Mode	Std.Deviation	Sum
Company has a simple organizational structure	4.20	5	0.966	168
Delegation of authority and responsibility	4.08	4	0.859	163
Strategy formulation brainstorming involves employees	3.28	4	1.281	131
There is participative decision making	3.38	4	1.275	135
High degree of equality exist between people with and without power	3.72	4	1.154	149
Each employee reports to a one supervisor	2.85	2	1.406	114
Supervisors guide on work methods and roles	3.90	4	0.841	156
The leaders train , coach and mentor others	3.72	4	1.037	149
There is a departmental shop floor management weekly	3.02	2	1.187	121
Composite Score	3.57	3.56	0.628	143

Source: Author (2019)

It was common in the participating companies that although they had a simple hierarchy structure, the reporting lines were mixed with junior employees reporting to more than supervisor. Likewise there were no weekly departmental floor meeting. According to WHO, Good manufacturing practices require that there is continuous training and mentoring in order to keep abreast to new manufacturing trends of pharmaceuticals. Also clear reporting lines of responsibilities and delegation should be defined in the Human Resource Manual. Generally the composite mean and

mode of 3.56 with a small deviation indicate a normal distribution of the leadership practice within the pharmaceutical industry.

4.5.3 Employee Development

The study used nine elements to rate the employee development within the organizations. Given the sensitive nature of pharmaceutical products, qualified, competent and skilled personnel formed the human capital in these organizations.

Table 4.6 Table of Pharmaceutical firms Employee Development Practices Rating

Item	Mean	Mode	Std.Deviation	Sum
Company has competent & skilled employees	4.22	4	0.660	169
There are continuous training courses for all employees	3.68	4	1.185	147
Employees are rewarded based on their performance	3.80	4	1.067	152
Company has engaged enough staff in each department	3.42	4	1.059	137
Employees have defined Job Descriptions (JD)	4.15	4	0.864	166
There is a mentoring programme for new employees	3.40	4	1.105	136
Existence of defined career development pattern	2.90	2	1.236	116
Employees have annual targets defined	3.78	4	1.121	151
Employees have annual appraisals	3.90	4	1.105	156
Composite Score	3.69	3.56	0.791	148

Source: Author (2019)

The employees have job descriptions to promote independence and accountability. Similarly, sufficient numbers of employees are engaged per functional department due to the specificity of the tasks. WHO recommends that pharmaceutical manufacturing companies should hire certain persons with specified qualifications in certain cadres within the organization in order to ensure

quality products are produced. Albeit the reward of employee’s performance was based on the annual targets and appraisals; 17 (42.5%) respondents believed that there are no clearly defined career paths within their organizations.

4.5.4 Organization Communication Practices

To assess the communication practices in the pharmaceutical organizations, seven items in the below table were rated.

Table 4.7 Table of Pharmaceutical firms Communication Practices Rating

Item	Mean	Mode	Std.Deviation	Sum
Company’s mission & vision are clear to all employees	3.85	4	1.145	154
Strategies are well communicated to employees	3.60	4	1.150	144
Existence of channels of communication within the company	3.75	4	1.193	150
Medium used to convey information is accessible & acceptable by all employees	3.78	4	1.025	151
Information is conveyed to stakeholders in time	3.65	4	0.949	146
Customer feedback system exists	3.50	4	1.240	140
New applications for internal & external communications are embraced	3.82	4	1.107	153
Composite Score	3.71	4	0.902	148

Source: Author (2019)

It was evident that all the elements measured had more than 70% “agree” endorsement by the participants. The companies have embraced good communications channels for relaying information to all stakeholders as well using the new applications to improve on their efficiency. Majority of the respondents agreed on existence of a system for receiving customer feedback in order to evaluate the firm’s service delivery and subsequently continuously improve.

Pharmaceutical are mandated to have a feedback system that allows collection of product complaints. The reporting channels allow for analysis of the compliant thereby protecting the public from possible detrimental adverse drug events.

4.5.5 Organization Cultural Practices

Organization culture practices are a complex parameter to measure. We put up ten elements in the below table to assess the cultural practices within the pharmaceutical firms in Kenya.

Table 4.8 Table of Pharmaceutical firms Cultural Practices Rating

Item	Mean	Mode	Std.Deviation	Sum
Company has defined shared values	3.95	4	1.011	158
Employees restricted from joining Labour Union	2.45	3	1.037	98
Power is shared and widely dispersed in the company	2.98	4	1.291	119
Employees take responsibility for each others actions	3.51	4	0.997	137
There are tasks restricted to male employees	1.92	1	1.207	77
Changes are easily accepted	3.38	4	0.990	132
Company has set the horizon on long term	3.55	4	1.395	142
Free gratification of personal drives & emotions	3.38	4	1.125	135
Cultural difference does exist in the company	2.42	2	1.259	97
Company promotes work-life balance	3.70	4	1.091	148
Composite Score	3.11	3.2	0.509	124

Source: Author (2019)

Although the employees within the firms are drawn from diverse sociocultural setting within and beyond Kenya, 24 (60%) of the respondent do not perceive a cultural difference at their work place. There is a current worldwide gender emancipation and equity which is significantly evident

in this research where there are no tasks segregated for the male gender. There was acceptable shared values and employees confirmed of existence of a moral responsibility for looking after each other in order to ensure that high standards of pharmaceutical production and distribution are maintained as required by the authorities. Majority of the participating firms are privately owned with the centers of power restricted to a few top employees and directors who are the shareholders.

4.6 Inferential Statistics

Suitable diagnostic tests for regression were performed and qualified for inferential analysis. The dependent outcome, organization performance was categorized based on the composite mean score of 3.84 (SD 0.547) into poor and good organization performance. However, the independent variables were categorized into three levels; poor, fair and good. To assess the relationship between the organization performance and the independent variables, non-parametric tests of were used. These were the Chi-Square(X^2) or Fisher's exact test for categorical variables in the table below.

Table 4.9 Effects of Strategic Implementation Practices on Organization Performance

Independent variable	Organization Performance			<i>p-value</i>
	n (%)			
	Poor Performance (n=21)	Good Performance (n=19)	Total (N= 40)	
Leadership Practices†				0.007*
Poor	1 (2.5)	0 (0)	1 (2.5)	
Fair	17 (42.5)	8 (20.0)	25 (62.5)	
Good	3 (7.5)	11 (27.5)	14 (35.0)	
Employee Development†				0.017*
Poor	3 (7.5)	0 (0)	3 (7.5)	
Fair	13 (32.5)	7 (17.5)	20 (50.0)	
Good	5 (12.5)	12 (30.0)	17 (42.5)	
Communication Practices				0.030*
Poor	3 (7.5)	2 (5.0)	5 (12.5)	
Fair	11 (27.5)	3 (7.5)	14 (35.0)	
Good	7 (17.5)	14 (35.0)	21 (52.5)	
Cultural Practices				0.199
Poor	5 (12.5)	2 (5.0)	7 (17.5)	
Fair	16 (40.0)	15 (37.5)	31 (77.5)	
Good	0 (0)	2 (5.0)	2 (5.0)	

†Evaluated by Fischer's Exact test

*Significance at $p < 0.05$

Source: Author (2019)

Predictor variables statistically significant at 5% and those with an association of *p-value* less than 0.2 in the bivariate analysis were included in the multivariate logistic regression model. The factors were; Organizational leadership practice ($p=0.007$), Employee development ($p=0.017$),

Organizational communication practices ($p=0.030$) and Organizational cultural practices ($p=0.199$).

The mathematical model was developed with four predictor variables.

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

Where;

Y= Performance of the pharmaceutical firm

α = The constant

X_1, X_2, X_3, X_4 = the predictor variable; Leadership, Employee Development, Communication and Culture respectively.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficient of the predictor variable.

Table 4.10 Logistic Regression of Organization Performance and Independent Variables

Variables	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Coefficient	3.631	1.300	7.801	1	.005	1.083	6.180
Leadership	1.642	.872	3.546	1	.060	-.067	3.352
Employee Dev't	1.363	.923	2.180	1	.140	-.446	3.172
Communication	0.516	.930	0.308	1	.579	-2.339	1.307
Culture	0.265	1.267	0.044	1	.835	-2.219	2.749

The study final model was;

$$Y = 3.631 + 1.642X_1 + 1.363X_2 + 0.516X_3 + 0.265X_4$$

The model was assessed for its fitness in predicting the organizational performance. It was evident that there was a significant difference in the -2 log likelihood ($p=0.016$) when the four predictor variables are included in the model viz the intercept only.

Table 4.11 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	p-value
Intercept Only	29.784			
Final	17.600	12.184	4	0.016

Link function: Logit.

Source: Author (2019)

The model goodness of fit was checked using the Hosmer-Lemeshow or Pearson's test of goodness of fit. A good model gives a non-significant Chi-Square. The research model developed with the data collected in this study met the requirement of a good model as seen in the below table of goodness of fit with a non-significant Chi-Square, $X^2 = 5.771(p=0.673)$.

Table 4.12 Goodness of Fit

Goodness-of-Fit			
	Chi-Square	df	p-value
Pearson	5.771	8	0.673
Deviance	7.421	8	0.492

Link function: Logit.

Source: Author (2019)

4.7 Discussion of Findings

Organizational leadership significantly affects the performance of the firm. Good leadership diffuses tensions that are likely to coexist between employees within the organization, thereby promoting a sociable working environment. Notably, more than 67% of the firms had simple

organizational structures which immensely reduced the power distance and inequality between the employees with and without power. Unlike simple organization structures, complex hierarchical structure have a negative correlation with organization performance (Waititu, 2016). Despite the fact that most respondents disagreed to having one supervisor to report, majority reiterated that their supervisors were supportive mentors and coaches who would give guidance. Effective leadership produces a positive organization performance by influencing the employees to work towards the strategy target (Madanchian, et al 2017). This study showed that a unit change in leadership would significantly result to an organizational performance change by a factor of 1.642. Employee development was significant in predicting the firm's performance. It was noted that on the RBV theory human capital forms a key pillar in the delivery of the organization target goals. Firms therefore are required to have sufficiently skilled employees. There was a significant relationship between the firm's work force and the years of operation with 73% of the firms having operated in Kenya for more than 5years. In the performance model when other factors are kept constant, a unit change in the employee development will result to 1.363, (36.3%) folds increase in the firm's performance.

Communication practice paramater in the study was assessed using seven elements. More than 70% of the respondents agreed to the statements resulting to a significant factor associated to firm performance when indivudually assessed. Although effective communication is paramount for startegy implemenattion and also tool to allow continous reporting and feedback, in the regression model a coefficient of 0.516 was reported in this study. This is about 51% change in performance for every unit change in communication practice whilst keeping other factors constant. Publsihed articles on commercial banks in Kenya attribute 49.6% of the variations in the strategic implementation performance to the organization commuicaion practices (Njihia & Mwirigi,

2014; Waititu, 2016). Likewise technological advancement and innovations for peer to peer interactions were highly embraced by the respondents and have also shown to have led to improved performance in the banking industry (Kiiyuru, 2014).

Although there was no statistically significant effect of Cultural practice on the organization performance at the bivariate level. It was included in the regressions model given the supporting literature of its effect on performance and the interrelatedness to other elements as theorized in the McKinsey 7S model (Olaka, 2017; Mišanková & Kočišová, 2014). From the regression model cultural practices had a positive effect of 26% on organization performance. Albeit, the cultural diverse work force in the pharmaceutical industry, there was minimal perceivable cultural difference and with no tasks restricted to either of the gender. Many of the respondents concurred in the ability of company to accept and adapt to changes as well as the decentralization of power given the simple organizations structure in the firms. According to Olaka (2017), firms that can afford adaptive culture allows the organization to quickly operate and draw competitive advantage over their rivals. This adaptive culture has shown a positive correlation to performance in the Kenyan banking industry (Kariithi & Ragui 2018; Waititu, 2016).

The organizational performance was evaluated by multifaceted approach in order to have a holistic view of the firm. This differs from the traditional key financial indicators such as profits and margins of an organization in any service sector. 47.5% of the reported that their firms had a better organization performance than their peers. A balance scorecard allows a 360 degree view of the firm's performance for both financial and non-financial performance measurement thereby minimizing reporting bias if a single parameter was used (Kaplan & Norton, 1992). The predictor variables, Organizational leadership practice, Employee development and Organizational communication practices were statistically significant at $p \leq 0.05$ with exception of Organizational

cultural practices at $p=0.199$. The final regression model was significant indicating the positive effect of the predictor variables in determining the Kenya pharmaceutical firm's general performance. According to Hambrick & Canella, (1989); the success of the strategies is dependent on the successful implementation of the organization practices. The practices are interrelated and none can be implemented solely, hence a multidimensional implementation approach. In this study it was evident that firms with fair to good practices reported a better organizational performance than their peers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study summary finding, the conclusion drawn from the findings and recommendations to the study beneficiaries; policy makers and researchers.

5.2 Summary of the Study Findings

The study was developed with an objective of establishing the effects of strategy implementation practices on the performance of pharmaceutical firms in Kenya. In this perspective four predictor variables were assessed for this relationship with the organization performance. The study had a response rate of 80% giving it a sufficient power to answer the research questions.

5.2.1 Organization Leadership Practices and Organization Performance

Leadership practices effectiveness are approximated by the impact they have on the organization performance. In this study there were no high levels of inequality between centers of power and those without. It is assumed that, a conducive working environment for mentorship, training as well as good leadership led to better organization performance. Leadership practices were significantly ($p=0.007$) related to organization performance within the pharmaceutical industry. Elsewhere, the difference in performance of commercial banks in Kenya and public Health institutions in Mandera County were attributed to the varied leadership practices in the organizations.

5.2.2 Employee Development and Organization Performance

Employee's development is essential in increasing the employees output in their areas of operation. The study reported the existence of continuous training of all employees in their area of

specialization as defined by their job descriptions. The regression model showed at least 36% increase on the organization performance for every unit change in the employee's development. Studies show that, thirty to forty percent of cumulative organization performance is attributed to human resource. Likewise, in supply chain management of large private manufacturing firms in Kenya. It was realized that organizational performance was consequently better when human capital was developed whilst keeping the core competencies in line with the strategy implementation. This study demonstrated a significant relationship ($p=0.017$) between employee development elements with organization performance. It is complemented by other publications on the impact of employee mentorship, continuous training and rewarding on organization performance.

5.2.3 Organization Communication Practices and Organization Performance

Majority of the organizations endorsed the importance of good communication channels for stakeholder management both within and outside the company. Respondents confirmed the existence of infrastructural investments dedicated to communication and technologies within the organization. There was a statistically significant relationship between organization communication practices with organization performance ($p=0.030$) with an estimated 50% better performance. A variation of 49.6% on organization performance within the banking industry in Kenya has been associated with the communication and technological systems present in the company. Lack of conflict resolution channels within the organization may adversely affect its performance as seen of a telecommunication company in Kenya.

5.2.4 Organization Cultural Practices and Organization Performance

The pharmaceutical industry of Kenya is multicultural with employees drawn locally and internationally. This was a non-issue according to the respondents as majority of the companies

are family owned with centers of power maintained by the shareholders. The cultural practices were not statistically significantly ($p=0.199$) although it resulted to about 26% change on organization performance. The diminished adaptive culture within the pharmaceutical firms due to legal restrictions as well as centralized centers of power meant that the change implementation would take time. To draw a competitive advantage over your rivals an organization should have a culture that allow it fit into opportunities and challenges within a short time. Adaptive cultures within the Kenya banking industry have shown a positive correlation with organization performance and a negative relationship with complex organizational structure.

5.3 Conclusion

As neither of the four independent variables operates in a vacuum; we included all the variables in the multivariate analysis to assess their effect on the organization performance. The model had a significant model fitting information ($p=0.016$) and non-significant Goodness of fitness Chi-Square ($p=0.673$). This showed that the derived model is reliable to significantly predict the performance of pharmaceutical firms in Kenya.

From the regression model a unit change in one of the predictor variable while keeping others constant, would change positively or negatively the organization performance by a quantity equivalent to the coefficient of the changing variable. The organization leadership had the highest impact on the organization performance of up to 1.642 times, employee development at 1.363, organization communication practices at 0.516, whereas organization cultural practices had the least effect on the performance of 0.265. It was evident that the performance of an organization is not dependent on a singular independent variable; hence a multifaceted approach is therefore required to achieve a better organization performance.

5.4 Study Recommendations

The study showed the importance of multidimensional approach to improving the organizational performance. Firms should institute practices that are key towards the accomplishment of the organization objectives, mission and vision. The leadership practices were instrumental in defining the success of strategy implementation. The leaders give the organization direction and with simple organization structures there is always hope for better performance. Depending on the size of the organization simple structures are preferred to diffuse centralized centers of power and allow brainstorming prior to decision making. To secure future success, the top management within the organizations have to implement a mentorship program on leadership as part of succession plan.

On employee development, institutional memory is key for continuous improvement as it allows trending of the organization activities geared towards the overall performance. The memory is achieved in an organization by acquisition, training and keeping of talents. The organization has to ensure that the employees are well taken care of to avoid high employee's turnover and so reduce training costs of newcomers as well remain competitive against its rivals. Planned and executed employee development induces a higher employee performance by bringing out the best of each of them and subsequently having a better organization performance.

In the fast changing environment of information, communication and technology, adequate investments have to be allocated to ensure that communication with stakeholders is kept at an optimum. The customer feedback is key. This may be achieved by having user friendly communication system and applications which allow adequate communication and interactions in real time.

Cultural practices within the organization are absorbed after sometime. Bearing in mind the diverse races in Kenya, practices to be instituted in the organizations have to be in line with the

population's ethical and moral practices. It is recommended that organizations develop a code of conduct which guides the behaviour within the firm and is of no exception to any employee. The pharmaceutical firms have to nurture an adaptive culture that allows a well thought out timely change implementation to the new market needs in order to remain on top of the game.

5.5 Suggestions for Further Research

This was a cross-sectional survey that only gave a snap shot of the current status. A further longitudinal study may be important to define the timelines at which the change in the predictor variable results to a change in the organization performance. Likewise we examined only four independent variables which contributed to organization performance within the pharmaceutical industry in Kenya. It would be prudent to assess what more factors have effect on organization performance as well as the interaction between these factors. This may be carried out in pharmaceutical industry or other business sectors such as manufacturing, construction and transport.

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APPENDICES

Appendix I: Questionnaire

The questionnaire is primarily developed to study the Strategy Implementation Practices and Performance of Pharmaceutical Firms in Kenya for academic purposes. All information provided will be highly protected and treated with utmost confidentiality. Kindly tick appropriate option related to you company.

Serial No:

Section A: Basic Background Information

Please select the appropriate option

1. Gender Female Male
2. Age category
Below 25years 25-29years 30-34years 35-39years
40-44years 45-49years Above 50years
3. Highest attained level of Education
Secondary Diploma Undergraduate Masters Doctorate
4. Your current Designation & Department in the company
.....
Number of years you have worked in this pharmaceutical company
Up to 3years 4-6years 7-9years Above 10years
5. How long has the company been in operation?.....years
6. What is your current head count in your firm?
7. Please stratify the above head count into the below tiers
 Permanent staff.....
 Contract Staff.....
 Casual laborers.....

Section B: Organization Performance

Please rate to what extent the following statements relate to the overall performance of your company. Choose one score on the scale per statement; where 1 (Strongly Disagree), 2 (Disagree), 3(I Do not Know), 4 (Agree) & 5 (Strongly agree).

No.	Statements	5	4	3	2	1
i	The company profits / consolidated margins have consistently increased					
ii	The customer base (Market share) has increased over time					
iii	There is reported customer satisfaction					
iv	There is a continuous improvement on all business processes					
v	The company provides appropriate & commensurate compensation to its employees					

Section C: Organization Leadership

Please rate to what extent the following statements relate to the overall performance of your company. Choose one score on the scale per statement; where 1 (Strongly Disagree), 2 (Disagree), 3(I Do not Know), 4 (Agree) & 5 (Strongly agree).

No.	Statements	5	4	3	2	1
i	The company has a simple organizational structure (organogram)					
ii	Delegation of authority and responsibility					
iii	Strategy formulation brainstorming involves all employees					
iv	There is participative decision making style					
v	High degree of inequality exist between people with and without power					
vi	Each employee reports to a one supervisor					
vii	The supervisors are guiding, supporting & directing work methods and roles					
viii	The leaders train , coach and mentor others					
ix	There is a departmental shop floor management at least weekly					

Section D: Employee Development

Please rate to what extent the following statements relate to the overall performance of your company. Choose one score on the scale per statement; where 1 (Strongly Disagree), 2 (Disagree), 3(I Do not Know), 4 (Agree) & 5 (Strongly agree).

No.	Statements	5	4	3	2	1
i	The company has competent & skilled employees					
ii	There are continuous improvement training courses for all employees					
iii	Employees are rewarded based on their performance					
iv	The company has engaged enough staff in each department					
v	All employees have defined Job Descriptions (JD)					
vi	There is a mentoring programme for new employees					
vii	There is a defined career development ladder within each department					
viii	All employees have annual targets defined					
ix	All employees have annual appraisals					

Section E: Organization Communication

Please rate to what extent the following statements relate to the overall performance of your company. Choose one score on the scale per statement; where 1 (Strongly Disagree), 2 (Disagree), 3(I Do not Know), 4 (Agree) & 5 (Strongly agree).

No.	Statements	5	4	3	2	1
i	The company's mission & vision are clear to all employees					
ii	All formulated strategies are well communicated to employees					

iii	The is a developed channel for communication within the company					
iv	The medium used to convey information is accessible & acceptable by all employees					
v	The relevant communications are conveyed in time to all stakeholders (customers, employees, Shareholders, Gov't etc)					
vi	There is a feedback system from the customers					
vii	The company has embraced the new software applications for communication both internally & externally					

Section F: Organizational Culture

Please rate to what extent the following statements relate to the overall performance of your company. Choose one score on the scale per statement; where 1 (Strongly Disagree), 2 (Disagree), 3(I Do not Know), 4 (Agree) & 5 (Strongly agree).

No.	Statements	5	4	3	2	1
i	The company has defined shared values acceptable by all employees					
ii	The management restricts employees from joining Labour Union groups					
iii	Power is shared and widely dispersed in the company					
iv	Employees take responsibility for each others actions & outcomes					
v	In the company there are tasks restricted to male employees					
vi	Changes are easily accepted by employees & management					
vii	The company has set the horizon on long term (beyond 5 years plans)					
viii	The company encourages relatively free gratification of personal drives & emotions					

ix	A cultural difference does exist in the company					
x	The company promotes work-life balance (e.g. having Flexible working hours)					

Thank you for your participation!

Appendix II: Research Introduction Letter

The Managing Director

Dear Madam/sir

RE: Request to Conduct Research within your Company

I **David Kimani Karenye** Reg. No. **D53/CTY/ PT /39421/2016** an MBA student at Kenyatta University, hereby request for permission to conduct a study in your esteemed organization. The study is entitled “Strategy Implementation Practices and Performance of Pharmaceutical Companies in Kenya”.

Your organization was randomly selected among other eligible pharmaceutical companies in Kenya. Your company participation is voluntary and there are not repercussions to not participating. The information obtained is for academic reasons and will be treated with utmost confidentiality. All possible identifiers that can be linked to the participating company are eliminated. The questionnaire will take approximately twenty minutes to complete. You may assign your designate to respond to the questions.

I appreciate your consideration to participate in this study. Than you in advance.

Yours sincere

David Karenye

Principal investigator

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
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Appendix IV: Sampling Frame

No.	SITE NAME
001	Aesthetics Ltd
002	Autosterile (EA) Ltd
003	B.Braun Pharmaceuticals EPZ Ltd
004	Benmed Pharmaceuticals Ltd
005	Beta Healthcare International Ltd
006	Biodeal Ltd
007	Biopharma
008	Comet Healthcare Ltd
009	Concepts Africa Ltd
010	Cooper K-Brands
011	Cosmos Ltd
012	Dawa Ltd
013	Dinlas Pharma EPZ Ltd
014	Elys Chemicals Industries Ltd
015	GSK Ltd
016	Hightech Pharmaceuticals Ltd
017	Impact Pharma Ltd
018	Innova Biologicals Ltd
019	Ivee Aqua EPZ Ltd
020	Lab & Allied

021	Mac's Pharmaceuticals Ltd
022	Medisel Kenya Ltd
023	Medivet
024	Nerix Pharma Ltd
025	Njimia (K) Ltd
026	Norbrook Kenya Ltd
027	Novelty Manufacturing Ltd
028	Ossie Chemie
029	Pharmaceutical Manufacturing Co (Ltd)
030	PZ Cussons
031	Questa Care Ltd
032	Ray Pharmaceuticals Ltd
033	Regal Pharmaceuticals
034	Revital HealthCare EPZ
035	Skylight Chemicals Ltd
036	Sphinx
037	Stedam Pharma
038	Syner-Chemie Ltd
039	Universal Corporation Ltd
040	Vetcare Kenya Ltd

