STRATEGY IMPLEMENTATION ON NON-FINANCIAL PERFORMANCE OF PRIVATE UNIVERSITIES: A CASE OF UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

BY

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STUDENT'S DECLARATION

I, the undersigned, affirm this my original work and has not been submitted to any other college, institution or university other than United States International University-Africa in Nairobi for academic credit.

Signed ______________________________ **Date: _____________________________**

Catherine W. Karanja (ID No: 620834)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed ______________________________ **Date: _____________________________**

Prof. Paul Katuse

Signed: ______________________________ **Date: ________________________________**

Dean, Chandaria School of Business

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ABSTRACT

The purpose of the study was to assess the impacts of effective strategy implementation on performance of private universities: a case study of United States International University (USIU). This study aimed at determining the influence of strategic financial allocation on performance of private university, explore the influence of human resource competence on performance and examining the influence of organizational culture on performance of Kenya’s private universities.

The study adopted a descriptive research method in gathering, analyzing, interpretation, and presentation of information. The descriptive research design helped in focusing at the strength of relationship between strategy implementation and performance. The study employed the use of questionnaires to obtain relevant information from respondents. The study focused on Top management, faculty and staff of USIU-A. Probability sampling technique was used to determine the sample size of 246 respondents and collect data from the sample. The study adopted a descriptive and inferential statistics in data analysis and presentation. Correlation analysis and regression analysis was used in the study to determine the impact of effective strategy implementation on performance of private universities. Data was presented in tables and charts.

The study determined how strategic resource allocation influences the performance of an organization specifically, the private universities in Kenya. The study found that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance. The study reveals that resource allocation processes (RAP) shape what initiatives the organization funds hence organizational resources are significant tools to reach superior market position for your organization. The study established that strategic resources are critical in implementing strategies in your organization.

The study revealed how human resource competence influences performance of Kenyan private universities. The study found that personality in the workplace is important to achieve organization objectives hence private universities have employees that have capability of adjusting to swift dynamic business environment. The study found that human capital helps the organization to establish and maintain its competitive advantage over others hence the greatest objectives of human capital are to educate employees.

The study examined the influence of organizational culture on organizational performance in the private universities in Kenya. The study reveals that communication helps in improving operational efficiency thus improving the organization performance. Organizational culture is used to guide behaviour at work hence enhance performance hence the ways in which employees behave impact the organizational performance to a big extent.

The study concludes that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance. It is necessary for an organization to have full level of employee commitment in order to have outstanding performance. The study concludes that the ways in which employees behave impact the organizational performance to a big extent. The study recommends the management of private universities should pay great attention to the relationship between strategy, resources and organizational performance. The organization should install resource allocation processes (RAP) as they shape what initiatives the organization funds.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Strategic management is regarded as an important process for businesses (Bowman & Asch, 1987; Kumar, 2010; Thomson & Strickland, 2003; Viljoan & Dann, 2003). It has been argued that the process of strategic management affects a firm's ultimate success or failure more than any other factors (Porth, 2003). Strategic management process is important for a firm's success because it enables a firm to develop a future direction, provides the ways to achieve its mission, and ultimately leads to value creation (Porth, 2003). A review of literature by Powell (1992) also indicates that firms whom adopt strategic management generally improve their performance. The process of strategic management can be divided into two major tasks: strategy formulation and strategy implementation (David, 1995; Hitt, Ireland, & Hoskisson, 2005; Kazmi, 2008). The former involves the crafting of a strategy, whereas the latter is the managerial exercise of putting a chosen strategy in place (Thomson and Strickland, 2003).

Strategic planning practices enhance employee performance and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning process enables an organization to better achieve its goals and objectives. Performance gains from the diffusion of technological innovations are also incorporated into both public and private sector organizations (Kochhar, 2001). Antikanien (2013) asserts that performance is a key factor specifying the organization capacity for progress in the competition field. Performance improvement provides an opportunity for organizations to contribute to the organizations' profits via improving the production processes, rather than merely seeking the reduction or omission of costs (Ramirez & Nembhard, 2004).

According to Muchiri, Pintelon and Gelders (2010), today, most universities are collaborating with other institutions and industries to enhance performance. The partnerships have involved linkages between local Kenyan universities and their foreign counterparts. The linkages are typically a one way stream in which Kenyan universities receive books, equipment, training opportunities and even grants support for their development. In return, foreign academics have an opportunity to spend time in the local universities as visiting lecturers or researchers where they collaborate with the Kenyan counterparts. To coordinate and manage these linkages, all state universities have established International liaison offices under the headship of a senior academic, thus calling for clear and effective strategic plans to ensure that performance is promoted and the institutions benefit from the collaborations (Muchiri, et. al., 2010).

Chege (2009) in his study: Relevant, Effective, Appropriate and Transformative leadership in Higher Education in the 21st Century, observed that most higher education institutions have a mission, vision, core values and objectives well stated, and some pasted on walls, receptions, institutions' handbooks, websites among other places. Ideally, these visions, missions, core values and objectives should act as navigators for these institutions to achieve their goals and realize their dreams. Higher education institutions are ideally to be a lead in education and research in any country. However, his study revealed that many students in these institutions echoed that 'high school was better than university and college in terms of facilities and services offered' and wondered what is wrong especially with such well written down roadmaps. Chege therefore concluded that leaders in tertiary institutions need to take a lead in taking the institutions forward by balancing task orientation and people orientation, by embracing technological changes and regular revision of curriculum. Above all an effective, appropriate and relevant leadership should bring changes in the society for the true measure of education is change.

Lewa, Mutuku, and Mutuku (2009) studied; Strategic planning in the Higher Education Sector of Kenya. The study revealed that Kenyan public universities are essentially traditional in orientation and must find new ways of dealing with the issues facing them include increasing competition from other universities. The study observed that strategic planning is one of the major steps the universities can take to address the challenges they face. The study proposed that universities should consider incorporation of strategic thinking in their process of strategic planning in order to make their planning more useful in view of the failures of strategic planning in public universities. The research was candid that, strategic thinking helps examine the critical issues in every situation and possibly would help public universities to be flexible and open in their planning efforts. The study recommended that public universities should encourage active participation of as many stakeholders as possible, including the faculty, administration, industry, education authorities, students, and alumni. This way synergy and ownership are built in the process.

Manyasi (2009) took a study on Crisis Management: A Challenge in Institutions of Higher Learning in Kenya The study revealed that managers in the institution do not use a proactive approach to crises management. They lack knowledge about strategic actions such as integrating crises management into strategic planning process, integrating crises management into statements of corporate excellence, creating crises management teams and including outsiders on the board. The organizations did not have a crisis management plan. The researcher recommends that: Competent public relations officers should be employed to perform all functions including crises management. Training and workshops in crises management should be provided to strategic managers and public relations practitioners. Managers should use strategic actions such as integrating crises management into strategic planning process, integrating crises management into statements of corporate excellence, creating crises management teams and including outsiders on the board. A location to act as a crisis management centre should be identified. Organizational members should be exposed to crisis simulations.

United States International University - Africa, also known as USIU Africa, is a private university in Kenya, the largest economy in the East African Community. It is one of the best universities in Africa. It is accredited by the Commission for Higher Education (CHE) in Kenya. The university was established in 1969 as the Nairobi Campus of United States International University (USIU), a San Diego-based institution. In 1999, the United States International University, Nairobi Campus, established itself as a separate university under its new name: USIU Africa. In 2001, USIU merged with the California School of Professional

Psychology (CSPP) to form Alliant International University. Over 73 nationalities are represented among the diversity student population undertaking 24 undergraduate, graduate and doctoral programs at USIU-Africa. USIU Has 140,000 Alumni (USIU Africa, 2014).

1.2 Problem Statement

Strategic planning in higher education can be a mammoth undertaking. Higher education institutions are typically large and complex. In addition, there is often a great deal of internal competition among self contained departments who may be more loyal to their discipline than to the university and therefore emphasize on achieving their departmental strategic plans other than achieving the overall university strategic plans. The effect of strategy implementation in private organizations has been widely debated but never tested conclusively (Boyne & Gould-Williams, 2003). Several studies (Arasa, 2009; Burgelman, Christensen, & Wheelwright, 2008; Kochhar, 2001; Powell, 1992) have been carried out in Kenya pertaining to various facets of this research topic. Arasa (2008) researched on strategic planning, employee participation and firm performance in the insurance sector. His findings provided evidence that there is a strong link between strategic planning and firm performance. However, his research failed to control for the effects of context and time periods. Aosa (1992) focused on strategy plan in large, private manufacturing companies operating in Kenya and proposed that it would be useful to conduct a similar research in the other private sector firms. Nevertheless, the empirical studies conducted in Kenya in the field of strategic planning have failed to address the private sector and also the effects of strategic plans on organizational performance in the private sector.

Management can cause a gap between strategy and execution through both action and inaction. Four main ways management causes this gap include failure to secure support for the plan, failure to communicate the strategy, failure to adhere to the plan, and failure to adapt to significant changes. The senior management team must develop a strategic plan with objectives, goals, strategies, and tactics that everyone supports. If people do not accept and support the plan, they are unlikely to put in the right amount of effort to make it succeed. Their allocation of resources may be counterproductive to implementing strategic initiatives, while their management time is diverted into seeking out factors that will justify their position. This misplaced time and effort will lead to a gap, which could prevent the execution of the plan. Operational managers and their employees are typically the people within an organization who implement strategy. They need to know how the strategy impacts them (Darrell, 2001).

This study, therefore sought to fill the knowledge gap on the impact of strategy implementation on performance in private universities in Kenya, A case study of the United States International University.

1.3 General Objective

The general objective of the study was to assess the impact of effective strategy implementation on performance of private universities

Specific Objective

The objective of the study is to:

1.3.1 To determine the influence of strategic resource allocation on performance of Kenya's Private Universities.

1.3.2 To explore the influence of human resource competence on performance of Kenya's Private Universities.

1.3.3 To examine the influence of organizational culture on performance of Kenya's Private Universities.

1.4 Significance of the Study

The study is significant to:

1.4.1 United States International University

USIU greatly benefit from information on how effective strategy implementation can enhance the performance of the institution. The study informs the institution on the right policy to undertake to enhance effective strategy implementation.

1.4.2 Other Universities

This study intended to benefit other Universities by helping them to understand and react proactively to the challenges in the implementation process. This makes them develop policies to minimize the impact of challenges being experienced.

1.4.3 Scholars

The future researchers also benefit from the study as they are able to get the already compiled information concerning the impact of effective strategy implementation on organizational performance.

1.4.4 Policy Makers

The study also helps to promote policy development related to strategy implementation by universities. This promotes and encourages performance in both private and public learning institutions.

1.5 Scope of the Study

This study is focused on evaluating the impact of effective strategy implementation on organizational performance. The study was limited to United States International University as a private learning institution. The study targets the employees of USIU to obtain information pertaining to strategy implementation and performance. The data collection instrument was a questionnaire hence the study classified the respondents into different stratum. The research went for a period of three months starting from January 2016. The study experienced a limitation of obtaining relevant data from the respondents. The researcher seek assistance of qualified research assistants that helped in obtaining relevant information from respondents.

1.6 Definition of Terms

1.6.1 Strategy Implementation

Strategy implementation is a term used to describe the activities within an organisation to manage the execution of a strategic plan (Porth, 2003).

1.6.2 Performance

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed (Arasa, 2009).

1.6.3 Strategy

Johnson *et al* (2004), defines strategy as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations

1.6.4 Private University

A private university means a university which is established or maintained out of funds other than public funds (CUE, 2014).

1.7 Chapter Summary

This chapter gives an over view of the research area and identifies the problem of the study. It also presents the background of the study and the beneficiaries of the results of the study. It focuses on the possible attributes of intra-regional tourism with regards to sustaining Kenya’s tourism.

Chapter two, literature review, explores in depth all these concepts and theories introduced in chapter one with reference to authoritative tourism and management journals and literature. Chapter three outlines a research methodology that incorporates the variables highlighted in chapter one in a bid to address the research objectives posed in chapter one.

Chapter four outlines the findings of the study while in chapter five; the study explores conclusion and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter provides the literature review on the effective strategy implementation on organizational performance. The chapter is separated into various sections beginning with section 2.2 that illustrates the effect of strategic resource allocation on organizational performance. Section 2.3 presents a discussion on how strategic expansion influence organizational performance. Section 2.4 discusses how strategic collaborations affect performance of organizations. Finally, section 2.5 is a summary of the whole chapter.

2.2 Strategic Resource Allocation and Organizational Performance

The decision of whether or not to fund a particular strategic initiative can have substantial implications for the firm's viability (Cooper, Edgett, & Kleinschmidt, 2001; Burgelman, Christensen, & Wheelwright, 2008; Chao & Kavadias, 2009). At the time such a decision is made, the initiative may not be fully defined, or precisely understood. Knowledge regarding what it takes to execute a specific initiative is dispersed across different levels of the firm's hierarchy creating significant asymmetries of information. As a result, the decision processes that senior management implements, influences both whether the initiative is funded, and if it is, what the funding level will be. The fact that resource allocation processes (RAP) shape what initiatives a firm funds is not, by itself, new (Bower 1970, Burgelman 1983, Bower and Gilbert 2005). Yet, understanding how the chosen processes determine which initiatives the firm funds, is an important operational element that determines strategy execution.

The resource allocation processes employed in practice fall within two broad categories. In a top-down process, senior management dictates fixed levels of resources for middle management (i.e. project managers) to oversee, whereas in bottom-up processes project managers are granted decision rights (Aghion and Tirole 1997) to determine the right level of resources (Maritan 2001, Chao and Kavadias 2010, Kavadias and Kovach 2010). As such, top-down processes aim to establish the efficient use of resources by maintaining control. In contrast, bottom-up processes aim to leverage the effective use of resources, by empowering managers to tailor resource allocation based on their expert knowledge of the challenges associated with the execution of the initiative.

2.2.1 Categorization of Resources

Hill and Jones (2004) classified a firm's resources into two broad categories: tangible resources and intangible resources. Tangible resources are those which are regularly shown in the balance sheet of the firm (Collis and Montgomery, 2004), and include: physical resources (Hill and Jones, 2004; Penrose, 1995) such as land, buildings, plant, equipment, inventory (Collis and Montgomery, 2004; Hill and Jones, 2004; Hofer and Schendel, 1978; Chandler, 1995); natural resources, raw materials, semi-finished goods, waste products, by-products, and stored finished goods (Penrose, 1995) services and distribution facilities (Hofer and Schendel, 1978); and money (Hill and Jones, 2004). Intangible resources are those that usually form critical functions for competitive advantage or disadvantage (Collis and Montgomery, 2004). They are not physical and instead relate to things that are created by a firm's employees (Hill and Jones, 2004), such as brand names, reputation, and human knowledge (Collis and Montgomery, 2004; Hill and Jones, 2004); experiences, patents, copyright, and trademarks (Hill and Jones, 2004); and technological knowledge (Collis and Montgomery, 2004).

In addition to touchable and intangible resources, Collis and Montgomery (2004) added a third classification known as organizational capabilities, which they defined as a mixed grouping of "assets, people and procedures" by which firms translate their inputs to outputs. Thus, lean manufacturing and product development, as applied in Japanese automobile firms, can be considered amazing organizational capabilities.

Resource types have been classified into physical (or tangible) resources and human resources, such as secretarial, executive, marketing, technical, and financial staff (Penrose, 1995; Chandler, 1995; Hofer and Schendel, 1978), and inexpert and expert workers (Penrose, 1995). Steiner et al. (1986) and Chandler (1995) added financial resources to the physical and human resources, while Barney (1991) categorized resources into physical, human and organizational. Later, he added financial resources to his categorization (Barney, 1995). However, a more detailed grouping of a firm's resources is presented by Schendel and Hofer (1978), who indicated that there are five types of properties that support any organization to achieve their goals. These properties are: monetary resources, physical resources, human resources, company resources and technological capabilities.

Financial resources include debt, equity (Barney, 1995; Hofer and Schendel, 1978), cash flow (Hofer and Schendel, 1978), and earning (Barney, 1995). Examples for organizational resources include "the history, relationships, trust, and organizational culture that are attributes of groups of individuals associated with a firm, along with a firm's formal reporting structure, explicit management control systems, and compensation policies" (Barney, 1995). In relation to technological capabilities, Schendel and Hofer (1978) reported that "the term technology is used in the broad sense; that is, as a explanation of the way that each of a business's various functional area actions are carried out, such as, high-quality products, low-cost plants, and high brand loyalty".

2.2.2 Resources as an Internal Power of Organization

Considerable research in the field of strategic management has concentrated on strengthening product market positions as a foundation for competitive advantage and superior profits (Dierickx and Cool, 1989). However, the significance of organized resources as a tool to reach or protect superior product market positions is frequently ignored. Furthermore, Grant (1991) identified the lack of attention being given to the relationship between strategy and resources, possibly due to the limited awareness of most of the researchers in this area. Nevertheless, limited attention was focused on a firm's resources as a base for strategy. For example, Barney (1986) launched the notion of a "strategic factor market", which is the market that obtains and relies on resources essential for strategy implementation.

In fact, a variety of suitable market opportunities can be identified by resources; this relationship represents the main influence of resources on "corporate strategy" (Collis and

Montgomery, 2004). A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is helpful in explaining this relationship. To illustrate, the link between the external opportunities and the firm's threats on one side, and their internal strengths and weaknesses on the other side, can be considered as a definition for a SWOT analysis (Barney, 1995). Barney added that even though the concept of SWOT analysis was introduced nearly forty years ago by Learned, Christiansen, Andrews, and Guth, the current existence of this concept as a strategic principle is evidence for its success. A SWOT analysis employs the internal strength of the firm in exploring external opportunities on the one hand, while reducing the effect of threats and overlooking the weaknesses.

Many researchers have highlighted the importance of focusing on internal strengths and weaknesses as a source of competitive advantage, resulting in a better and more favourable situation. For instance, Barney (1986) reported that strategic alternatives must be driven from an analysis of the exclusive skills and capabilities of the firm rather than the firm's external environment; further "analyzing a firm's skills and capabilities can be a source of more accurate expectations". Grant (1991) identified how changes in the external environment can justify the resources and capabilities required as the steady base from which the firm can determine its identity. Grant also emphasized that a business should be described based on its capabilities to provide stronger strategy, rather being described according to the requirements it aims to satisfy. Therefore, it is important for strategists and executives to understand that investigating a firm's internal assets provides a more reasonable analysis for formulating strategies than concentrating on what the firm should do to meet demand (López, 2005).

2.2.3 Resources as a Creator of Competitive Advantage

The relationship between profitability and competitive advantage can provide a good understanding of the role of resources in strategy. To illustrate, although a positive relationship exists between profitability and the market share, the main objective of "competitive position analysis" is to provide a measurement method for continuing growth and profit instead of analyzing the market share (Hofer and Schendel, 1978). Consequently, a firm's profitability may be affected negatively if its competitive advantage is lost. This is the reason that a failing firm can be defined as a one whose profitability is considerably lower than its rivals' average profitability when an ability to produce and manage the resources is absent (Hill and Jones, 2004). Further, Reed and Defillippi (2011) have acknowledged that competency entails of a gathering of resources and the means by which these resources combined to provide outputs. Amit and Schoemaker (2008) believe that the real challenge for executives is to make profits through a sustainable competitive advantage by defining, improving, defending, and implementing the required resources. Thus, according to Hill and Jones (2004), the main goal of strategy (collection of resources) is to develop a competitive advantage that obtains better profitability. From this point of view, strategy can be seen as "the driver of competitive advantage and profitability".

Strategic executives and academic authors have always explored sources of competitive advantage (Barney, 1991, Barney, 1995). A company is considered to have a competitive advantage if it employs a "value creating strategy" which is not available to its rivals; it is considered to have a sustained competitive advantage if it has a competitive advantage and its competitors are unable to duplicate the value creating strategy (Barney, 1991). Hill and Jones (2004) reported that, within the same industry, if the firm's profitability exceeds the average profitability of its competitors, it is considered to have competitive advantage. They added that the ability to protect "above-average profitability" for years is equivalent to sustained competitive advantage.

However, strategy cannot achieve competitive advantage without the firm forming its unique capabilities (Hill and Jones, 2004). Indeed, Schendel and Hofer (1978) re-counted that a substantial amount of research has suggested that unique competency is the main foundation of strategy. To be precise, they identified the significance of resources through their description of the firm's exceptional competency as "its exceptional resources and resources distribution pattern". In addition, Hill and Jones (2004) discribed unique competencies as specific commands of the organization to distinguish its outputs and/or produce with a cost significantly lower than its opponents. Similarly, Collis and Montgomery (2004) declared that resources differentiate between firms and represent a durable supply by which competitive advantage is revealed. These descriptions suggest that resources symbolise organizational powers, by which strategy can prosper.

As a result, resources and capabilities represent the two or responding sources for distinctive competencies (Hill and Jones, 2004). Indeed, Grant (1991) has offered two reasonable points that place resources and capabilities at the base of a firm's durable strategy: 1) they form the main "direction" for the strategy, and 2) they represent a major source of profits. However, understanding the difference between resources and capabilities is important. Hence, Grant (1991) has specified that, "while resources are the source of firm's capabilities, capabilities are the main source of its competitive advantage". Specifically, he considered the resources as a main element of the analysis that represents the "inputs into production processes", while capability is the ability for a group of resources to execute or carry out actions. For Hill and Jones (2004), capabilities are the skills required to organize a firm's resources. These skills are inherent in a firm's systems and procedures to attain the organizational goals through controlling the internal processes. In summary, recognizing, forming, and implementing vital resources is a significant contributor to corporate strategy as well as competitive strategy (Collis and Montgomery, 2004).

2.3 Human Resource Competence and Organizational Performance

2.3.1 Employee Qualification

According to the common perception, the educated people can do certain tasks easily and efficiently compared to the uneducated or those who are educated lesser. This is in accordance with the dictum "knowledge is power". It implies that a person who is knowledgeable can perform better at tasks that require that knowledge. Let aside the tasks that require the specialized knowledge but even the common tasks educated people can handle better. In fact lack of education and knowledge make a person crippled and inefficient. Here, education does not imply the formal college diplomas but, the mere knowledge of it. Though a person might not have diplomas but, the possession of knowledge will make him efficient (Van Vugt, 2010).

It has been established that the Intellectual capital (knowledge) is a critical force that is responsible for the economical growth (Huang & Liu, 2011). In this arena of globalization, the modern business is mainly driven by the intellectual capital and the human capital helps organizations to establish and maintain their competitive advantage (MacDougall & Hurst, 2010). The educated and wise people in the organizations are responsible for creating wealth for their organizations and the mere machinery will not do this fete (Garcya-Meca & Martynez, 2012).

It has long been recognized that the human capital is an important part of the wealth of organizations and nations (Cabrita & Bontis, 2008). It has been proved that there is significant relationship between human capital, efficiency and financial performance. Knowledge measured as the human capital has significant effect on economic performance (Rafiei, Feyzi, & Azimi, 2011). Human capital or the work force is the most intellectual asset in an organization (Hajiha & Hasanloo, 2011). In fact the human capital plays the main role in organizational performance (Ahmadi, Ahmadi, & Shakeri, 2011).

It has been proved that the human capital to be the most important component of intellectual capital in influencing organizational performance of pharmaceutical companies (Khalique, Jamal, Md. Isa, & Ageel, 2011). Ahangar (2011) states that the human capital is more efficient than other two types of capital, structural and physical, in terms of value creation and efficiency. Human capital is the most valuable component of intellectual capital and the companies with greater human capital efficiency tend to have better financial performance (Rahman, 2012). Some human capital indicators showed a positive and statistically significant relationship with firm performance (Seleim, Ashour, & Bontis, 2007). According to Hsiung and Wang (2012), the greatest objectives of human capital are to educate employees and maximize the intangible capabilities of knowledge, skills, and experience to create company value and increase performance. There is a positive relationship between human capital and knowledge creation. Human capital has an effect on organizational innovation. Ghorbani, Mofaredi, and Bashiriya (2012), state that there is a significant relationship between human capital management and organizational innovation. There is direct relationship between human capital and productivity (Taleghani, Shirsavar, & Gashti, 2011). Ahmadi, *et al.*, (2012) claim that there is a significant relationship between human capital and new product development performance.

Amiri, Jandaghi and Ramezan (2011), point out that learning at an individual level enhances human capital, that group learning increases social capital, and that organizational learning enhances structural capital. The human capital has been defined as the combined knowledge, skill, innovativeness, and ability of the organization's employees to meet the task at hand (Bontis, 2001). Roos, Bainbridge and Jacobsen (2001) stated that human capital comprises of competence, skills, and intellectual agility of the individual employees. According to Stewart (2003) the human capital as "the capabilities of individuals required to provide solutions to customers" and according to Stewart the human capital is the cream of the intellectual capital. Gruian (2011) has the view that the human capital refers to the knowledge, skills and abilities of employees, i.e. professionalism, efficiency and effectiveness in improving business productivity. Allameh, Abbasi, and Shokrani (2010) points out that the human capital refers to the abilities, competences, and know-how of human resources. Ngah and Ibrahim (2011) point is that human capital can be divided into three dimensions: capability and potential, motivation and commitment and innovation and learning.

Ngah and Ibrahim (2011) state that human capital of one organization to another organization is totally different and that makes it difficult to imitate, difficult to copy, rare and non-replaceable. In the words of Handzic and Ozturk (2010) "the human capital is the major strength of institutions or organizations to prosper". Human capital is not owned by the organization, it is only rented for the period the employees spend in the organization. Human capital goes with individual when he or she leaves the organization or institution (Ghorbani, *et al*., 2010).

2.3.2 Employee Commitment

Employee commitment always plays a very key role in improving the organizational performance. The organizational performance can be measured through a lot of ways, for instance, company financial performance, employee turnover, return on equity and many more. Employee commitment can be boosted through their involvement in assessment construction and providing them chance for better attentive the whole procedure of the organization performance measurement for example, employee commitment (Arthur, 2009).

Today it becomes necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis. Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove himself the best amongst all others (Addae, Parboteeah, & Davis, 2012). Those things increase their commitment level in the organization that ultimately increases the performance of the organization. In past organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity. Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better organizational performance that leads to organizational success (Richard, 2010).

The employee will be as considered when he will remain with the organization for long time period and desires to live in the same organization. Over the years, tremendous researches have been conducted to support that statement. At the end it was concluded that committed employees stay in the organization for long time period in contrast of those who are relatively less committed with the organization. Richard (2010) found that more committed employees wish to terminate from the organization at minimum level. There will be higher intention of these employees, who are committed to their organization, to remain in the organization and they work hard in performing their tasks that will increase their positive attitude towards the organization and that thing will ultimately increase the productivity of the organization. This thing will result in higher organizational performance. Arthur (2009) found that employee commitment is directly related with the company turnover. Owens (2013) concluded that organizational performance will be enhanced by higher level of employee commitment. Arthur also found productivity of the organization ultimately increased with the help of organizational commitment. Green, Felsted, Mayhew, and Pack

(2011) had found that employee commitment decrease the probability of employees' tendency of leaving the job. Owens (2013) also found in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization. Effective organizational commitment is always a result of the core behavior of the major employees along with their behavioral factors like turnover intention (Addae, et al., 2006).

2.3.3 Employee Personality

In general, individual are created with different instincts that subsequently determine the personality of such as the ways the person act or react to the environment. As an employee, the personality in the workplace is important to achieve organization objectives, is not only merely in term of profit but also the successful performance through the employees. The researcher was recognizing that that profitability of an organization depended on the degree of customer loyalty (Yee, Yeung, & Cheng, 2008). The first impression of the customer towards employees is important tools to build customer loyalty and satisfaction. As Harris and Goode (2014) state that customer loyalty is a core goal of organization either service or product.

Personality is about the way individual reacting, perception, thinking, perceiving, attitude or behavior as a person to their environment. Personality can be defined as a dynamic or set of characteristic possessed by a person that influence on cognition, motivation and behavior in a variety of situation. Ozer and Benet (2016) state that personality as the effective tool that predicts job performance. This is because, the way how people solve the problems, how well people perform in the workplace and complete the task will contribute to the organization achievement. As a result this will effect on effective job performance. Personality is the combination of characteristics of individual that form a unique character for different people. For example, some people may be an open-minded people but other will be not. Duckworth and Yeager (2015) stated that a personality profile tools that can be used to provide an evaluation of an employee's personal attributes, values, and life skills in an effort to maximize his or her job performance and contribution to the company. Personality has been considered as an important factor on the personality related to specifically for predicting the organizational performance. Organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimension that affected performance. An organizational performance is accumulated end result of all the organization work processes and activities. Personality of employees is important to make sure the organization can accomplish the process and activities successfully (Alkahtani, Abu-Jarad, Sulaiman, & Nikbin, 2011).

2.3.4 Employee Skills

As organizations try to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and financially solvent. However, there are other factors that affect organizations' success; organizations must possess productive (i.e. effective and efficient) employees. In addition, organizations differentiating on the basis of human capital due to its intangible characteristics such knowledge, skills and motivation of workforce increasingly sees it as invaluable in order to remain sustainable in the market. Thus organizations should have employees that have capability of adjusting to swift dynamic business environment. Paradise, (2015) in his report stated that U.S. organizations alone spend more than $126 billion annually on employee training and development. In an environment where there is high uncertainty tends to present organizations with high risk, the knowledge of business and market intelligence present organizations with a reliable competitive advantage over those that do not have such (Jelena, 2013). Therefore knowledge is turning to basic capital that triggers development. The success of organizations is however dependent on its knowledgeable, skilled as well as experienced workforce. Consequently in order to retain sustainability, organizations must see non-stop employee training and advancement as priceless. Training and advancement is very crucial at all employee ranks, due to the reason that abilities wear away and become out-dated over a period of time and has to be restocked (Nishtha & Amit, 2010).

Training is the structured way in which organizations offer growth and enrich quality of new and present personnel. Training is observed as an orderly approach of learning and growth that increase individual, group and organization (Khawaja & Nadeem, 2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes, thereby, contributing to the well being and performance of human capital, organization, as well as the society at large. According to Jelena (2013), training serves as an acts of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

Growth refers to events leading to the achievement of new information or expertise for purposes of developing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Abdul, 2011). Thus organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja & Nadeem, 2013).

Productivity as defined in Oxford dictionary (2007) is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita, 2012). Thus employee productivity of an economy as whole or industry could be determined.

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employees' productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos, 2009). Rohan and Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources within an organization. Training is a way of enhancing employee commitment and maximizing employee potential (Abdul, 2011). According to Konings and Vanormelingen (2009), Colombo and Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

2.4 Organizational Culture and Organizational Performance

2.4.1 Shared values

Peters and Waterman (1982) see culture as common values: basic beliefs, overriding values. This is what Pascale and Athos (2009) refer to as super-ordinate goals. Robbins (2010) also sees organization culture as a system of shared meaning. Akerele (2011) says culture of a people is not limited to their art, music, food and dance. It refers to the totality of the people, their habits, beliefs, laws, customs, values, attitude and the behaviour of the individual members of the society. In the light of these definitions, in this study, culture was viewed as shared meanings.

Kotter and Heskett (1992) stipulate that although tough to change, corporate culture can be made more performance enhancing. Prince-Abbi (2002) corroborates that it is tough to change culture. However, Kotter and Heskett (1992) opine that three characteristics-effective leadership, outsider perspective and insider resources-acting together are required to successfully change organizational culture. They report that in eleven cases, which they studied that major changes began after individuals who had track records for leadership were appointed heads of their various organizations. Effective leaders change their strategies and culture to make their organizations more competitive. In addition to effective leadership, all eleven of the executives reported on, either came from outside their organizations, came to their organizations after an early career in some other place, grew up from outside the core of their organizations, or were unconventional in some way. To some degree, they introduced outside perspective. This is changing the management frame or the genetic coding of an organization (Harrari, 1999). Furthermore, Kotter and Heskett (1992) state that the larger the organization, the more likely it is that the new leader has an insider background, with accompanying credibility, relationships and power base. Insider resources can quickly be accumulated in small organizations if the new leader is from outside. It is easier to change the more visible level of culture than to change the deeper and less visible level. Hofstede (1984) is of the view that one of the most effective ways of changing mental programs of individuals is to change the behaviour first. Schein (1985) states that considerable changes can take place in organization's operations without the cultural paradigm changing at all. Managers can influence the culture of their organization by being aware of the symbolic consequences of their action and by fostering the desired values (Prince-Abbi, 2002).

As Schein (1984) puts it what culture does is to solve the group's problems of survival and adaptation to external environment and integrate its internal processes to ensure the capacity to continue to survive and adapt. Nishtha and Amit (2010) stipulate that managers are interested in culture because it provides history and can be used to guide behaviour at work, establish commitment to management values, as control mechanism and might possibly relate to productivity and profitability. The culture of an organization is important not only because it propels employees to be committed and give their best but it also premises all its policies and actions. Peters and Waterman (1982) state that the resilience of great organizations depends not on the form of organization or administrative skills but on the power of what we can call beliefs and the appeal these beliefs have for its people. Kotter and Heskett (1992) state that Cultures can exert a powerful effect on individuals and on performance. Brown (1998) believes that culture is a means to effective organizational performance. Denison (1990) suggests that four different aspects of organizational culture (involvement, consistency, adaptability and mission) affect organization performance.

Kotter and Heskett (1992) build on the ideas of Denison (1990) and argue that performance enhancing cultures are those that have many shared values and practices, are able to adapt to changes, strategically appropriate and which value both large stakeholders and effective leadership at all levels. Erickson (2000) indicates that when there is congruence between management's values and those of the employees' performance is higher but when there is incongruence performance is lower. Sorensen (2002) opines that the relationship between culture strength and performance reliability depends on how the organization is able to learn from its experience and changes in the environment. Kotter and Heskett (1992) identify the results of four studies on the relationship between culture and long-term economic performance. They suggest that (1) there was a positive correlation between organizational culture and long-term economic performance but it was extremely weak (2) they found a number of organizations with strong cultures yet performed poorly (3) they also found organizations with weak cultures which also performed well and (4) their analysis of these organizations suggest that not only can strong culture lead an organization into decline but also weak culture are not necessarily an economic disadvantage. Prince-Abbi (2002) is of the view that the effectiveness of an organization is strongly influenced by the organizational culture. The strong influence of culture on organizational performance is because culture imposes coherence, order, meaning and focus on the organization which reduces wastage of scarce resources such as time, materials and labour.

2.4.2 Communication

One of the uniqueness of the human person is the ability to objectify his thoughts and ideas through language. With the social evolution of language, especially speech language, man was able to widen the gap between him and the rest of the animal kingdom. Thus, language can be seen as a system of sounds, symbols and words for purposes of communication.

Communication touches every aspect of human activity. Business communication is any communication used to promote a product, service or organization, with the objective of making sale. In business communication, messages are conveyed through various channels of communication, including internet, print (publication), radio, television, outdoor, and word of mouth.

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

According to Kibe (2014) examined the effects of communication strategies on company output. A descriptive study plan was used in this study. 132 questionnaires were dispersed to staff. The results of this study indicated the significance of both the theoretical level and applied level. It resolved that for any organizational performance to be operational, an open communication atmosphere should be encouraged. Once staff members of the company feel permitted to share response, thoughts and even criticism at every rank it increases performance.

Bery, Otieno, Waiganjo, and Njeru (2015), discovered the outcome of employee communication on organization performance in Kenya's agricultural division. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms recorded in the KFC directory (2013) and established in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression examination were used to assess the link between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Neves and Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations. In the view of Inedegbor, Ahmed, Ganiyat, and Rashditat (2012) practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Ogbo, Onekanma, and Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani and Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhanced to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.

Weimann, Hinz, Scott, and Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

2.4.3 Behaviour

The ways in which employees behave impact business performance to a big extent; it is a critical success factor for outstanding business performance. It is therefore imperative that all businesses build a clear and strong organizational culture that provides the means by which organizations can embed behaviours and attitudes that are aligned to the strategy of the business (Allameh, Abbasi, & Shokrani, 2010).

As a critical success factor, organizational culture can be the difference between mediocrity and outstanding business performance. For example if an airline business communicates a message to customers that "we fly you on time" but the employees of this airline do not demonstrate a behaviour of punctuality and urgency then you cannot expect customer satisfaction and you cannot expect outstanding business performance (Peters & Waterman, 1982).

The values of an organization provide the more effective means for mobilizing employees rather than targets and processes. When people share common beliefs and values, they communicate effectively; decisions are understood easily and therefore quickly enacted (Bery, Otieno, Waiganjo, & Njeru, 2015).

Organizational culture is also a powerful retention factor that must be exploited by managers of business. It is a well known fact that good pay and other benefits are not the only reasons that employees remain in employment; the business which spends the most money on its employees is not necessarily the business which delivers the best performance or is able to hold on to its best talents. The values of an organization, the ways in which employees behave and work to achieve outstanding performance could be the reason that an employee is happy and motivated to come to work every day and it would be an important reason why he declines that offer for a higher paying job (Harris & Goode, 2014).

It is therefore an imperative for business leaders to develop initiatives and programmes that enable the business to establish the right organizational culture. These programmes must communicate the key messages accurately and be aspirational as well as energetic and exciting enough to engage the entire organization. These programmes must also include guidance and coaching of line managers to enable them to develop the necessary skills to influence employees' behaviour. Leaders must also develop a system that enables the business to reward right behaviour. All these done properly will motivate employees build the right behaviours and attitudes (Yee, Yeung, & Cheng, 2008).

Where a business fails to establish a clear and strong organizational culture, a culture does emerge anyway driven by naturally charismatic employees who by virtue of their position or links to top management explain the reasons behind events that take place within the organization. In these situations, the "whisper in the corridor" determines what an employee will value and believe and this dictates how he will behave (Sorensen, 2002).

2.5 Chapter Summary

The study in this chapter was about the effective strategy implementation on organizational performance. The study has discussed the effects of strategic resource allocation, human resource competence and organizational culture on organizational performance. The next chapter, research methodology, explores the best methodology the research will adopt to reach to the solution of the problem.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology and procedures that will be used to carry out the study. In this chapter, the population and sampling design are also described. Under sampling design the: sampling frame, sampling technique, sample size and research procedures are defined. Described also in the chapter are data collection and analysis techniques to be employed.

3.2 Research Design

This provides the framework to be used as a guide in collecting and analyzing data (Coopers & Schindler, 2008). The study plan that was used in this research is descriptive in nature. Descriptive studies describe characteristics associated of the subject population (Schindler, 2000). Descriptive plan assistances in discovering and computing the relations among variables. The study used the descriptive research design to collect in depth information about the population under study and thus provide recommendations that are specific and relevant. From the study, the dependent variable is non-financial performance and independent variable is strategy implementation.

3.3 Population and Sampling Design

3.3.1 Population

According to Schindler, (2008) population is entire collection of components upon which readings can be made. The larger set of observation is the population while the smaller set is called the sample. The population of the study was all private universities in Kenya. They comprised of; Africa Nazarene University, The Catholic University of Eastern Africa, Adventist University of Africa, Africa International University, Daystar University, East Africa School of Theology, Embu University College, Genco University, Great Lakes University of Kisumu, Gretsa University, International Leadership University, International

University of Professional Studies, Kabarak University, KAG East University, KCA University, Kenya Highlands Evangelical University, Kenya Methodist University, Kiriri Women's University of Science And Technology, Lukenya University, Mount Kenya University, Pan Africa Christian (PAC) University, Pioneer International University, Riara University, Scott Christian University, St. Paul's University, Strathmore University, The East African University, The Management University of Africa, The Presbyterian University of East Africa, Umma University, United States International University, University of Eastern Africa Baraton, and Zetech University.

The target population of the research study was therefore United States International University (USIU). This research study concentrated on a target population of 640 members of management, faculty and staff of United States International University Africa (USIU-A).

3.3.2.1 Sampling Design

A sample is a cluster from the population that is the representative of the population (Coopers & Schindler, 2008). Sampling design is a method used in picking a proportionate representation from the total sample size which is the population under the research study. Sampling allows: lower cost, precision of results, improved speed of data collection, and accessibility of population elements. The research study used a stratified random sampling method to get a representative sample size.

3.3.2.2 Sampling Frame

According to Cooper and Schindler (2008) sampling frame is a list of components from which the sample is actually drawn and it is closely connected to the population under study. The list could be of geographical areas, institutions, individuals, or other units (Churchill & Brown, 2007). In this study the list came from United States International University Africa.

3.3.2.3 Sampling Technique

According to Collins and Hussey (2006) sampling technique is method used in selecting elements from the population that represents the population. Stratified sampling technique was used to collect the data from management, faculty and staff of USIU-A. Whether a particular technique is of simple random type or different type, it depends on a variety of factors such as object, scope and nature of the study and amount of money for the purpose (Hyers, 2006).

3.3.2.4 Sample Size

Cooper and Schindler (2008) defines a sample size as the smaller set of the larger population that is selected carefully as a representative of the population that ensures that the subdivisions used in the project are catered for accurately (Cooper & Schindler, 2008). A good sample size should provide data that is exhaustive and complete.

Yamane‘s formulation of 2001 was used to determine the sample size from population within each stratum (department). In the sampling of employees of United States International University (USIU-A), a standard error of 95% was considered in this sampling calculation. On a population of 640 employees at USIU-A, a sample of 246 respondents was attained. It provides a 95 percent level of confidence and a maximum variability (p) =.05.

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

Where n is the sample size, N is the population size and e is the level of precision

$$n = \frac{640}{1+640(0.05 \times 0.05)} = 336 \text{ respondents}$$

Table 3.1: Sample Size

USIU-A	**DISTRIBUTION**	
Population	**Percentage**	**No.**
Management	2	5
Faculty	36	89
Staff	62	153
Total	**100**	**246**

3.4 Data Collection Methods

Cooper and Schindler (2008) describe primary data as experiential data or composed from direct experience. Information was gathered from primary sources using questionnaires. The questionnaire was planned to capture the crucial material needed for scrutiny. It captured respondents' overall information and precise information rising from the various objectives.

The questionnaire involved close ended and pen ended queries to capture thoughts of the respondents concerning the performance variables in the study (Cooper & Schindler, 2008). The close-ended questions were presented in a 5-point Likert scale (Strongly Disagree, Disagree, Uncertain, Agree, and Strongly Agree) to determine the effect of strategy implementation on non-financial performance of private universities.

The investigator dispersed the questionnaires to the particular research participants with the support of two research assistants. The researcher oriented the two research assistants on what is anticipated before sending them to the field. By so doing, they were in a position of disabling any challenge that may arise during the data collection process.

The researcher and research helpers helped the respondents, where required to comprehend the importance of the study and certify that the reply is harmonious with the objective of the study. The questionnaire was attached with a letter to the respondents notifying them of discretion and use of the information they would disseminate. The linear equation model is indicated as; $\mathbf{Y = \alpha 0 + \alpha 1X1 + €}$**:** Where Y= organizational performance, $\boldsymbol{\alpha}$ = constant value, X1 = strategic resource allocation and **€ =** error term

3.5 Research Procedure

Research procedure is the technique for computing variables and collecting data to assess hypothesis. Consent to carry out this research was required from the management of United States International University Africa using an approved letter from USIU-Africa research office seeking their authority to collect data. Upon authorisation the researcher went ahead to carry out a pilot study to assess the questionnaire on nine respondents from the institution.

The respondents who participated in the pre-test did not take part in the final data collection process. The pilot study was directed towards measuring the accuracy, completeness, precision and clarity of questionnaires.

Amendments were made on the questionnaires and on an agreed date and time with communication of the USIU-A management, who was instrumental in informing the targeted respondents on taking part in the research. This assured the respondents of confidentiality of information obtained. The questionnaires were then distributed to the respondents with the assistance of a research assistant and in ensuring high response rate the process was hand-on delivery.

3.6 Data Analysis Methods

According to Cooper, Schneider (2008) data analysis is a research technique for the objective, systematic and qualitative description of the manifest content of a communication. In order for research quality in this study, quantitative method of data analysis was used.

According to Denscombe (2006) descriptive statistics involves a process of transforming a mass of raw data into tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. The research data was analyzed using Statistical Package for Social Sciences (SPSS) program and presented using tables to give a clear picture of the research findings at a glance.

Key among the quantitative tools that were employed are descriptive statistics, which include measures of central tendencies, such as means, median, Standard deviation, mode, cross-tabulations, frequencies and percentages. These tools of analysis used for instance to determine views of commonality and deviations from commonality.

Correlation is another useful statistic that described the degree of relationship between variables that were used.

3.7 Chapter Summary

Chapter three has described the methodology and procedures that was used to carry out the study. It started with a brief introduction highlighting the general methodology and structure of the chapter. The chapter also highlighted the method that was used to conduct the research and its use justified. The population was defined and the sampling technique, technique, and sample size described. Finally, the data collection techniques and research procedures to be used have been discussed. The next chapter to follow is Chapter 4 which discusses the Results and Findings of the study.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The analyzed results and conclusions of the research study on the research questions concerning to the data collected from the respondents are presented in this chapter. The first part of the chapter validates the reply speed. The subsequent part covers the background information, which illustrates demographic presentation of the respondents. The third part explains the effect of strategic resource allocation on organizational performance. The fourth part of the chapter is on the impact of human resource competence on organizational performance. The fifth part demonstrates the effects of organizational culture on organizational performance and the final part sums up the whole chapter.

4.2 Response Rate

The complete number of persons or respondents contributed in a research study is denoted to as a response rate. This response rate is presented in the form of percentage. This research study had a sample size of 246 individuals working at United States International University Africa (USIU-A).

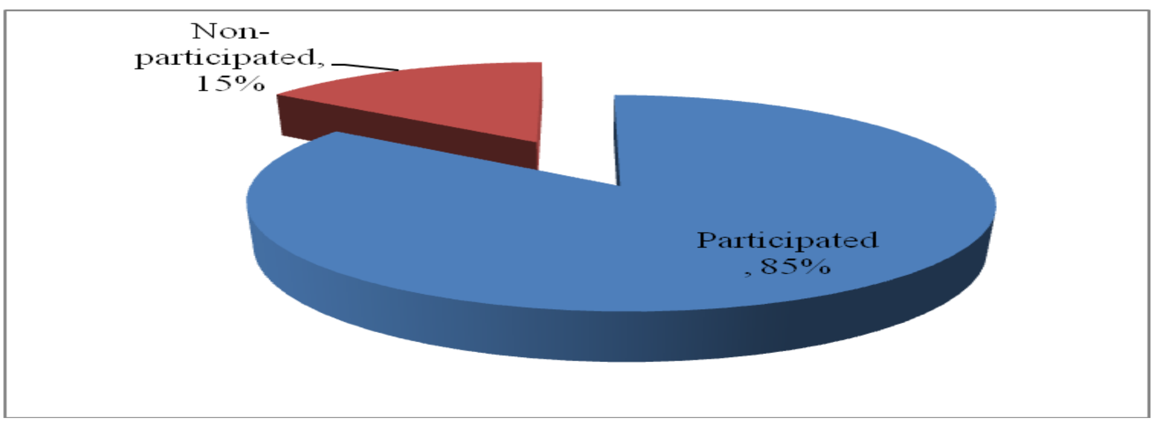

Figure 4.1: Response Rate

The study in figure 4.1 illustrations the response rate of the research study. From the figure, it is clear that 85% of the respondents took part in the research study while 15% did not play a part in the study. The outcome of the study is that the response rate was high and good to be used as a representation.

4.3 Background Information

4.3.1 Gender of Respondents

Figure 4.2 reveals the gender representation at United States International University Africa (USIU-A). It is clear from the figure that 52% of the population at USIU-A is male while 48% is female. From the research study, it is understood that majority of the population at United States International University Africa are male.

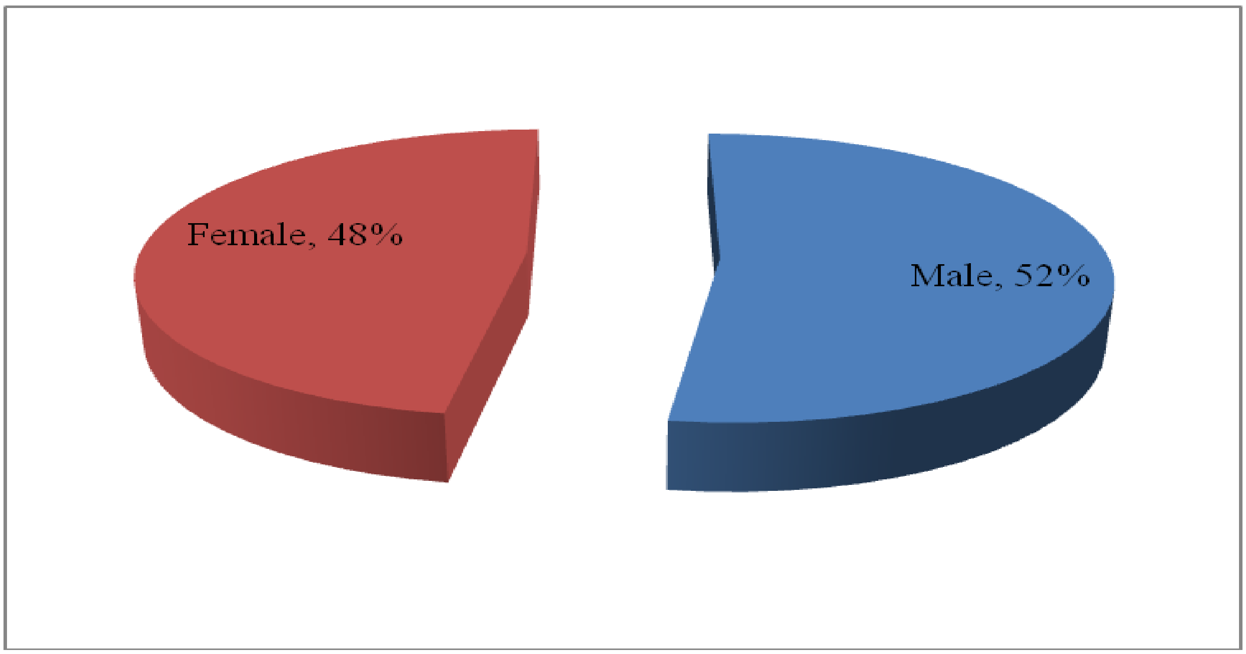

Figure 4.2: Gender of Respondents

4.3.2 Work Experience of Respondents

To show the work experience illustration of the population at United States International University Africa, figure 4.3 was used. The outcomes from the figure indicate that 65% of respondents characterize individuals who had work experience of 1 to 3 years, 27% of the respondents had a work experience of 4 to 6 years, 4% of respondents had a work experience of 7 to 9 years and the remaining 4% of the respondents had a work experience of 10 to 12 years.

The implication of the study is that majority of the population at United States International University Africa have a work experience of 1 to 3 years.

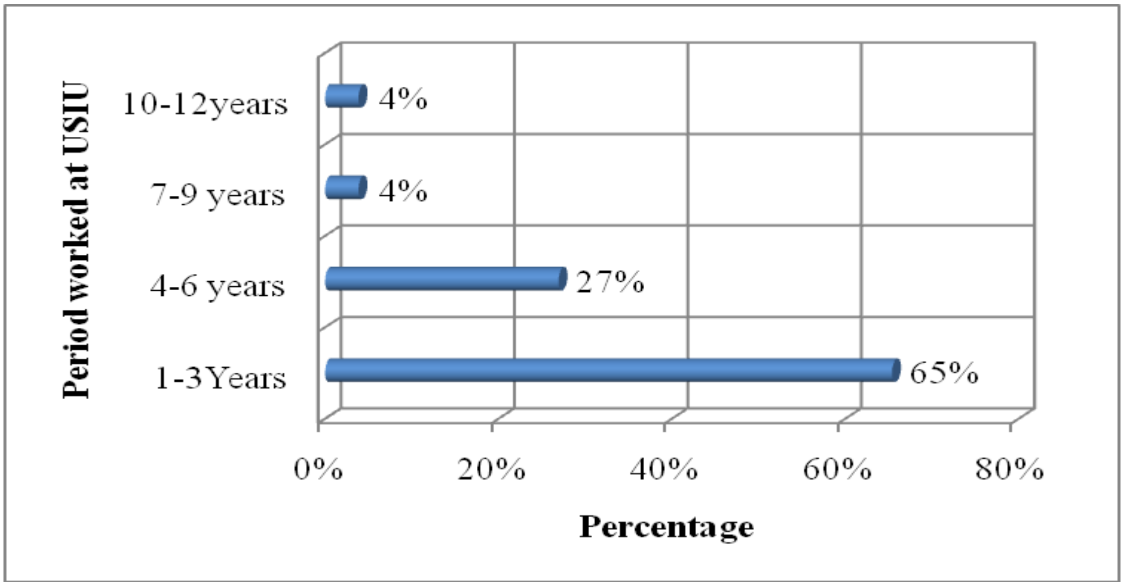

Figure 4.3: Work Experience

4.3.3 Level of Education

The level of education of the population working at United States International University Africa is represented in figure 4.4. The level of education was categorized into secondary level, tertiary level, university level, postgraduate, and doctorate level. From the figure, 8% of the respondents had secondary education, 19% of respondents had tertiary level, 46% of respondents from USIU-A had undergraduate degree level of education, 19% had masters level, and 8% of respondents had doctorate level of education.

The study shows that the majority of employees at United States International University Africa hold degree level of education.

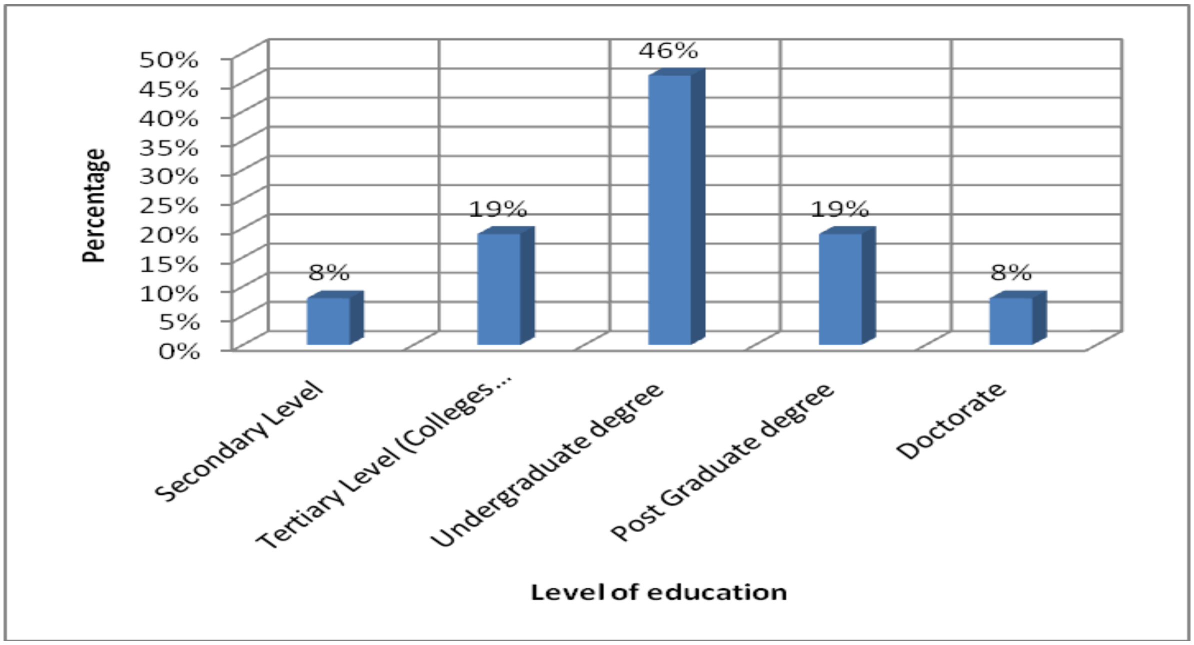

Figure 4.4: Level of Education

4.3.4 Respondents' Involvement in Strategy Implementation

Figure 4.5 reveals the level of respondents' involvement in strategy implementation process at USIU-A.

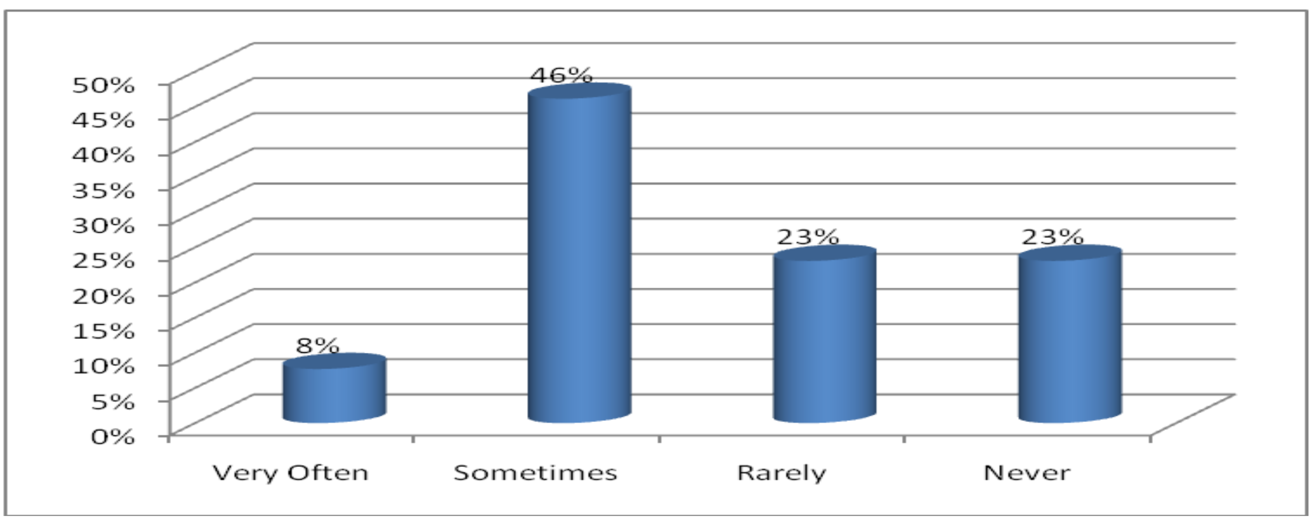

Figure 4.5: Working Experience

From the figure, 8% of respondents had always been involved in strategy implementation, 46% of respondents at USIU-A had sometimes been involved in the strategy implementation process, 23% had rarely been involved in the process and 23% of the respondents had never been involved in strategy implementation process.

4.3.5 Respondents' Level of Operation

Figure 4.6 reveals the level of operations of respondents at United States International University Africa (USIU-A). The figure illustrates that 23% of the population at USIU-A are top level management, 31% of the respondents are middle level management, while 46% of the respondents belong to operational level. From the study, it is implied that majority of the population at United States International University Africa belong to operational level.

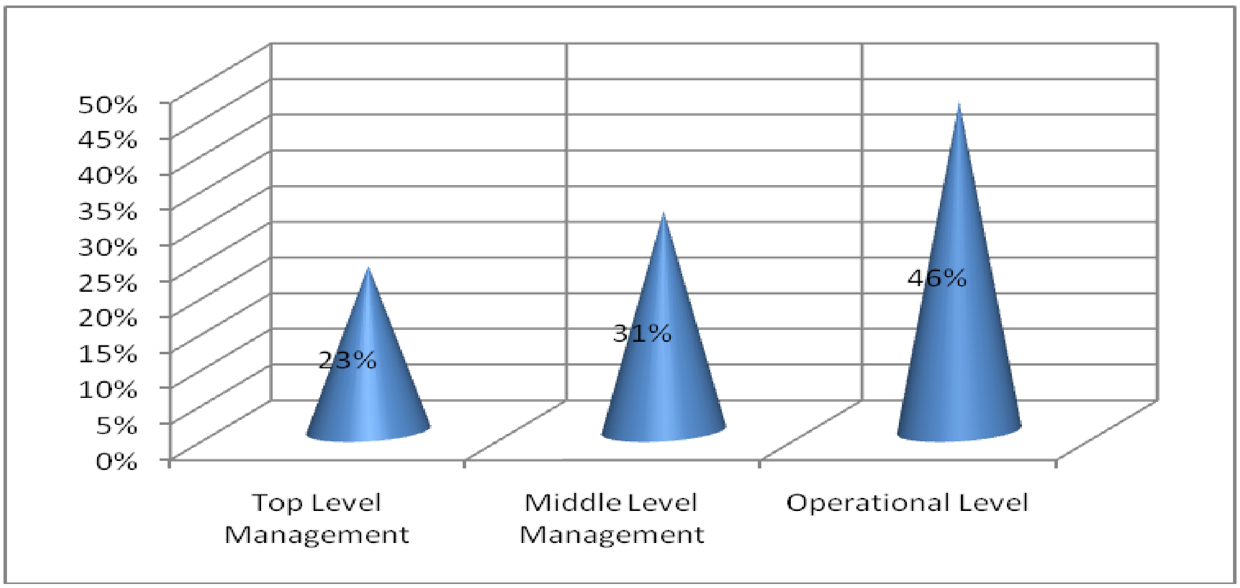

Figure 4.6: Operation of the Respondents

4.3.6 Experience of Strategy Implementation Process

From the study, Table 4.1 depicts the relationship between the level of operation at United States International University Africa and the strategy implementation experience. The table shows that 33.3% of respondents from top level management found that strategy implementation process was above average, 16.7% show that it was average and 16.7% show that it was below average and 33.3% of the respondents believe that strategy implementation was very poor. From the study, 12.5% of respondents within middle level management believed that strategy implementation process was excellent, 25% found that strategy implementation was above average, 35.7% believe that it was average, while 25% of respondents believe that strategy implementation was below average. The study also reveals that 16.7% of respondents within operation level found that strategy implementation process was above average, 25% found that it was average, 33.3% found that it was below average, and 25% found that it was very poor.

Table 4.1: Experience of Strategy Implementation Process

		How was the Experience					Total
		Excellent	Above Average	Average	Below Average	Very Poor	
Level of operation	Top Level Management	0	16	8	8	16	48
		0.0%	33.3%	16.7%	16.7%	33.3%	100.0%
	Middle Level Management	8	16	24	16	0	64
		12.5%	25.0%	37.5%	25.0%	0.0%	100.0%
	Operational Level	0	16	24	32	24	96
		0.0%	16.7%	25.0%	33.3%	25.0%	100.0%
Total		8	48	56	56	40	208
		3.8%	23.1%	26.9%	26.9%	19.2%	100.0%

4.4 Strategic Resource Allocation on Organizational Performance

The aim of the study was to determine the impact of strategic resource allocation on organizational performance. The study sought information from organization resources, strategic resources, competitive advantage, performance and resource allocation process.

4.4.1 Descriptive of Strategic Resource Allocation

Tests for descriptive statistics were performed using statistical software called SPSS. The study sought to determine the impact of strategic resource allocation on organizational performance at United States International University Africa. The descriptive results for parameters of strategic resource allocation were provided in terms of the mean, standard deviation and coefficient of variations (C.V). The total number of respondents analyzed in each measure was 208. This was determined by the number of valid complete questionnaires in each case.

Table 4.2: Descriptive of Strategic Resource Allocation

	N	Mean	Std. Deviation	C.V
Resource allocation where senior management dictates fixed levels of resources for middle management hinders performance	208	3.808	0.964	0.253
The organization pay great attention to the relationship between strategy, resources and organizational performance	208	3.538	0.932	0.263
Resource allocation processes (RAP) shape what initiatives the organization funds	208	3.692	0.993	0.269
Organizational resources are significant tools to reach superior market position for your organization	208	3.769	1.052	0.279
To achieve better performance, the organization should form its distinctive competencies	208	3.731	1.097	0.294
The main goal of resources is to develop a competitive advantage that obtains better organizational performance	208	3.846	1.136	0.295
Strategic resources are critical in implementing strategies in your organization	208	3.846	1.169	0.304
Strategic organizational resources enhance the capability of the organization to perform better	208	3.654	1.242	0.340
Competitive advantage provides a good understanding of the role of resources in strategy	208	3.577	1.249	0.349
To achieve competitive advantage, the organization should focus on internal strength and weaknesses	208	3.385	1.182	0.349

The study in Table 4.2 reveals that strategic resource allocation is very critical in the performance of United States International University. The mean for strategic resource allocation ranged from 3.385 to 3.808. The findings of the study mean that strategic resource allocation enhances the performance of United States International University Africa. The standard deviation for strategic resource allocation and organizational performance lowest figure was 1.182 while the highest was 0.964. The coefficient of variations of strategic resource allocation and organizational performance ranged from 0.253 to 0.349. The study found it significant that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance.

4.4.2 Correlation between Parameters of Strategic Resource Allocation and Organizational Performance

Table 4.3 reveals a correlation between parameters of strategic resource allocation and organizational performance. The findings of the study were ranked from the most significant to the least significant. The significance of the correlations of the study ranged from 0.627** to 0.056. From the study, it was highly significant that Organizational resources are significant tools to reach superior market position for your organization ($r = 0.627^{**}$, $p<0.01$, N= 208). The statement; Strategic resources are critical in implementing strategies in your organization, was least significant at ($r = -0.056$, $p>0.05$, N= 208).

Table 4.3: Correlation of Strategic Resource Allocation and Organizational Performance

	Organizational performance		
	Pearson Correlation	Sig. (2-tailed)	N
Organizational resources are significant tools to reach superior market position for your organization	.627**	0.000	208
To achieve competitive advantage, the organization should focus on internal strength and weaknesses	.593**	0.000	208
Competitive advantage provides a good understanding of the role of resources in strategy	.596**	0.000	208
The main goal of resources is to develop a competitive advantage that obtains better organizational performance	.267**	0.000	208
To achieve better performance, the organization should form its distinctive competencies	.495**	0.000	208
Strategic organizational resources enhance the capability of the organization to perform better	.485**	0.000	208
Resource allocation processes (RAP) shape what initiatives the organization funds	.624**	0.000	208
Resource allocation where senior management dictates fixed levels of resources for middle management hinders performance	.541**	0.000	208
The organization pay great attention to the relationship between strategy, resources and organizational performance	.454**	0.000	208
Strategic resources are critical in implementing strategies in your organization	0.056	0.422	208

4.4.3 Regression of Strategic Resource Allocation and Organizational Performance

When predicting the value of a variable based on the value of another variable, a model summary is used. The variable being predicted in this case is called the dependent variable. The variable being used to predict the other variable's value is called the independent variable.

Table 4.4 provides the R and R^2 value. The R value is 0.915, which represented the simple correlation and, therefore, indicated a high degree of correlation. The R-square value indicated how much of the dependent variable (organizational performance) can be explained by the independent variables, (strategic resource allocation). In this case, 83.8% of the variations in the organizational performance achieved are as a result of effective strategic resource allocation.

Table 4.4: Model Summary of Strategic Resource Allocation and Organizational Resources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.838	.837	.20597
a. Predictors: (Constant), Strategic resource allocation				

From ANNOVA in Table 4.5, there is a p-value of 0.000. The study concludes that there is a significant relationship between strategic resource allocation and organizational performance at USIU-A. This implies that strategic resource allocation has a significant influence in enhancing organizational performance.

Table 4.5: ANNOVA of Strategic Resource Allocation and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.164	1	45.164	1064.560	.000[b]
	Residual	8.740	206	.042		
	Total	53.904	207			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Strategic resource allocation						

The standardized coefficient is 0.915 and p value is 0.000. The study used linear regression model to test the relationship between strategic resource allocation and organizational performance. The linear equation model is stated as; **$Y = \alpha 0 + \alpha 1X1 + €$:** Where Y= organizational performance, **α** = constant value, X1 = strategic resource allocation and **€ =** error term

The following were the results of the model in Table 4.6,

Table 4.6: Coefficients of Strategic Resource Allocation and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.921	.082		11.185	.000
	Strategic resource allocation	.747	.023	.915	32.628	.000
a. Dependent Variable: Organizational performance						

The study thus represents organizational performance as,

Organizational performance = 0.921 + 0.915 strategic resource allocation + **€**

It means that a unit change in strategic resource allocation causes a change of 0.915 in organizational performance at USIU-A.

4.5 Human Resource Competence on Organizational Performance

The study aimed at exploring the influence of human resource competence on organizational performance. The study sought information from employee capability, employee personality, employee commitment, employee qualification, human capital, employee education and trainings.

4.5.1 Descriptive of Strategic Resource Allocation

The study sought to explore the influence of human resource competence on organizational performance at United States International University Africa. The study employed the use of mean, standard deviation and coefficient of variations as statistical tool to test the parameters of human resource capability. The total number of respondents analyzed in each measure was 208. This was determined by the number of valid complete questionnaires in each case.

Table 4.7: Descriptive of Human Resource Competence

	N	Mean	Std. Deviation	C.V
The organization have employees that have capability of adjusting to swift dynamic business environment	208	3.808	1.077	0.283
As an employee, my personality in the workplace is important to achieve organization objectives	208	3.538	1.011	0.286
It is necessary for your organization to have full level of employee commitment in order to have outstanding performance	208	3.385	1.115	0.329
Qualified employees do certain tasks easily and efficiently compared to the unqualified employees	208	3.538	1.187	0.335
Human capital helps the organization to establish and maintain its competitive advantage over others	208	3.385	1.149	0.339
The greatest objectives of human capital are to educate employees	208	3.500	1.220	0.349
The capabilities of individuals provide solutions to organizational clienteles	208	3.231	1.157	0.358
Human capital plays the main role in the organizational performance	208	3.077	1.209	0.393
Trainings in the organization have been invaluable in increasing productivity of the organization	208	3.115	1.427	0.458
Employee commitment plays a very key role in improving the organizational performance	208	3.231	1.505	0.466

The study in Table 4.7 depicts the results of the influence of human resource competence on performance of United States International University. The mean for human resource competence ranged from 3.077 to 3.808. The findings reveal that the most of the respondents agree that human resource competence influences the performance of United States International University Africa. The standard deviation for human resource competence and organizational performance ranged from 1.505 to 1.077. The coefficient of variations of human resource competence and organizational performance ranged from 0.283 to 0.466. The study revealed that human resource competence significantly influences organizational performance. The most critical element of the findings is that the organization has employees that have capability of adjusting swift dynamic environment.

4.5.2 Correlation between Parameters of Human Resource Competence and Organizational Performance

Table 4.8 reveals a correlation between parameters of human resource competence and organizational performance. From the table, the study shows that there is a statistical significant relationship between human resource competence and organizational performance.

Table 4.8: Correlation between Human Resource Competence and Organizational Performance

	Organizational performance		
	Pearson Correlation	Sig. (2-tailed)	N
The capabilities of individuals provide solutions to organizational clienteles	.719**	.000	208
Trainings in the organization have been invaluable in increasing productivity of the organization	.696**	.000	208
Human capital plays the main role in the organizational performance	.622**	.000	208
Employee commitment plays a very key role in improving the organizational performance	.597**	.000	208
Human capital helps the organization to establish and maintain its competitive advantage over others	.510**	.000	208
It is necessary for your organization to have full level of employee commitment in order to have outstanding performance	.466**	.000	208
The greatest objectives of human capital are to educate employees	.428**	.000	208
Qualified employees do certain tasks easily and efficiently compared to the unqualified employees	.397**	.000	208
As an employee, my personality in the workplace is important to achieve organization objectives	.355**	.000	208
The organization have employees that have capability of adjusting to swift dynamic business environment	.255**	.000	208
**. Correlation is significant at the 0.01 level (2-tailed).			

The study revealed that the statement that "the capability of individuals provide solutions to organizational clienteles" highly correlates with organizational performance (r = 0.719**, p<0.01, N= 208). The study also shows that the least significant statement is that "The organization have employees that have capability of adjusting to swift dynamic business environment" (r = 0.55**, p<0.05, N= 208). This implies that human resource competence enhances organizational performance.

4.5.3 Regression Analysis of Human Resource Competence and Organizational Performance

The study sought to statistically test whether human resource competence significantly influence organizational performance of private universities. This was tested using the perceived human resource competence as a predictor variable against the organizational performance achieved in the private universities.

Table 4.9: Model Summary of Human Resource Competence and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.761	.24932
a. Predictors: (Constant), Human resource competence				

The R^2 from this test is 0.762 meaning that 76.2 percent of the variation in organizational performance in private universities results from human resource competence.

Table 4.10: ANNOVA of Human Resource Competence and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.099	1	41.099	661.162	.000[b]
	Residual	12.805	206	.062		
	Total	53.904	207			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Human resource competence						

The ANNOVA in Table 4.10 above has a p-value of 0.000. The study concludes that there is a significant relationship between human resource competence and organizational performance of private universities.

The study used linear regression model to test the relationship between human resource competence and organizational performance of private universities. Table 4.11 shows the results of the model.

Table 4.11: Coefficients Variation of Human Resource Competence and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.582	.117		4.962	.000
	Human resource competence	.839	.033	.873	25.713	.000
a. Dependent Variable: Organizational performance						

The study thus represents organizational performance as,

Organizational performance = 0.582 + 0.873 human resource competence + **€**

It means that a unit change in human resource competence causes a change of 0.873 in organizational performance of private universities.

4.6 Organizational Culture on Organizational Performance

The study aimed at examining the influence of organizational culture on organizational performance. The study sought information from organizational culture, values, communication, operational efficiency, employee behaviour, and employee mobilization. The study employed coefficient of variations (C.V) to rank the level of influence of organizational culture on organizational performance.

4.6.1 Descriptive of Organizational Culture

Table 4.12 reveals the influence of organizational culture on organizational performance at United States International University. The study used mean, standard deviation and coefficient of variation to measure the influence of organizational culture on organizational performance.

Table 4.12: Organizational Culture on Organizational Performance

	N	Mean	Std. Deviation	C.V
Communication helps in improving operational efficiency thus improving the organization performance	208	3.500	0.890	0.254
Organizational culture is used to guide behaviour at work hence enhance performance	208	3.615	0.925	0.256
The ways in which employees behave impact the organizational performance to a big extent	208	3.615	0.966	0.267
Communication plays a critical role during change in the organization	208	3.731	1.024	0.274
The values of the organization provide the more effective means for mobilizing employees rather than targets and processes	208	3.615	1.043	0.289
To enhance organizational performance, open communication environment should be encouraged	208	3.462	1.011	0.292
The organizational culture is a powerful retention factor for performing employees	208	3.731	1.097	0.294
Performance enhancing cultures are those that have many shared values	208	3.808	1.147	0.301
Regular face-to-face meetings play a pivotal role in team communications hence enhance performance	208	3.654	1.110	0.304
The corporate enhances performance of the organization	208	3.615	1.149	0.318

The study in the table illustrates the results of the influence of organizational culture on performance of United States International University (USIU-A). The mean for organizational culture ranged from 3.731 to 3.615. The findings demonstrate that the most of the respondents agree that communication helps in improving operational efficiency thus improving the performance of United States International University Africa. The standard deviation for organizational culture and organizational performance ranged from 1.149 to

0.890. The coefficient of variations of organizational culture and organizational performance ranged from 0.314 to 0.254. The study revealed that organizational culture statistically influences organizational performance. The most critical element of the findings is that communication helps in improving operational efficiency thus improving the organization performance.

4.6.2 Correlations between Parameters of Organizational Culture and Organizational Performance

Table 4.13 reveals a correlation between parameters of organizational culture and organizational performance.

Table 4.13: Correlation between Organizational Culture and Organizational Performance

	Organizational performance		
	Pearson Correlation	Sig. (2-tailed)	N
The values of the organization provide the more effective means for mobilizing employees rather than targets and processes	.678**	.000	208
The organizational culture is a powerful retention factor for performing employees	.650**	.000	208
To enhance organizational performance, open communication environment should be encouraged	.606**	.000	208
Regular face-to-face meetings play a pivotal role in team communications hence enhance performance	.601**	.000	208
The corporate enhances performance of the organization	.567**	.000	208
The ways in which employees behave impact the organizational performance to a big extent	.475**	.000	208
Communication helps in improving operational efficiency thus improving the organization performance	.463**	.000	208
Organizational culture is used to guide behaviour at work hence enhance performance	.449**	.000	208
Communication plays a critical role during change in the organization	.314**	.000	208
Performance enhancing cultures are those that have many shared values	.070	.316	208
*. Correlation is significant at the 0.05 level (2-tailed).			

From the table, the study shows that there is a statistical significant relationship between organizational culture and organizational performance. The study demonstrates that the statement that “The values of the organization provide the more effective means for mobilizing employees rather than targets and processes” highly correlates with organizational performance ($r = 0.678^{**}$, $p<0.01$, $N= 208$). The study also shows that the least significant statement is that “Communication plays a critical role during change in the organization” ($r = 0.314^{**}$, $p<0.01$, $N= 208$). The implication of the findings is that organizational culture enhances organizational performance.

4.6.3 Regression Analysis of Organizational Culture and Organizational Performance

When predicting the value of a variable based on the value of another variable, a model summary is used. The variable being predicted in this case is called the dependent variable. The variable being used to predict the other variable's value is called the independent variable.

Table 4.14 provides the R and R^2 value. The R value is 0.879, which represented the simple correlation and, therefore, indicated a high degree of correlation. The R-square value indicated how much of the dependent variable (organizational performance) can be explained by the independent variables, (organizational culture). In this case, 97.3% could be explained, which is very high.

Table 4.14: Model Summary of Organizational Culture and Organization Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879[a]	.773	.772	.24388
a. Predictors: (Constant), Organizational culture				

The regression model, as indicated in Table 4.15 predicted the outcome variable significantly well. This is shown at the "Regression" row and at the Sig. column. This indicates the statistical significance of the regression model that is applied. For this case, *P* is 0.000 which is less than 0.01 and indicates that; overall, the model applied is significantly good enough in predicting the outcome variable.

Table 4.15: Anova for Organizational Culture and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.651	1	41.651	700.260	.000[b]
	Residual	12.253	206	.059		
	Total	53.904	207			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Organizational culture						

Table 4.16 provides the information on each predictor variable. This provided with the information necessary to predict how organizational culture can enhance organizational performance at United States International University-Africa.

Table 4.16: Coefficient of Variation for Organizational Culture and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.488	.118		4.156	.000
	Organizational culture	.850	.032	.879	26.462	.000
a. Dependent Variable: Organizational performance						

The study thus represents organizational performance as,

Organizational performance = 0.488 + 0.879 organizational culture + **€**

It means that a unit change in organizational culture causes a change of 0.879 in organizational performance of private universities.

4.7 Chapter Summary

This chapter has provided the results and findings with respect to the data given out by the respondents from United States International University Africa (USIU-A). The chapter provided analysis on the response rate, background information, strategic resource allocation, human resource competence and organizational culture on organizational performance as used at United States International University (USIU-A). The next chapter provides the summary, discussions, conclusions and recommendations.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter offers the discussion, conclusions and recommendations of the study. In the first part, the summary of the study is presented. The discussion and conclusion of the study is in part two and three respectively. Part four demonstrates the recommendations.

5.2 Summary of the Study

The purpose of the study was to evaluate the effects of effective strategy implementation on performance of private universities: a case study of United States International University (USIU). This study aimed at determining the influence of strategic financial allocation on performance of private university, explore the influence of human resource competence on performance and scrutinizing the influence of organizational culture on performance of Kenya's private universities.

The study assumed a descriptive research method in gathering, analyzing, interpretation, and presentation of information. The descriptive research design aided in concentrating at the strength of rapport between strategy implementation and performance. The study employed the use of questionnaires to obtain relevant information from respondents. The study focused on 640 management, faculty and staff of USIU-A. Probability sampling technique was used to determine the sample size of 246 respondents and collect data from the sample. The study assumed a descriptive and inferential statistics in data analysis and presentation. Correlation analysis and regression analysis was used in the study to determine the impact of effective strategy implementation on performance of private universities. Information was presented in tables and charts.

The study determined how strategic resource allocation influences the performance of an organization specifically, the private universities in Kenya. The study found that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance. Private universities pay great attention to the relationship between strategy, resources and organizational performance. The study reveals that resource allocation processes (RAP) shape what initiatives the organization funds hence organizational resources are significant tools to reach superior market position for your organization. The main goal of resources is to develop a competitive advantage that obtains better organizational performance hence the study found that to achieve better performance, the organization should form its distinctive competencies. The study established that strategic resources are critical in implementing strategies in your organization.

The study revealed how human resource competence influences performance of Kenyan private universities. The study found that personality in the workplace is important to achieve organization objectives hence private universities have employees that have capability of adjusting to swift dynamic business environment. Qualified employees do certain tasks easily and efficiently compared to the unqualified employees hence is necessary for your organization to have full level of employee commitment in order to have outstanding performance. The study found that human capital helps the organization to establish and maintain its competitive advantage over others hence the greatest objectives of human capital are to educate employees. The study revealed that trainings in the organization have been invaluable in increasing productivity of the organization.

The study scrutinized the effect of organizational culture on organizational performance in the private universities in Kenya. The study revealed that communication helps in improving operational efficiency thus improving the organization performance. Organizational culture is used to guide behaviour at work hence enhance performance hence the ways in which employees behave impact the organizational performance to a big extent. The study depicts that communication plays a critical role during change in the organization hence to enhance organizational performance, open communication environment should be encouraged. The study also found that performance enhancing cultures are those that have many shared values. The values of the organization provide the more effective means for mobilizing employees rather than targets and processes.

5.3 Discussion

5.3.1 Strategic Resource Allocation

The study analyzed the influence of strategic resource allocation on organizational performance of private universities. The study found that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance. The study contradicts the findings of Chao and Kavadias (2010) who argue that top-down processes where senior managers dictates fixed levels of resources for middle managers aim at establishing the efficient use of resources by maintaining control. Kovach (2010) on the other hand found that bottom-up processes is whereby project managers are granted decision rights to determine the right level of resources. The bottom up processes, according to Kovach (2010) aim at leveraging the effective use of resources, by empowering managers to tailor resource allocation based on their expert knowledge of the challenges associated with the execution of the initiative.

The study found that private universities pay great attention to the relationship between strategy, resources and organizational performance. Grant (1991) confirms that firms that the lack of attention being given to the relationship between strategy and resources inhibit organizational performance. Collis and Montgomery (2004) also found that a variety of suitable market opportunities can be identified by resources; this relationship represents the main influence of resources on corporate strategy. Barney (1995) revealed that a SWOT analysis is helpful in explaining the relationship between strategy, resources and organizational performance.

The study showed that resource allocation processes (RAP) shape what initiatives the organization funds. Chao and Kavadias (2010) argue that the decision of whether or not to fund a particular strategic initiative can have substantial implications for the firm's viability. Allen and Helms (2009) on the other hand found that knowledge regarding what it takes to execute a specific initiative is dispersed across different levels of the firm's hierarchy creating significant asymmetries of information. Chao and Kavadias (2010) assert that understanding how the chosen processes determine which initiatives the firm funds, is an important operational element that determines strategy execution.

From the study, it is well demonstrated that organizational resources are significant tools to reach superior market position for your organization. The study supports the findings of Dierickx and Cool (1989) who found that most organizations are strengthening product market positions as a foundation for competitive advantage and superior profits. Lo´pez (2005) also found that it is important to focus on internal strengths and weaknesses as a source of competitive advantage that would result in a better and more favorable situation. Barney (1986) was certain that strategic alternatives must be driven from an analysis of the exclusive skills and capabilities of the firm rather than the firm’s external environment; further “analyzing a firm's skills and capabilities can be a source of more accurate expectations. The study also stressed that a business should be described based on its capabilities to provide stronger strategy, rather being described according to the requirements it aims to satisfy. Therefore, Grant (1991) suppose that it is important for strategists and executives to understand that investigating a firm’s internal assets provides a more reasonable analysis for formulating strategies than concentrating on what the firm should do to meet demand.

From the study it is found that to achieve better performance, the organization should form its distinctive competencies. Schendel and Hofer (1978) disputed that distinctive competency is the key base of strategy. Hill and Jones (2004) defined distinctive competencies as particular powers of the organization to differentiate its outputs and produce with a cost considerably lower than its competitors. On the other hand, Collis and Montgomery (2004) declared that resources differentiate between firms and represent a durable supply by which competitive advantage is revealed. The study implies that resources represent organizational powers, by which strategy can be successful.

The study also reveals that the main goal of resources is to develop a competitive advantage that obtains better organizational performance hence strategic organizational resources enhance the capability of the organization to perform better. The research study found that competitive advantage offers a good understanding of the role of resources in strategy. Although a positive link exists between profitability and the market share, Hofer and Schendel (1978) dispute that the main objective of competitive position examination is to provide a measurement method for continuing growth and profit instead of analyzing the market share.

5.3.2 Human Resource Competence and Organizational Performance

The study found that private universities have employees that have capability of adjusting to swift dynamic business environment. The study concurs with the findings of Jelena (2013) who found that in an environment where there is high uncertainty tends to present organizations with high risk, the knowledge of business and market intelligence present organizations with a reliable competitive advantage over those that do not have such. The study also agrees with the findings of Nishtha and Amit (2010) who affirm that as organizations try to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and financially solvent. The study found that the success of organizations is dependent on its knowledgeable, skilled as well as experienced workforce. The study agrees with the findings of Khawaja and Nadeem (2013) who found that in order to maintain sustainability, organizations must see continuous employee training and development as invaluable.

From the study, it is found that employee personality in the workplace is important to achieve organization objectives. The findings concur with the assertions of Yee, *et al.* (2008) who found that profitability of an organization depended on the degree of customer loyalty. Ozer and Benet (2016) give weight to the findings of Yee (2008) by revealing that the first impression of the customer towards employees is important tools to build customer loyalty and satisfaction. The study also agrees to the findings of Harris and Goode (2014) who state that customer loyalty is a core goal of organization either service or product.

From the study, it is confirmed that it is necessary for private universities to have full level of employee commitment in order to have outstanding performance. The study supports the findings of Addae, *et, al.* (2012) who affirm that when employees are commited, act like entrepreneurs and this is when they work in a team and every member of the team tries his level best to prove himself the best amongst all others. The study found that the things that increase employee commitment level in the organization ultimately increase the performance of the organization. Richard (2010) found that higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better organizational performance that leads to organizational success.

The study reveals that human capital helps the organization to establish and maintain its competitive advantage over others. This affirms that qualified employees do certain tasks easily and efficiently compared to the unqualified employees. The findings of Van Vugt (2010) imply that a person who is knowledgeable can perform better at tasks that require that knowledge. Kim, et, al., (2006) assert that lack of education and knowledge makes a person crippled and inefficient. The study found that education does not imply the formal college diplomas but, the mere knowledge of it.

From the study, it is confirmed that the greatest objectives of human capital are to educate employees. The study agrees with the findings of Hsiung and Wang (2012) who found that the biggest goal of human resource is to educate employees and maximize the intangible capabilities of knowledge, skills, and experience to create company value and increase performance. In addition Ghorbani, et, al., (2012) found that there is a significant relationship between human capital management and organizational innovation. The study findings concur with Ahmadi, *et al.*, (2012) who claim that human capital enhances new product development performance.

The study found that human capital plays the main role in the organizational performance. The study confirms that the capabilities of individuals provide solutions to organizational clienteles. The study agrees with the findings of Hajiha and Hasanloo (2011) who revealed that the work force is the most intellectual asset in an organization. From the study by

Cabrita and Bontis (2008), it is confirmed that it has long been recognized that the human capital is an important part of the wealth of organizations and nations. The study proves the significant relationship between human capital, efficiency and financial performance.

5.3.3 Organizational Culture and Organizational Performance

The study confirms that communication helps in improving operational efficiency thus improving the organization performance. The study agrees with the findings of Bery, *et, al.* (2015) who affirms that communication is a major determinant of organization performance. Ramayah, et, al., (2011) assert that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance.

The study found that organizational culture is used to guide behaviour at work hence enhances performance. The study supports the findings of Peters and Waterman (1982) who found that the culture of an organization is important not only because it propels employees to be committed and give their best but it also premises all its policies and actions. Nishtha and Amit (2010) in their study reveals that resilience of great organizations depends not on the form of organization or administrative skills but on the power of what we can call beliefs and the appeal these beliefs have for its people

From the study, it was confirmed that the ways in which employees behave impact the organizational performance to a big extent. The study support the findings of Allameh, *et, al.* (2010) who affirm that employee bahaviour is a critical success factor for outstanding business performance. To support the findings, Peters and Waterman (1982) found it critical to build a clear and strong organizational culture that provides the means by which organizations can embed behaviours and attitudes that are aligned to the strategy of the business.

The study revealed that the organizational culture is a powerful retention factor for performing employees. Harris and Goode (2014) found that the values of an organization, the ways in which employees behave and work to achieve outstanding performance could be the reason that an employee is happy and motivated to come to work every day and it would be an important reason why he declines that offer for a higher paying job. Allameh, *et al.* (2010) found that good pay and other benefits are not the only reasons that employees remain in employment; the business which spends the most money on its employees is not necessarily the business which delivers the best performance or is able to hold on to its best talents.

The study found that regular face-to-face meetings play a pivotal role in team communications hence enhance performance. Ogbo, *et, al.* (2014) found that email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. Nnamani and Ajagu (2014) found that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting

5.4 Conclusions

5.4.1 Strategic Resource Allocation and Organizational Performance

The study concludes that resource allocation where senior management dictates fixed levels of resources for middle management hinders performance. The organization pays great attention to the relationship between strategy, resources and organizational performance. The study also concludes that organizational resources are significant tools to reach superior market position for your organization hence to achieve better performance, the organization should form its distinctive competencies. Strategic resources are critical in implementing strategies in your organization hence the main goal of resources is to develop a competitive advantage that obtains better organizational performance. The study concludes that strategic organizational resources enhance the capability of the organization to perform better. It is concluded from the study that competitive advantage provides a good understanding of the role of resources in strategy.

5.4.2 Human Resource Competitive and Organizational Performance

From the study it is concluded that the organization have employees that have capability of adjusting to swift dynamic business environment. It is necessary for an organization to have full level of employee commitment in order to have outstanding performance. The study concludes that human capital plays the main role in the organizational performance hence it helps the organization to establish and maintain its competitive advantage over others. The study concludes that trainings in the organization have been invaluable in increasing productivity of the organization hence the capabilities of individuals provide solutions to organizational clienteles. The study also concludes that employee commitment plays a very key role in improving the organizational performance.

5.4.3 Organizational Culture and Organizational Performance

The study concludes that communication plays a critical role during change in the organization. Communication helps in improving operational efficiency thus improving the organization performance. Organizational culture is used to guide behaviour at work hence enhance performance. The study concludes that the ways in which employees behave impact the organizational performance to a big extent. The values of the organization provide the more effective means for mobilizing employees rather than targets and processes. The study also concludes that to enhance organizational performance, open communication environment should be encouraged. Regular face-to-face meetings play a pivotal role in team communications hence enhance performance.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Strategic Resource Allocation and Organizational Performance

The study recommends the management of private universities should pay great attention to the relationship between strategy, resources and organizational performance. The organization should install resource allocation processes (RAP) as they shape what initiatives the organization funds. To achieve better performance, the organization should form its distinctive competencies. Strategic resources are critical in implementing strategies in private universities hence strategic organizational resources enhance the capability of the organization to perform better. To achieve competitive advantage, the organization should focus on internal strength and weaknesses.

5.5.1.2 Human Resource Competence and Organizational Performance

The study recommends management of private universities to employ people that have capability of adjusting to swift dynamic business environment. It is necessary for private universities to have full level of employee commitment in order to have outstanding performance. The study recommends organizations to employ qualified employees as they can do certain tasks easily and efficiently compared to the unqualified employees. The study recommends employee ttrainings in the organization as it is invaluable in increasing productivity of the organization. Human capital helps the organization to establish and maintain its competitive advantage over others hence employee commitment plays a very key role in improving the organizational performance.

5.5.1.3 Organizational Culture and Organizational Performance

The study recommends communication in the organizations as it helps in improving operational efficiency thus improving the organization performance. Organizational culture is very important to organizations as it is used to guide behaviour at work hence enhance performance. The study recommends regular face-to-face meetings at they play a pivotal role in team communications hence enhance performance. Employees should be trained to behave in a particular manner because the ways in which employees behave impact the organizational performance to a big extent. To enhance organizational performance, open communication environment should be encouraged.

5.5.2 Recommendation for Further Research

The study aimed at assessing the impacts of effective strategy implementation on performance of private universities: a case study of United States International University (USIU). The study was only carried in private universities. Further researches about strategy implementation and organizational performance should be carried on in public universities and other industries like, financial, industrialization and agricultural.

The study encourages future scholars to assess the factors that enhance effective strategy implementation to achieve better performance.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

RE: Request To Collect Research Data

Dear Respondent,
I am a graduate student at United States International University – Africa pursuing Masters in Business Administration (MBA) with a concentration in Strategic Management. I am carrying out research on **Strategy Implementation on Non-Financial Performance of Private Universities with a Case Study of United States International University (USIU-A)** which is in partial fulfillment of the requirement of the Degree of Masters in Business Administration (MBA) at United States International University-Africa.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report and the research will only be used for academic purposes. Kindly spare some time to complete the questionnaire attached.

Yours sincerely,

Catherine Karanja (Researcher)
USIU-Africa

APPENDIX I1: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1) Gender of Respondents

Male [ ]

Female [ ]

2) Period worked at USIU-A

1 – 3 Years ( ) 4 – 6 years ( )

7 – 9 years ( ) 10 – 12 years ( )

Over 12 years ( )

3) What is your highest level of school completed?

Secondary level [ ]

Tertiary level (colleges, polytechnics) [ ]

Undergraduate degree [ ]

Post Graduate [ ]

Doctorate [ ]

4 a) Have you been involved in any strategy implementation process while at USIU-A?

Always [ ] Very Often [ ] Sometimes [ ] Rarely [ ] Never [ ]

b) How was the experience?

Excellent [ ] Above Average [ ] Average [ ] Below Average [ ] Very Poor [ ]

SECTION B: IMPACT OF STRATEGIC RESOURCE ALLOCATION ON ORGANIZATIONAL PERFORMANCE

Kindly indicate the extent to which the following strategic resource allocation factors have impacted on organizational performance in your organization. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Organizational resources are significant tools to reach superior market position for your organization					
2. Strategic resources are critical in implementing strategies in your organization					
3. To achieve competitive advantage, the organization should focus on internal strength and weaknesses					
4. Competitive advantage provides a good understanding of the role of resources in strategy					
5. The main goal of resources is to develop a competitive advantage that obtains better organizational performance					
6. To achieve better performance, the organization should form its distinctive competencies					
7. Strategic organizational resources enhance the capability of the organization to perform better					
8. Resource allocation processes (RAP) shape what initiatives the organization funds					
9. Resource allocation where senior management dictates fixed levels of resources for middle management hinders performance					
10. The organization pay great attention to the relationship between strategy, resources and organizational performance					

11. Kindly state other strategic resource allocation factors that affect organizational performance -- -- -- --

SECTION C: EFFECTS OF HUMAN RESOURCE COMPETENCE ON ORGANIZATIONAL PERFORMANCE

Kindly indicate the extent to which the following human resource competencies affect organizational performance in your organization. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
1. Qualified employees do certain tasks easily and efficiently compared to the unqualified employees					
2. Human capital helps the organization to establish and maintain its competitive advantage over others					
3. Human capital plays the main role in the organizational performance					
4. The greatest objectives of human capital are to educate employees					
5. The capabilities of individuals provide solutions to organizational clienteles					
6. Employee commitment plays a very key role in improving the organizational performance					
7. It is necessary for your organization to have full level of employee commitment in order to have outstanding performance					
8. As an employee, my personality in the workplace is important to achieve organization objectives					
9. The organization have employees that have capability of adjusting to swift dynamic business environment					
10. Trainings in the organization have been invaluable in increasing productivity of the organization					

11. In your opinion, list other human resource competencies that affect organizational performance ---
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SECTION C: EFFECTS OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE

Kindly indicate the extent to which the following organizational culture affects organizational performance in your organization. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
1. The corporate enhances performance of the organization					
2. Organizational culture is used to guide behaviour at work hence enhance performance					
3. Performance enhancing cultures are those that have many shared values					
4. Communication plays a critical role during change in the organization					
5. To enhance organizational performance, open communication environment should be encouraged					
6. Communication helps in improving operational efficiency thus improving the organization performance					
7. Regular face-to-face meetings play a pivotal role in team communications hence enhance performance					
8. The ways in which employees behave impact the organizational performance to a big extent					
9. The values of the organization provide the more effective means for mobilizing employees rather than targets and processes					
10. The organizational culture is a powerful retention factor for performing employees					

11. In your opinion, which other factors of organizational culture that enhances organizational performance? ---
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THANK YOU FOR YOUR TIME!!