FACTORS AFFECTING CHOICE OF GROWTH STRATEGIES
BY PRIVATE UNIVERSITIES IN KENYA: A CASE OF UNITED
STATES INTERNATIONAL UNIVERSITY – AFRICA (USIU-A)

BY

FULGENCE MBITHUKA NDILO

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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Business in Partial Fulfilment of the Requirement for the Degree of
Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SUMMER 2015
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University.

Signed: ___________________________  Date: _________________

Fulgence, M. Ndilo (633974)

This research proposal has been presented for examination with our approval as the appointed supervisors.

Signed: ___________________________  Date: _________________

Dr. Paul, Katuse

Signed: ___________________________  Date: _________________

Dean Chandaria School of Business
ABSTRACT

The purpose of the study was to establish the factors affecting choice of growth strategy by the private universities in Kenya: A case of the United States International University – Africa (USIU-A). The study was guided by the following research questions: To what extent does organizational culture impact on the choice of growth strategies by private universities in Kenya? To what extent does top management team impact on the choice of growth strategies by private universities in Kenya? And finally to what extent does technology impact on the choice of growth strategies by the private universities in Kenya? The study adopted a census technique. A population of 97 managers (middle and Top level) from the USIU AFRICA were approached and asked to fill the questionnaires. This technique was used, because it gave all the respondents in the population a chance to participate in the study. The technique was also the most appropriate for this study because the population of the study was small. The tool that was used for data collection were questionnaires. Both open ended and closed ended questions were used in the questionnaires. Closed ended questionnaires limited the responses from diverging from the researcher’s objective whereas closed ended questions gave freedom for any aspect not captured by the researcher to be included. To ensure effective and efficient data analysis process, the data was coded, sorted and analyzed using descriptive analysis where frequencies, percentages and correlation tables were generated and interpreted. The statistical package for social sciences (SPSS) was used for analysis. Presentation of data was in form of tables and figures.

A descriptive research design was adopted in the study. Questionnaires were used for data collection. The research questions was used to design the questionnaires. The researcher carried a pilot study on seven respondents to ascertain the suitability of the questionnaires. Reliability test carried out the questionnaires using through Cronbach Alpha. A value of 0.7 was considered good for this study. The study established a Cronbach Alpha value of 8.12. The study collected data from the management of United States International University-Africa.

On relationship between organizational culture and company’s strategy, the majority of the respondents believed that organizational culture plays a great role in the formulation and development of growth strategies in the organization. On the relationship between...
top management team and the choice of growth strategies, the vast majority of respondents considered top level management encourages and maintain trust for their followers act wisely, organizational internal factors determine the quality of strategies developed and creativity of the top level management determines the quality of strategies formulated as the highly significant factors. Finally on the relationship between technology and the choice of growth strategies, the study established that: technology has been employed as a strategy for employee motivation, technology play a crucial role in the choice and development of strategies, entrenched technologies have acquired advantages in the competition with new ones and finally the university has adopted technology for marketing were the highly significant factors. A positive significant correlation was obtained among the factors sought in this section.

The study recommends that the management of these Kenyan private universities should ensure that organizational culture of their institution is deeply rooted to each and every member of the organization. It is also the study’s recommendations that the top level management of these Kenyan private universities to be enlightened on the importance of sound strategies on the success of their institutions and finally the study recommends that private universities should invest more in technologies so as to capitalize on the benefits that come along with adoption of technologies.

This study recommends that further studies be carried out on the same topic but with different case studies. The study also recommends that further studies be carried out on the implications of top level management of the types of strategy formulation in Kenyan private universities.
ACKNOWLEDGEMENT

I acknowledge the contribution from all those who participated either directly or indirectly towards making this research project a success. My sincere gratitude goes to the Almighty God who gave me the ability, strength and wisdom to undertake this project. I am greatly indebted to my supervisor Dr. Paul Katuse for his professional guidance, advice and unlimited patience in reading through my drafts and suggesting workable alternatives, my profound appreciation to you. Finally my gratitude goes to my family and friends for encouragement, belief in me, understanding and moral support.

Thank you all. May the Almighty God bless you abundantly.
DEDICATION

I dedicate this work to my dear parents Stephen Ndilo Kyongo and Rosalia Ndilo Kyongo who laid the foundation of my career journey. Special dedication to my siblings who worked tirelessly to provide me with a solid educational foundation. Not forgetting my friends and loved ones for their prayers, love and support that I received during the study, you taught me the value of life and faithful love.

God bless you always.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Globally, learning institutions strive for viable growth and continuous survival. According to Glickman (1990), this survival can only be guaranteed through sufficient staffing, relations between the teaching staff and economic capacity, learners and the parents and having adequate facilities that can aid both lecturers, students and research for learning in the universities.

In private universities, management practices such as financial management, diversity managing practices, staffing processes, relationships management, selection and recruitment have always been critical processes. They are the vital stages in the formation of the expectations that form employees” psychological contract with the university on which, with an emphasis on organization policies, employees choose to join the organization (Bratton 2000). Persons have a choice about which companies they wish to work for. According to Altbach (2005), there are many factors affecting private universities. These comprise of; Quality assurance which is one of the key issues in higher education and private universities. Other factors include; limited financial support, transparency, state involvement and poor management, programme duplication, poor physical facilities that affect employee’s innovativeness and their welfare management.

Over the past years, public universities in Kenya have faced various challenges. Amongst these challenges are: financial challenges beyond their control, admission beyond their capacity to plan and finance, deterioration in quality beyond their expectation, and frail management practices. To aid unravel some of these challenges, private universities have progressively arose and gained ground in the country as an alternative to higher education provision (Oketch, 2004).

As the number of private universities endure to grow, so does the rivalry for market survival deepens? Competition for survival has been the guiding force for existence and it has been associated with the generation of wealth. With the advance and development of civilization, rivalry has become more multifaceted. The companies are involved in
numerous activities to reduce their costs and exploit their profits. Thus, the essential competencies of the companies are reflected in their viable activities and the most competent is the winner in grabbing a large chunk of market share and leads the industry (Poddar & Gadhaw, 2007).

The management of private universities significantly determines the choice of strategies they make and this in turn affects the way those universities perform and this also impacts on the way they view the whole university state. Staff’s motivation, which comprise of the robust point in a human resource situation analysis accounts for the level, course and tenacity of effort expended at work (Schermerhorn, 2009). Organizational management is behaviour which is focused towards the goals of an organizational, its products or services; the procedures, which consist of unified policies, practices and processes by gratifying workers according to their skills and contributions in order to enhance their motivation (Mullins, 2005). Maslow (1954) identified human needs that influence workers’ attitudes and behaviour.

In this study, the researcher sought to determine the various competitive strategies that Private universities in Kenya adopt in order to gain a competitive advantage over other players in the same industry. In their study, Poddar & Gadhaw (2007) defines competitive advantage as the advantage that one company has, comparative to competing companies in the industry. It is the benefit a company has over others, which helps the company to out compete others in the race and gain the customers. The competitive advantage can be in any form or way, which helps the company in increasing and holding to the market share. In simple terms then, competitive advantage is a benefit over competitors gained by presenting the consumers with greater value, either by means of lower prices or by providing greater benefits and services that justifies higher prices.

Private universities are high learning institutions established in accordance with the Universities Act 1985(CAP 210). Private universities in Kenya operate under a full charter or an interim charter as they await full charter. The private universities offer both undergraduate and postgraduate programs. The Commission of Higher Education (CHE) is mandated with responsibility of ensuring that private universities adhere to the standards of a university. In Kenya currently we have 19 registered private Universities. Kenya is currently leading the East Africa countries of Tanzania and Uganda in the number of private Universities. This is
because Kenya was the region’s first country to recognize the importance of private universities (Oketch, 2003).

Competitive strategies adopted by a firm should result in a competitive advantage. Porter (1996) argues that there are three generic competitive strategies which firms can employ. These are cost leadership, differentiation and focus. This generalization was applied in US firms and can be applied amongst companies in Kenya. Owiye (1999) however, argues that findings of studies carried out in one culture could not be assumed to apply to other cultures unless that was reinforced by research. The environment, that is, cultural context, in USA is very diverse from that of Kenya.

Private universities in Kenya have notably increased owing to the growing demand for higher education and a subsequent strain on public universities to handle this claim. Oketch (2004), contends that the development of private university sector in Kenya has been fuelled by several factors, including: the limited opportunities available in public universities; the constant closures of state funded universities; the need to complement government- managed higher institutions largely for their supporters. As profit making companies, fees are charged sternly in accordance with market forces on the foundation of full cost recovery.

In Kenya over 40,000 students qualify for university admission each year, but the public universities through the Joint Admissions Board can absorb only approximately 8,000-10,000 students. Bratton (2001) noted in 1996 the sharpest increase in higher education enrollment worldwide was reported in sub-Saharan Africa, where the number of students recorded was 7.5% higher than the previous year. In Kenya, higher education has been the fastest growing segment of the education sector in the past 10 years, averaging 6.2% each year (Republic of Kenya, 1997-1998).

Private universities face numerous challenges including: maintaining a steady supply of students who can afford to pay for private university education, firm rivalry from their public universities counterpart who have introduced parallel degree courses for full paying students, aggressive competition from foreign universities who have launched an aggressive campaign for recruiting local students, lacking a research focus comparable to public universities (Oketch, 2004).
United States international university Africa (USIU Africa) is one of the oldest private university in Kenya, the major economy in East Africa Community. It is accredited by the Commission for University Education (CUE) in Kenya and the Western Association for Senior College and University Commission (WASC) in the United States of America. Established in 1970, the university is known for providing quality education to its students. The university has three schools namely the Chandaria School of Business, School of Humanities and Social Science and the School of Science and Technology. The university has been placed as one of the best private university in the country. The university has been growing gradually in the size of the number of students, staffs and infrastructures. It is for this reason that the research focuses on USIU Africa to establish the factors that have led to the choice of growth strategies.

1.2 Problem Statement

As competition intensifies in the education sector, actors in that field are forced to create greater strategies that will enable them gain a competitive advantage against their rivals. A competitive strategy aims at creating a lucrative and justifiable position against the forces that determine industry competition (Porter, 1996).

Fairholm (2007), maps four circumstances in which strategic planning failure is most likely to occur: launching new ventures, promoting innovation and change, managing mergers and acquisitions and responding to new environmental pressures. So in this era of dramatic change, global alliances, and a variety of environmental pressures, the potential for failure is very real. While Miller and Friesen, (2009) believes that the strategic planning models of the 1960s and 1970s ultimately failed because they did not distinguish between strategic planning and strategic thinking. Kartz and Kahn (2010) found in his research that the victories and strengths of companies can often be the cause of their future strategic failure. Miller delineated four major causes of strategic failure: leadership traps, monolithic cultures and skills, power and politics, and structural memories. All of these causes emerge while an organization is experiencing success - especially in its strategic initiatives.

According to Kitoto (2005), earlier studies have emphasized on competitive strategies embraced by universities in Kenya. The scholars explored the competitive strategies by Kenyan Universities have adopted and the challenges they have experienced in the
implementation of those strategies. Mutua (2004), concentrated on the responses to changing environment by the public universities. The findings on his study established that the public universities faces many challenges among them, competition from other universities and middle level colleges. Kagwira (2004) on the other hand looked at the extent to which Kenyan universities exercise education marketing and the study discovered that it is proficient to different extent. The study explored the various strategies but it did not discourse how these strategies aid the universities to realize competitive advantage. This study therefore aims to close the gap by looking at how these competitive strategies aid the private universities.

In the above studies, it is evident that the researchers have not really narrowed down to focus on the competitive strategies adopted by private universities despite their rapid growth in the past few years. In this study, the researcher concentrated on private universities and the competitive strategies they have adopted in order to survive in this era of great competition. This study will look at the types of growth strategies adopted by the Kenyan private universities and how this strategies have aided them in achieving a competitive edge over others. The study uses United States International University – Africa as the case study.

1.3 Purpose of the Study

The purpose of the study was to establish the factors affecting choice of growth strategy by the private universities in Kenya.

1.4 Research Questions

This study was guided by the following research questions:

1.4.1 To what extent does organizational culture impact on the choice of growth strategies by private universities in Kenya?

1.4.2 To what extent does top management team impact on the choice of growth strategies by private universities in Kenya.

1.4.3 To what extent does technology impact on the choice of growth strategies by the private universities in Kenya?
1.5 Significance of the Study
The study is of significance to the following stakeholders:

1.5.1 Private University
Most private universities have lag behind and some have closed up due to stiff competition from other well established private and public universities in this industry. The findings of this study gives insights on the kind of growth strategies employed by those established private universities. The findings of this study is of a significant value to the private universities in the country.

1.5.2 Government
This study is of significant value to the government of Kenya, most particularly to the ministry of education. The study will provide valuable guidance to the curriculum programs offered by the ministry of education in equipping the young students in their earlier career selection and choices. This will help produce competent graduates for the needs of the economy.

1.5.3 Academicians and Researchers
The study will contribute to the body of knowledge of interest to both researchers and academicians who seek to explore or investigate the strategic factors in determining career choices in Kenyan universities. It will aid the rise of more studies in this particular field.

1.6 Scope of the Study
Whereas the scope of this study was enormous to conclude sensible assumptions, the sample data was from the employees of the United States International University – Africa (USIU-A) in the top and middle level management. Soundness of the survey relied on the employees’ honest and thoughtful response. This study was limited to the top and middle level management staffs of USIU-A with a population of employees of which (97) were in top and middle level management. The limitation of the study was that the respondents were hesitant to give information for the fear of the information leaking out to the competitors and fear of victimization on the outcome of the information offered. To mitigate this limitation the researcher assured the respondents that the information was specifically meant for academic purpose and that data collected was analyzed wholly and no findings was attributed or pinned down to a single
individual. No personal particulars like names, identity numbers and contacts were required to maintain a high level of privacy and confidentiality. The study covered the period between May and June 2015.

1.7 Definition of Terms

1.7.1 Strategic Plan Development

Howard et. al (2013), argue that strategic plan development is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations ensure that employees and other stakeholders are working towards common goals establish agreement around intended outcomes/results, and assess and adjust the organizational direction in response to a changing environment.

1.7.2 Organizational Capabilities

According to Henderson and Cockbum (1994), organizational capabilities refer to the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result.

1.7.3 Strategic Management

The science and art of articulating, implementing and assessing cross-functional decisions that enable an organization to achieve its objectives (David, 2009).

1.7.4 Employee Competencies

Employee competencies are qualities and skills that an employer has identified as important for its workforce. Competencies can be global or specific (Jones, 2012).

1.7.5 Operating Environment

It is the sum total of all external and internal factors that impact on a business. One need to understand that external factors and internal factors can influence each other and work together to impact on a business. For instance, a save and healthy guideline is an external factor that influences the internal environment of business operations (Oxford Dictionary, 2011).
1.8 Chapter Summary

This chapter covered the background of the problem and the statement of the problem of the study. Also covered in the chapter was the research questions, the importance of the study, the scope of the study and definition of terms. The next chapter covers the literature review as per the research questions. Chapter three covers the research methodologies where research design, sampling techniques and the sample was covered. Chapter four provides the study’s results and findings and finally chapter five provides the summary, discussion as well as conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter was to review the literature on the factors affecting the choice of growth strategy adopted by the private universities in Kenya: A case of the United States International University – Africa (USIU-A). The researcher reviewed numerous literatures previously done by other scholars on the factors affecting the choice of growth strategy adopted by the private universities. The study was guided by the following research questions: To what extent does organizational culture impact on the choice of growth strategies by private universities in Kenya? To what extent does top management team impact on the choice of growth strategies by private universities in Kenya. And finally to what extent does technology impact on the choice of growth strategies by the private universities in Kenya?

2.2 Organizational Culture and the Choice of Growth Strategies

The relationship between organizational culture and strategy has, very soon after the establishing of organizational culture concept, become interesting to the academic researchers, but also to the practicing managers. It was immediately clear that there is a specific causal relationship between organizational culture and company’s strategy.

2.2.1 Understanding of Strategy and Organizational Culture

Strategy is the most important planned decision whose influence on business operations of an initiative is vital. It is in the heart of the strategic management notion, i.e. the concept of company management by means of strategy. Strategy represents a basic way of achieving the goals of an initiative. It displays how initiative complements its abilities and resources with the requirements of ever-changing environment in which it operates. Through its strategy, company strives to use all the options and avoid all the dangers in its environment, but also to use all the advantages and minimize the weaknesses with respect to competitions. Strategy is today observed dynamically, as a continual process. Hence, it is regarded that strategy is “formed, rather than formulated (Bourgeo, 2010).
The following are usually quoted as basic components of strategy: Business area in which the company will perform its business activities, the way in which competitive advantage in the chosen business areas is achieved, allocation of resources on the chosen courses of action. In other words, through strategy, as a planned decision, a company first chooses the business area in which it will perform its business activities, and it usually does so within the frame of the product/market matrix (Gordon & Narayanan, 2008). Then, a specific way in which competitive advantage over the competitors will be achieved in the chosen business areas is determined by the strategy. While determining a competitive strategy, an enterprise must make two choices. The first choice refers to the width of the competitive scope: to cover all market segments within the chosen business area or to focus on just one market segment. The second choice refers to the way in which an enterprise achieves the advantage over its competitors: by a leading position with respect to costs or by differentiation with respect to the competition. Finally, resources (material, financial, human) are apportioned through implementation of strategy, so they are allocated to individual activities with the purpose of acquiring competitive advantage in the chosen business areas (Hrebinjak & Snow, 2011).

According to Grant, (2012), strategic management process is actually a process of formulation and implementation of strategy. It consists of three basic phases: strategic analysis, strategy selection and strategy implementation. Strategic analysis includes: analysis of mission and goals; analysis of external factors (environment), analysis of internal factors (enterprise’s abilities and resources). Selection of strategy includes: generating of strategic options, evaluation and choosing the best strategic option. Strategic options represent alternative responses of a company to the situation in the environment, which are harmonized with its abilities and resources. In the last phase of strategic management, the implementation of strategy is conducted. In order for the selected strategy to be realized, it is necessary to operationalize it through a plan of action and allocate the resources to the chosen course of actions. Then, it is necessary to adjust the organization to the requirements of the new strategy. Finally, since application of a new strategy usually implicates making certain changes in an organization, the strategic change management is a part and prerequisite for application of the strategy (Helms, Clay & Peter, 2007).
Organizational culture may be defined as a system of assumptions, values, norms and attitudes manifested through symbols, which the members of an organization have developed and adopted through mutual experience and which help them to determine the meaning of the world surrounding them and how to behave in it (Grant, 2010). From the definition, it can be concluded that organizational culture consists of collective cognitive structures, such as assumptions, values, norms and attitudes, but also of symbols which materialize and manifest its cognitive content. Also, it consequently follows that organizational culture is a result of social interaction of the members of organization which takes place during solving of the problem of external adaptation of an enterprise to the environment and internal integration of the collective (Hrebiniak & Snow, 2011).

The successful solutions to these problems are generalized, systematized, pushed into the sub consciousness of the members of organization, and thus converted into collective cognitive structures shared by all or most of the employees and managers. Then, these collective cognitive structures become a guide to the employees while interpreting the reality and the world surrounding them, as well as a guide for their behavior. Culture helps the employees and managers determine the meaning of the concepts, things and events both within and outside of the organization (Malburg, 2010).

2.2.2 Organizational Culture and Strategy Formulation

Organizational culture can be defined as a pool of Beliefs, morals, customs and laws that forms the behavior or organizations on how people views the world. According to Carrol (2008), older members pass on cultural norms to their young members of a society and it is shared by almost all members of that society. Culture acts as direction for human behavior and forms social groups which are diverse from each other which respond differently to their environment (Adler, 2010).

In business organization, culture can be regarded as the shared mental software of the employees in an organization. “Adler (2010) notes that now days most business are global and those specific businesses, corporations, industries who understand the rules of doing business in global economy have the propensity of prospering and those that do not will collapse.
According to Kanungo (2011) and Yip (2009), the international competition has mandated corporations to think differently. Today’s multinational and global business practices have become very competitive and it is of extreme significance to learn about diversity of various cultures, screen unending variations in culture and understand the effect of culture on business practices. A robust organizational culture is possibly to shape the company’s strategic choices and tactics. Such corporations have culture-driven bias on policy making and strategic tactics (Thompson, 2011).

Cultural diversities are centered on to what extent the thinking and reasoning of people can be changed, how they dominate and take control of their surroundings, group and individualistic behaviors, how individuals like doing things and how the space is perceived in relation to privacy and orientation towards time such as present, past or future (Adler, 2012). These factors can be used to explain how individuals manage different situations based on a strategy influenced by their own cultures.

Another recent empirical research regarding the relationship between company strategy and organizational culture is based on Miles and Snow classification. But, this research uses organizational culture classification known as the Competing Values Framework. In this classification, the following types of organizational culture are recognized: clan culture, hierarchy culture, market culture and adhocracy culture. An important characteristic of this research is that it included different economy sectors with the intention to explore whether the relationship between strategy and culture is equally important in all the sectors (Gupta, 2011). The research started from the assumption that strategy and culture are mutually conditioned, and that every enterprise which changes the strategy must adapt its culture to the selected strategy, otherwise it will face failure in strategy implementation. Culture impacts the behavior of employees and managers, and this is why it must be such to induce the behavior which will lead to the strategy realization. Since every strategy in Miles and Snow classification implicates different behavior of employees and managers, different criteria of success, different styles, etc., it means that different cultures will be needed for the successful implementation of different strategies. Hence, specific strategies will match specific cultures.

The mutual conditioning of organizational culture and strategy also applies in the case of specific, functional strategies in specific business areas of enterprise. Thus, one research
focuses on the relationship between company strategy and human resources management strategy (Miller & Friesen, 2007). This research started with the assumption that mutual compatibility of culture and strategy leads to better performances of the enterprise. The authors set the hypothesis that efficiency of human resource strategy depends on its compatibility with organizational culture, but also with the business strategy. In this research, culture does not have a direct, but a modifying influence on human resources management strategy. Namely, organizational culture does not directly influence the selection of human resource strategy, but the effects of this strategy on company performance and employee turnover rate (Gupta, 2011).

According to Frost, Moore, Louis, Lundberg and Martin (2011), relationship between strategy and culture has also been proven with respect to market entry strategy. It has been empirically proven that organizational culture influences company strategy regarding market entry, specifically with respect to the selection between innovation strategy and imitation strategy. Innovation strategy means that company always strives to be the first to place a new product or service to the market segment, while imitation strategy means that company imitates innovators and places similar products or services to the market after them, thus lowering the risk. Innovativeness requires certain characteristics and behavior of an enterprise, such as flexibility, openness for change, entrepreneurship, risk acceptance and error tolerance. Imitation as a strategy implies greater reliance on control, stability, efficiency and precision. Gale and Klavans, (2005) noted that it is reasonable to expect that organizational culture will influence the selection of company strategy between innovation and imitation. Organizational culture can significantly stimulate, but also limit those behaviors and attitudes that are compatible with innovativeness or imitation.

2.2.3 Organizational Culture and Marketing Strategy

A considerable amount of literature has been written on culture and consumer behavior, culture and advertising, as well as culture and market orientation (Alvesson, 2012). Much of the literature in the past has been written with goal of explaining such cultural influence on strategy and how to design different strategies to fit different cultures. Hofstede (1991) stated that culture is the collective mental programming of the people in an environment. Culture is not a characteristic of individuals; it encompasses a number of
people who were conditioned by the same education and life experience. Cross (2009) argued that the idea of how different cultural variations influence marketing strategy stated that the cultural aspects of language, demographics, nonverbal communication, and values influence consumer behavior. Consumer behavior in turn influences the marketing strategy making process.

According to Parker (2005), there are considerable differences in the definition of market-orientation. Yoon and Lee (2005) found that “market-oriented culture does not only affect firm performance directly, but does so indirectly by affecting the marketing strategy making process.

Pearce and Robinson (2009) defined the marketing strategy making process as a complex set of activities, processes, and routines involved in the design and execution of marketing plans. Their work describes the internal organizational culture and its effects on marketing strategy making as well as the marketing strategy making process and its effect on the firm performance in considerable detail. However, external influences on marketing strategy making were outside the scope of Pearce and Robinson (2009) work.

Another research has pointed out the relationship between marketing, or product–market, strategy and organizational culture. The basic hypothesis is that compatibility of marketing strategy, or product market strategy, and organizational culture type will have influence on better company performance, because this compatibility will enable more efficient implementation of the selected marketing strategy. Compatibility of marketing strategy and organizational culture will contribute to better adaptation of the company to the environment, which is a key factor of good organizational performance. The research uses organizational cultures’ classification known as Competing Values Framework which recognizes: clan culture, hierarchy culture, market culture and adhocracy culture. As a basis for marketing strategy classification, three of its dimensions are used: differentiation, cost-based efficiency or leading position in costs, and market scope.

### 2.3 Top Management Team and the Choice of Growth Strategies

The relationship between organizational culture and strategy in regards to the top level management play a crucial role in the success of the organization, this section looks at
the role played by top level management in the crafting of growth strategies of an organization.

2.3.1 Management and Strategies

In addition to the previously presented upper echelons perspective (Hambrick & Mason 2011), there are several other studies in which the relationship between managers and strategies has been studied. Over 30 years ago, Mitroff and Killmann (1975) proposed that personality type is predictive of organizational preferences for decision making and problem solving. Their study was conducted by analyzing stories managers tell. According to their study, ST type’s ideal organization is bureaucratic with centralized and well-defined authority. On the other hand, flexible and adaptive organization is preferred by NF types. NT type’s ideal organization is matrix-structured and SF type’s familiar and personally idealistic.

Classifications of the strategies and of the management archetypes were presented by Wissema, Van der Pol and Messer (2010). Wissema et al. (2010) identified six strategy types based on life-cycle theory: explosive growth, expansion, continuous growth, consolidation, slip strategy and contraction and combined certain managerial characteristics with them. For example creativity and intuitive irrational thinking were combined with explosive growth strategy.

Top executive’s locus of control and its relationship to strategy making, structure and environment was studied by Miller, Kets De Vries and Toulouse (2022). They found support for the proposition that executive’s personality influences his strategies and that influences structure and environment.

Herbert and Derensky (2007) developed a list of important managerial requirements for three generic strategies. Hough and Ogilvie (2005) examined how cognitive style affects decision outcomes. They found that cognitive style influences actual decision outcomes and also how others perceive one’s decision performance. Similarly, Cools and Ven Den Broeck (2008) found qualitative evidence for cognitive styles’ influence on managerial behavior. On the other hand, Jennings and Disney (2006) found some inconsistent evidence for the importance of psychological type in their study of the strategic planning process.
Kauer, zu Waldeck and Schäffer (2007) studied the effects of the top management team’s characteristics on strategic decision-making. The results of their study support the use of more deep-level measures than age or tenure in studying TMT’s characteristics and also the importance of the mediating process. According to them, personality factors, such as flexibility, have clearer impact on decision speed than the diversity of the experience.

One of the most important prior studies, which encouraged starting this particular study, is the creative management model described by Hurst, Rush & White (2007). Hurst et al. (2011) combined Miles and Snow (1993) typology with the four modes of the cognition in their creative management model. According to them, a prospecting organization has TMT which consists mostly of intuitive with some feelers. TMT of the preserver (analyzer in Miles and Snow typology) organization has got mostly feelers and some intuitive. Analyzing organization is proposed to have a top management team in which there are mostly thinkers with some sensors. Finally, mostly sensors are proposed to be found from the TMT of the reflexing organization (reactor in Miles and Snow typology).

On the whole, the model still lacks some theoretical and empirical explanations. First, in the creative management model the focus is on the dominant function of manager’s personality. However, researchers do not totally agree on that part of the theory. Secondly, approach lacks empirical evidence. As Hurst et al. (2009) conclude, more studies are needed. The theoretical model of the cognitive style and strategic decisions of managers presented in this study attempts to define the relationship between personality and strategy more thoroughly. The relationship is also empirically studied in individual and team level.

2.3.2 Leadership and Strategic Making

Whatever the view of strategic planning/thinking, such activities have long been assumed to be functions and responsibilities of leadership. Each perspective on strategy presupposes certain assumptions about the task of leadership especially in terms of the emphasis given to controlling, guiding, or shaping the organizational environment. One way then to grapple with the differences (and similarities) between strategic thinking and leadership is to uncover what certain perspectives of leadership emphasize in the “strategic” process.
Fairholm (2007) offers a classification of five leadership perspectives culled from researching the practice of local government managers. The first leadership perspective is Leadership as (Scientific) Management. The underlying strategic assumption is that organizations and their leaders need to control chaos so that predictable, verifiable, and routinizable processes and outputs are the norm. Basically, this perspective focuses on strategic planning for efficiency.

The second perspective is Leadership as Excellence Management, which assumes, like the one above, that leaders should control chaos. Its difference lies in the focus given to process improvement and employee participation to assist in developing strategic plans to control the organizational chaos and disorder.

The third perspective is Leadership as a Values Displacement Activity. This perspective assumes the strategic thinking involves prioritizing other people's values so they support and implement organizational goals. In this way it assumes strategic thinking is about influencing chaos (thus shaping how organizational actors participate) rather than trying to control it.

The fourth perspective is Leadership in a Trust Culture, where the leader’s goal (and related activity) is to encourage and maintain mutual trust so people act wisely and independently to achieve mutual goals. This perspective assumes a systems approach and focuses on embracing chaos using it to create the environment to achieve desired ends.

The last perspective is Whole Soul (Spiritual) Leadership. Squarely in the non-control camp, this perspective emphasizes strategic thinking at the grandest levels to develop the best in others so they lead themselves (and others) in appropriate directions to achieve appropriate ends. It is perhaps the ultimate manifestation of embracing the inherent order in apparent chaos in the strategic thinking approach (Fairholm, 2007).

2.3.3 Organizational Structure

There are many different opinions and definitions on organizational structure. Structure in one sense is the arrangement of duties use for the work to be done. This is best represented by the organization chart. In an- other sense, structure is the architecture of business competence, leadership, talent, functional relationships and arrangement. Walton (2010) identified structure as the basis for organizing, to include hierarchical
levels and spans of responsibility, roles and positions, and mechanisms for integration and problem solving. Thompson (2013) said that “structure is the internal differentiation and patterning of relationships”. He referred to structure as the means by which the organization sets limits and boundaries for efficient performance by its members, by delimiting responsibilities, control over resources, and other matters. Kartz and Kahn (2010) said that “structure is found in an interrelated set of events which return to complete and renew a cycle of activities.” Jackson and Morgan (2012) used a modified definition originally formulated by. They defined structure “as the relatively enduring allocation of work roles and administrative mechanisms that creates a pattern of interrelated work activities and allows the organization to conduct, coordinate, and control its activities”. Lawrence and Lorsch (2009) describe structure as “the technique in which the organization is differentiated and integrated”. Differentiation is related to the scope in which executives act quasi entrepreneurs, whereas integration is described in such a way that every member of the organization including managers will do their best to achieve organizational goals. Similarly, an organization is a set of elements in interaction, organized level and decision making units. Identification of these elements has always been one of the most important issues facing organizational researchers.

According to Dictionary-Organizational behavioral, organizational structure is defined as “the established pattern of relationships among the components of parts of company (The way a company is set-up). They formally defined framework of an organization’s task and authority relationships”. Sablynski (2010) succinctly defined organizational structure as “how job tasks are formally divided, grouped, and coordinated”. Organization structure indicates an enduring configuration of tasks and activities. In other words, organizational structure is a set of methods through which, the organization divided into distinct tasks and then create a harmony between different duties.

Underdown (2010) said organizational structure is the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve an organization’s goals. Andrews (2011) on the other hand stated that organizational structure “consists of job positions, their relation- ships to each other and accountabilities for the process and sub-process deliverables”. Organizational structure directs the competence of work, the enthusiasm of employees and coordination
among the top management and subordinates for flow of plans and goals in the organization to sketch the future plans. Organizational structure is a way responsibility and power are allocated, and work procedures are carried out, among organizational members. Zheng, et al., (2008) mentioned that the most important components of organizational structure include formalization, centralization, and control. Formalization measures the extent to which an organization uses rules and procedures to prescribe behaviour. The nature of formalization is the degree to which the workers are provided with rules and procedures that deprive versus encourage creative, autonomous work and learning. In organization with high formalization, there are explicit rules which are likely to impede the spontaneity and flexibility needed for internal innovation.

Centralization refers to the hierarchical level that has authority to make decision. If decisions are delegated to lower levels the organization is decentralized and if decision making power authority is kept at the top level it is centralized. Centralization also creates a non-participatory environment that reduces communication, commitment, and involvement with tasks among participants. Organizational control is a cycle that includes the three stages of target setting, measuring or monitoring and feedback. Control in the bureaucracy can consist of rules, standards, and internal procedures. Developing and enforcing performance control and behavioural prescriptions improve decisions and increases predictability of performance. Chen and Huang (2010) claimed that decentralized and informal structure will lead to higher performance. Also Germain et al., (2011) studied the effect of structure on the performance mediating supply chain management and found that in stable environment, formal structure has a positive effect on the performance while in dynamic atmosphere negative effect is attained. Therefore, Zheng et al., (2009) concluded that there is a negative effect of structure on organizational effectiveness.

2.4 Technology and the Choice of Growth Strategies

In this section, the research tries to gather literature on the relationship between technology and strategy. Technology play a crucial role in the success of the organization, this section looks at the role played by technology in shaping the organization and the impact technology have on the organizational strategies and performances in overall.
2.4.1 Entrenchment and Competing Technologies

As a technology (or technological system) grows, it gathers momentum as the mass of technical and social components develops in a certain direction. A vast range of different actors becomes committed to the technology and physical artefacts builds up (Hughes, 1987). Along with the technologies, normal ways of solving problems through the use of science, technology, and materials are also evolving, making up a ‘technological regime’ (Nelson and Winter, 1982) or ‘technological paradigm’ (Dosi, 2002).32 In this paradigm, innovations are mainly incremental, following natural trajectories determined by the selection environment shaped by the current paradigm (Nelson and Winter, 1977). Thus, more radical innovations are less likely to occur in the context of an existing technological paradigm.

The technological development is a cumulative (Dosi, 2002) or path-dependent (Arthur, 2004) process, and what happens in an early phase may have a large influence on the eventual outcome.33 Entrenched technologies have acquired advantages in the competition with new ones, in that they are already widely used. This advantage can be explained by ‘learning by doing’ (Arrow, 1962) and what Arthur (1988) calls ‘increasing returns to adoption’ due to, for example, learning by using, network externalities, economies of scale, and technological interrelatedness. Such positive feedback implies that a technology taking the lead – for any reason – is likely to increase its advantage with time due to positive feedback. New technologies, on the other hand, typically suffer from poor technical and economic performance, and from unfavorable regulations and policies adjusted to entrenched technologies. New technologies are less known and understood, and risk-averse policy makers and firms are likely to stick to the more widespread technologies (Arthur, 1988). In addition, a given new technology is likely be in competition with other new technologies (Windrum, 1999).

It has been observed that competition between technologies often results in the emergence of a dominant design; characteristically, innovation then becomes increasingly focused on the production process, while product design remains more or less fixed (Abernathy and Utterback, 2008).
It is no straightforward task to foster new technologies that are to deal with environmental problems, some of which are urgent in relation to the time scales of socio-technical change processes (Andersson, 2001). As with entrenched technologies, path dependency may result in a situation where one or several inferior technologies become locked in (David, 1985). Keeping a variety of new technologies available is a way to avoid the risks of ‘premature lock-in’, i.e., lock-in to technologies that are ultimately unable to complete the required transition (Sandén, 2004).

Companies may use various organizational structures for communication purposes. Large companies have many levels of management. Therefore, the most effective way to communicate is from top of the organization down. Executives create certain operational procedures which they communicate to directors and managers. Managers, in turn, explain these operational procedures to subordinates or hourly employees. Wolf said structure has a direct effect on the success of an organization operational strategy. “Good organization structure influences the execution behaviors of a company. Structure not only shapes the competence of the organization, but also the processes that shape performance”. Therefore, Clemmer (2011) supported the idea that organizational structure shapes performance: Good performers, in a poorly designed structure, will take on the shape of the structure. Many organizations induced learned help lessens. Walton (2007) tied structure to effectiveness, asserting that management restructuring is designed to increase not only the efficiency but also the effectiveness of the management organization. Walton (2007) associated quicker responses to problems, increased unity of functions, coherent and consistent priorities, enhanced abilities, and career satisfaction with the performance benefits of structural alignment. A given structural alignment can only emphasize a few of the interdependencies among activities. Therefore, appropriate structures must ensure that the most important types of coordination occur. Organizational structure includes decision-making, customer’s needs, and harnessing experience.

2.4.2 Technology and Marketing

Marketing strategy refers to a set of objectives, policies and rules that guide the organization’s marketing efforts over time. This involves responses to changing environment and competitive conditions, employing all the resources of an organization
towards attaining the desired goals in terms of sales, pricing and distribution (Olujide and Aremu, 2004). Strategy is a link between an organization and its environment and it must be consistent with the goals, values, the external environment, resources, organizational structure and system (Ansoff and Mcdonell 1990). Diversification or multi-product marketing strategy is a means by which a firm expands its business or product into other products or markets (Aaker, 2004, Dacin and Smith, 1994, Laforet and Saunders, 1999 and Morgan and Rogo, 2008). Essentially, diversification involves substantial change in the business definition - singly or jointly in terms of customer function, customer groups or alternative technologies of one or more of a firm’s businesses (Kazmi, 2008, and Kotler, 2003).

As universities find the need to appeal to an ever-increasing and diverse student base, successful branding and marketing have become increasingly important activities for institutions. Universities must now go to greater lengths to differentiate themselves from competitor institutions. Successful branding can help with increasing enrollment, expanding fundraising capabilities, and other outcomes. A recent study by (Kotler, 2010) summarized the multi-faced nature of branding. Kotler (2010), noted that effective strategic planning and brand management require more than traditional advertising, marketing or identity development. Institutions that craft, present and manage a unified brand message, experience and environment achieve a competitive advantage in recruiting, retaining and building loyalty amongst their students, parents, staff, faculty, alumnae and donors.

According to Kotler (2010), communicating a brand successfully to students, both current and prospective, requires strategic planning and effective tools. This section will explore some of the recent ways branding and marketing has been used in the higher education industry.

According to a recent report by communications agency Noir sur Blanc, “93% of administrators in higher education already considered their institution to be a brand.” However, that same report notes that “in many cases, this is really more wishful thinking than objective truth. In reality, only the larger institutions have adapted their communications policies to include the brand angle and integrated it into their strategies.
Canadian institutions have employed these types of branding and marketing strategies, but the country as a whole has also prioritized “increasing its market share of international students. This is likely the most significant trend of note in Canada over recent years, and its impact on enrollment in Canada is discussed in greater detail in the next section. In terms of branding and marketing, Canada has attempted to redefine its national education system as wholly different from others in the global marketplace.

One of the most significant ways branding and marketing of higher education has changed in recent years has been in the online space, using a variety of new platforms for external engagement and communication. The terms “social” and “digital” refer to the use of both social media and digital marketing more generally, and include the role of effective and intuitive websites. Institutions are making greater use of social media and digital platforms like Twitter, Facebook, YouTube, and podcasts to market their programs, while website design and interface is proving a crucial component in how colleges and universities present themselves to prospective students.

A 2011 social media survey of more than 950 institutions showed that a full 96 percent of respondents were actively using social media, but that many are struggling to manage their social media initiatives. As one of the researchers noted, “There’s a lot of chaos. If the evolution of social media is like raising a child, we’re at the end of the toddler years.

2.4.3 Use of Technology on Staff Motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Mani, 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that
motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

Technology evaluation tends to focus on the impact on the visitors and users. One area that is almost entirely missed is the impact on the staff. Because the introduction of audio guides (for all users) represents such a fundamental change to the operations of a heritage site the effects are found across the site at all staff levels.

According to (Shadare et al, 2009), information technology is a means of increasing the efficiency of operations. As such there is the underlying potential for some applications to replace staff (for example audio guides can replace the need for human guides). In the case of Brighton Pavilion a deliberate policy was instituted to prevent the loss of staff guides because of the introduction of audio guides. This is certainly an example of best practice, but it must be assumed that not all sites will be able to afford the introduction of audio guides and to retain all guides. Standard tours are provided principally through the use of audio guides while specialist tours are provided by the human guides. This is beneficial for the public, who have a choice of guide types.

2.5 Chapter Summary

The chapter reviewed a range of literature to establish the factors affecting choice of growth strategies by the private universities in Kenya. Covered in this section was the impact of the organizational culture, top management team and technologies on the choice of growth strategies by private universities in Kenya. The next chapter will discuss the research methodology, research design, the population, sample size, data collection instruments and methods of data analysis will be covered in that chapter.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research looked at the research methodologies adopted in this study. Research design, population and sampling design, data collection method, research procedures and data analysis and method was covered here.

3.2 Research Design

This section gave an overview of how this study proceeded. Adopted in the study was an exploratory approach. A research design is a comprehensive strategy for attaining the crucial data desired to address a research problem. It utilized elements in both qualitative and quantitative research methodologies (Chandan, Singh & Khanna, 2010). The appropriate research design for this study was that of descriptive survey since descriptive research design offer information about the population under the study. Descriptive research is a research focused to elucidate the features of a specific spectacles to unravel a particular problem (Gall, 2003). The study could consequently be categorized as an amalgamation of quantitative and qualitative research, because it was designed to establish the degree to which various variables backed the realization of the research outputs, and the level to which these variables determined the choice of growth strategies by the private universities in Kenya. The descriptive type of research designated the circumstances as they occur at a particular time. Descriptive research gives a logical explanation that is precise and detailed as possible hence this tailored well with the research problem (Cooper and Schindler 2011). Since the research was statistical, the method captured the characteristics of the population by making inferences from the sample features and general information about the findings was presented basing on the sample studied.
3.3 Population and Sampling Design

3.3.1 Population

“Population is the total collection of elements about which the references is made” (Cooper & Schindler, 2011, P.37). On the other hand Gall (2003), argued that a target population gives a concrete foundation in which to build a population rationality of the study. In this study, the target population was the top and middle level managers of the United States International University – Africa (USIU-A). The research considered certain population demographic context and tried to find out how they affect the choice of growth strategies in the private universities in Kenya. These demographic information included features such as age, education level and gender of the participants in the study. According to the information obtained from USIU-A, the population of the USIU-A middle and top level management comprise of 97 employees, thus the study’s target population was 97 respondents.

3.3.2 Sampling Design

3.3.2.1 Sampling frame

“A sampling frame is the list of all features from which the sample is drawn from. It is a comprehensive and precise list of population members only” (Cooper & Schindler, 2011, P.41). According to Saunders, Lewis and Thornhill (2003) the sampling frame for every random sample is the whole list of entire cases in the population from which sample is derived. In this study, the sample frame was clearly defined as the top and the middle level managers of the United States International University-Africa. The researcher approached the managers at random and collected the data. The researcher ensured a high degree of correspondence between the sampling frames. The research focused on the USIU-A since the institution was oldest and the most successful among the private universities in the country and because of the easy access and collection of data.
3.3.2.2 Sampling Technique

This study used a census technique for collecting data. According Cooper and Schindler (2011), census is where all the individuals in the populations are included in the study. This is basically, having everyone in the population participating in the study. The advantages of this techniques was that it was more accurate as no generalization was made and that the findings of the study was purely attributed to the topic. The technique was also appropriate to a study whose population was not large.

3.3.2.3 Sample Size

The sample size is the number of sampling units selected from the population for analysis (Chandan, Singh & Khanna, 2010). This study did not use the sample size and instead the study adopted a census where everyone in the population participated in the study. The population of the study was determined to be 97 manager from United State International University – Africa. Questionnaires was distributed to all the 97 managers and the data that was obtained was used for analysis. This study adopted a census approach because the population of the study was not large and for the purpose of the accuracy of the findings.

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>USIU top and middle level managers</th>
<th>Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>97</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study used essentially primary data that was collected from the USIU-A top and middle level managers. The study employed the use of question which were both structured and open-ended for data collection. The questionnaires was administered to the managers by hand delivery. The researcher employed the use of a research assistant to
help in data collection who distributed the questionnaires to the targeted population. Closed ended questions made it easier for the filling of the questions whereas open ended questions was used to allow the respondents to provide data that was not captured in the questions. The questionnaires was divided into two parts, the first part covered the demographic information, whereas the second part addressed the three research questions. Respondents were asked to rank the factors in part two as to how they agreed or disagreed with the statements. A total of 97 questionnaires were distributed to the target population. In order to achieve a high response rate, the research assistant had instructions to give out the questionnaires to the target person and wait for the respondent to complete and pick it back.

3.5 Research Procedure

For this study, structured questionnaires was adopted. The research questions of the study was used to develop the questionnaires. The study employed the use of both open-ended and structured questionnaires because structured questionnaires were easy to administer and open-ended helped to gather a wider range of despondences. 97 questionnaires were distributed to the USIU-A top and middle level managers. The respondents were to tick where appropriate in the questionnaires. To ensure high response rate, the questionnaires were distributed and waited for the respondent to complete the questions. Ranking was used to determine the factors affecting the choice of the growth strategies by private universities in Kenya.

3.6 Data Analysis and Method

Both quantitative and qualitative data was acquired in this study. Quantitative data are those data that is assessed on a numerical scale. Quantitative data are those that signify the quantity or amount of something while qualitative data is the one that have no numerical worth in terms of measurements but are significant to the results and findings of any research (Quang and Hong, 2009). Descriptive and inferential method was used for analyzing the data. Frequency and cross tabulation analysis was used to establish the significance of the findings. Also used was correlation analysis to determine whether
there existed a relationship between the various factors under the study, results was presented in figures and tables for easier assessment.

3.7 Chapter Summary

Chapter three covered the research methodology by emphasizing on the research design, sampling design and the population. Also covered was the data collection methods, procedure of sampling and data analysis and presentation. The study adopted a simple random sampling technique. Chapter four presents the results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings on factors affecting choice of growth strategy by the private universities in Kenya: A case of the United States International University – Africa. The chapter is divided in two parts, the first part looked at the demographic information of the respondents. The second part is further divided into three sections as per the research questions and finally the chapter summary concludes the chapter.

4.2 General Information

4.2.1 Response Rate

This is the total number of respondents who participated in the study. Response rate is presented in percentage. This study carried a census on a population of 97 middle and top level management of USIU-A.

The results in Figure 4.1 show that 77 respondents which represent (79.4%) took part in the study while 20 respondents which represent (20.6%) did not take part in the study.

![Gender Representation Chart](chart.png)
4.2.2 Gender

Figure 4.1 represents the gender distribution of the respondents. From the figure, 44.16% of the respondents were female while 55.84% were male.

![Gender Representation](image)

**Figure 4.2: Gender Representation**

4.2.3 Classification of respondents by level of education

In this study, the respondents were requested to indicate their levels of education. This was important to establish the respondents’ levels of education in relation to strategies choice and development. The study established that the majority of the respondents accounting for 49.35% held post graduate degrees whereas those who had a bachelor degree (University) accounted for 44.16% and college accounted for 6.49% of the total respondents as shown in Figure 4.3.
4.2.4 Age Distribution

Figure 4.2 shows the age brackets of respondents of the top and middle level management of the United States International University-Africa. The study was represented by respondents with the age bracket of between 25 and 35 years accounting for 51.95% and those of the age group between 36 and 45 accounted for 48.05%.

Figure 4.4: Age Distribution

4.2.5 Working Experience

In this section, the respondents were asked to indicate their level of experience in the organization. Their responses were captured as illustrated in figure 4.5 where 4.5% noted they had worked for USIU-A for less than one year, 27.3% for between 2 years and 5 years, those who had worked for the insurance for between 6 and 9 years accounted for 36.4% and finally 31.8% had worked for 10 years and over.
4.2.6 Strategy Formulation

In this section, the respondents were asked to indicate their level of growth strategy formulation and implementation in the organization. The study established that the majority of respondents accounting for 61.04% indicated that it was medium extend whereas 27.27% believed it was to high extend and finally 11.69 believed it’s to small extend as shown in figure 4.6.

Figure 4.5: Working Experience

Figure 4.6: Strategy Formulation
4.3 Organizational Culture and the Choice of Growth Strategies

The information sought here was on the relationship between organizational culture and company’s strategy. The study used coefficient of variation (C.V) to determine the significance of the factors on this objective. The factors were categorized into three categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance. Table 4.1 entails the highly significant factors.

4.3.1 Highly Significant Factors

Table 4.1 shows the highly significant factors on relationship between organizational culture and company’s strategy. The study established that all the factors under organizational culture and company’s strategy were highly significant to the study. These factors were: There is management understanding of the organizational culture in the organization, organizational culture is deep rooted to the top management, strategy formulation is based on the organizational culture, cultural diversities are encouraged in the organization, organizational culture play a role in the marketing of the university’s programs and finally organizational culture plays a role in the development of the university’s product.

Table 4.1: Highly Significant Factors

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is management understanding of the organizational culture in the organization.</td>
<td>1.92</td>
<td>.807</td>
<td>.0000</td>
</tr>
<tr>
<td>Organizational culture is deep rooted to the top management</td>
<td>2.00</td>
<td>.778</td>
<td>.0000</td>
</tr>
<tr>
<td>Strategy formulation is based on the organizational culture</td>
<td>2.08</td>
<td>.823</td>
<td>.0015</td>
</tr>
<tr>
<td>Cultural diversities are encouraged in the organization.</td>
<td>1.87</td>
<td>.656</td>
<td>.0000</td>
</tr>
<tr>
<td>Organizational culture play a role in the marketing of the university’s programs</td>
<td>2.13</td>
<td>.864</td>
<td>.0009</td>
</tr>
<tr>
<td>Organizational culture plays a role in the development of the university’s product</td>
<td>1.77</td>
<td>.560</td>
<td>.0289</td>
</tr>
</tbody>
</table>

4.3.2 Cross Tabulation of Gender and Management and Organizational Culture

The study sought information on the cross tabulation of gender and there is management understanding of the organizational culture in the organization. The study established that
35.3% of the male strongly agreed, 47.1% agreed whereas 17.6% remained neutral. On the other hand, 37.2% of the female respondents strongly agreed while 25.6% agreed and another 37.2% remained neutral as shown in table 4.2.

Table 4.2: Cross Tabulation of Gender and Management and Organizational Culture

<table>
<thead>
<tr>
<th>Gender</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12</td>
<td>16</td>
<td>6</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>35.3%</td>
<td>47.1%</td>
<td>17.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>11</td>
<td>16</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>37.2%</td>
<td>25.6%</td>
<td>37.2%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>27</td>
<td>22</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>36.4%</td>
<td>35.1%</td>
<td>28.6%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.3.3 Cross Tabulation of Educational Qualification and Organizational Culture

Cross tabulation of level of educational achieved and organizational culture, the respondents were asked whether organizational culture is deep rooted to the top management. Table 4.3 shows the responses to this statement. In the table, 28.9% of those respondents who were holders of post graduate strongly agreed and 71.1% agreed. For those with a bachelor’s degree (university), 17.6% strongly agreed, 64.7% agreed and 17.6% remained neutral and collage had 100% remaining neutral.

Table 4.3: Cross Tabulation of Education Level and Organizational Culture

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Graduate</td>
<td>11</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>28.9%</td>
<td>71.1%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>University</td>
<td>6</td>
<td>22</td>
<td>0</td>
<td>6</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>17.6%</td>
<td>64.7%</td>
<td>0.0%</td>
<td>17.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>College</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>49</td>
<td>5</td>
<td>6</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>22.1%</td>
<td>63.6%</td>
<td>6.5%</td>
<td>7.8%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.3.4 Cross Tabulation of Age Bracket and Strategy Formulation
Table 4.4 shows the cross tabulation between age bracket of the respondents and whether strategy formulation is based on the organizational culture. From the table, the study make known that the age group is divided into 25-35 years, 36-45 years and finally above 45 years. The table shows that 42.5% of the respondents between the age bracket of 25 and 35 years strongly agreed that strategy formulation is based on the organizational culture, 27.5% agreed, 15% remained neutral and another 15% disagreed same to 86.5% with the age bracket between 36 and 45 years who agreed and 13.5% remained neutral.

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 – 35 years</td>
<td>17</td>
<td>11</td>
<td>6</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>0</td>
<td>32</td>
<td>5</td>
<td>0</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>43</td>
<td>11</td>
<td>6</td>
<td>77</td>
</tr>
</tbody>
</table>

4.3.5 Cross Tabulation of Experience and Organizational Culture and marketing

Table 4.5 shows the cross tabulation of number of years worked in USIU-A and whether organizational culture play a role in the marketing of the university’s programs. From the table, those respondents with the experience of between 2 and 5 years had 50% who agreed and another 50% remained neutral. Between the experience of 6 and 10 years, 41.9% strongly agreed, 34.9% agreed and 23.3% remained neutral and finally 72.7% of those with experience above 10 years agreed and 27.3% disagreed.

<table>
<thead>
<tr>
<th>Organizational culture play a role in the marketing of the university’s programs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Agree</td>
</tr>
<tr>
<td>22.1%</td>
<td>55.8%</td>
</tr>
</tbody>
</table>
### 4.3.6 Correlation of Organizational Culture and the Choice of Growth Strategies

Table 4.6 shows the relationship between there being management understanding of the organizational culture in the organization and organizational culture and the choice of growth strategies. The table shows that there is management understanding of the organizational culture in the organization and organizational culture is deep rooted to the top management at (r=0.712**, p<0.01, N=77), strategy formulation is based on the organizational culture at (r=0.484**, p<0.01, N=77), cultural diversities are encouraged in the organization at (r=0.577**, p<0.01, N=77), organizational culture play a role in the marketing of the university’s programs at (r=0.675**, p<0.01, N=77 ) and organizational culture plays a role in the development of the university’s product at (r=0.309**, p<0.01, N=77).

<table>
<thead>
<tr>
<th>How long have you worked in USIU-A?</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 – 5 years</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>18</td>
<td>15</td>
<td>10</td>
<td>0</td>
<td>43</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>0</td>
<td>16</td>
<td>0</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>37</td>
<td>16</td>
<td>6</td>
<td>77</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>There is management understanding of the organizational culture in the organization.</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture is deep rooted to the top management</td>
<td>.712**</td>
<td>.000</td>
<td>77</td>
</tr>
<tr>
<td>Strategy formulation is based on the organizational culture</td>
<td>.484**</td>
<td>.000</td>
<td>77</td>
</tr>
<tr>
<td>Cultural diversities are encouraged in the</td>
<td>.577**</td>
<td>.000</td>
<td>77</td>
</tr>
</tbody>
</table>
organization.

<table>
<thead>
<tr>
<th>Organizational culture play a role in the marketing of the university’s programs</th>
<th>.675**</th>
<th>.000 77</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture plays a role in the development of the university’s product</td>
<td>.309**</td>
<td>.006 77</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.4 Top Management Team and the Choice of Growth Strategies

The information sought here was on the relationship between top management team and the choice of growth strategies. The factors were categorized into three categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance. Table 4.7 bring about the highly significant factors and Table 4.8 moderate significant factors.

4.4.1 Highly Significant Factors

In this section, the highly significant factors on relationship between top management team and the choice of growth strategies were sought. In this study, it is well established that: Top level management encourages and maintain trust for their followers act wisely, organizational internal factors determine the quality of strategies developed and creativity of the top level management determines the quality of strategies formulated were the highly significant factors as shown in Table 4.7.

<table>
<thead>
<tr>
<th>Table 4.10: Highly Significant Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Top level management encourages and maintain trust for their followers act wisely</td>
</tr>
<tr>
<td>Organizational internal factors determine the quality of strategies developed</td>
</tr>
<tr>
<td>Creativity of the top level management determines the quality of strategies formulated</td>
</tr>
</tbody>
</table>

4.4.2 Moderately Significant Factors
In this section, the moderately significant factors on relationship between top management team and the choice of growth strategies were sought. In this study, it is well established that: Top level management’s strategic thinking involves prioritizing other people’s values and organizational structure plays a role in the choice and implementation of strategies were the moderately significant factors as shown in Table 4.8.

**Table 4.18: Moderately Significant Factors**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management’s strategic thinking involves prioritizing other people’s values</td>
<td>2.09</td>
<td>2.391</td>
<td>.5873</td>
</tr>
<tr>
<td>Organizational structure plays a role in the choice and implementation of strategies</td>
<td>1.87</td>
<td>.908</td>
<td>.689</td>
</tr>
</tbody>
</table>

**4.4.3 Cross Tabulation of Gender and Top Level Management and Strategy Development**

The study sought information on the cross tabulation of gender and whether the university top level management is responsible for strategy development. The study established that 82.4% of the male strongly agreed and 17.6% agreed whereas 23.3% of the female respondents strongly agreed, 62.8% agreed and 14% disagreed as shown in table 4.9.

**Table 4.9: Cross Tabulation of Gender and Management and Organizational Culture**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>28</td>
<td>6</td>
<td>0</td>
<td>34</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>27</td>
<td>6</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>33</td>
<td>6</td>
<td>77</td>
</tr>
</tbody>
</table>

**4.4.4 Cross Tabulation of Educational Qualification and Creativity of Top Level Management**

Cross tabulation of level of educational attained and creativity of top level management, the respondents were asked whether creativity of the top level management determines
the quality of strategies formulated. Table 4.10 shows the responses to this statement. In the table, 28.9% of those respondents who were holders of post graduate strongly agreed and 71.1% agreed. For those with a bachelor’s degree (university), 17.6% strongly agreed, 50% agreed and 17.6% remained neutral and 14.7% disagreed and collage had 100% agreed.

### Table 4.10: Cross Tabulation of Educational Qualification and Management’ Creativity

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Creativity of the top level management determines the quality of strategies formulated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Post Graduate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>28.9%</td>
</tr>
<tr>
<td>University</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>17.6%</td>
</tr>
<tr>
<td>College</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>28.6%</td>
</tr>
</tbody>
</table>

4.4.5 Cross Tabulation of Age Bracket and Organizational Structure

Table 4.11 shows the cross tabulation between age bracket of the respondents and whether organizational structure plays a role in the choice and implementation of strategies. From the table, the study revealed that the age group is divided into 25-35 years, 36-45 years and finally above 45 years. The table shows that 42.5% of the respondents between the age bracket of 25 and 35 years strongly agreed that organizational structure plays a role in the choice and implementation of strategies, 30% agreed 15% remained neutral and 12.5% disagreed, same to 40.5% with the age bracket between 36 and 45 years who strongly agreed and 16.2% remained neutral.
Table 4.11: Cross Tabulation of Age Bracket and Organizational Structure

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Organizational structure plays a role in the choice and implementation of strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>25 – 35 years</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>42.5%</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>40.5%</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>41.6%</td>
</tr>
</tbody>
</table>

4.4.6 Cross Tabulation of Experience and Top Level Management and Trust

Table 4.12 shows the cross tabulation of number of years worked in USIU-A and whether top level management encourages and maintain trust for their followers act wisely. From the table, those respondents with the experience of between 2 and 5 years had 50% who agreed and another 50% remained neutral. Between the experience of 6 and 10 years, 25.6% strongly agreed, 60.5% agreed and 14% remained neutral and finally 72.7% of those with experience above 10 years agreed and 27.3% remained neutral.

Table 4.12: Cross Tabulation of Experience and Top Level Management and Trust

<table>
<thead>
<tr>
<th>How long have you worked in USIU-A?</th>
<th>Top level management encourages and maintain trust for their followers act wisely</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>2 – 5 years</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>25.6%</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>14.3%</td>
</tr>
</tbody>
</table>

4.4.7 Correlation of Top Level Management and Choice of Strategies

Table 4.13 shows the relationship between the university top level management is responsible for and top level management and choice of strategies. The table shows that
the university top level management is responsible for strategy development. and creativity of the top level management determines the quality of strategies formulated at (r=0.437**, p<0.01, N=77), top level management encourages and maintain trust for their followers act wisely at (r=0.498**, p<0.01, N=77), organizational internal factors determine the quality of strategies developed at (r=0.683**, P<0.01, N=77) and organizational structure plays a role in the choice and implementation of strategies at (r=0.444**, P<0.01, N=77).

Table 4.13: Correlation of Top Level Management and Choice of Strategies

<table>
<thead>
<tr>
<th>The university top level management is responsible for strategy development.</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity of the top level management determines the quality of strategies formulated</td>
<td>.437**</td>
<td>.0001</td>
<td>77</td>
</tr>
<tr>
<td>Top level management encourages and maintain trust for their followers act wisely</td>
<td>.498**</td>
<td>.0000</td>
<td>77</td>
</tr>
<tr>
<td>Organizational internal factors determine the quality of strategies developed</td>
<td>.683**</td>
<td>.0000</td>
<td>77</td>
</tr>
<tr>
<td>Organizational structure plays a role in the choice and implementation of strategies</td>
<td>.444**</td>
<td>.0001</td>
<td>77</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.5 Technology and the Choice of Growth Strategies

The information sought here was on the relationship between technology and the choice of growth strategies. The study used coefficient of variation (C.V) to determine the significance of the factors on this objective. The factors were categorized into three
categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance. Table 4.14 bring about the highly significant factors and Table 4.15 lowly significant factors.

### 4.5.1 Highly Significant Factors

In this section, the highly significant factors on relationship between technology and the choice of growth strategies was sought. In this study, it is well established that: Technology has been employed as a strategy for employee motivation, technology play a crucial role in the choice and development of strategies, entrenched technologies have acquired advantages in the competition with new ones and finally the university has adopted technology for marketing were the highly significant factors as shown in Table 4.14

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology has been employed as a strategy for employee motivation.</td>
<td>1.73</td>
<td>0.883</td>
<td>0.000</td>
</tr>
<tr>
<td>Technology play a crucial role in the choice and development of strategies</td>
<td>1.42</td>
<td>0.714</td>
<td>0.000</td>
</tr>
<tr>
<td>Entrenched technologies have acquired advantages in the competition with new ones</td>
<td>1.91</td>
<td>0.962</td>
<td>0.0451</td>
</tr>
<tr>
<td>The university has adopted technology for marketing</td>
<td>2.13</td>
<td>0.923</td>
<td>0.2761</td>
</tr>
</tbody>
</table>

### 4.5.2 Low Significant Factors

In this section, the low significant factors on relationship between technology and the choice of growth strategies was sought. In this study, it is well established that: Successful branding and marketing is also crucial to the growth strategies of the organization and information technology is a means of increasing the efficiency of operations were the low significant factors as shown in Table 4.15.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
</table>
successful branding and marketing is also crucial to the growth strategies of the organization | 1.87 | .732 | .8267
Information technology is a means of increasing the efficiency of operations | 1.95 | .872 | .9753

4.5.3 Cross Tabulation of Gender and Technology and Strategy Development

The study sought information on the cross tabulation of gender and whether technology play a crucial role in the choice and development of strategies. The study established that 8.8% of the male respondents did not respond to this statement, 73.5% strongly agreed, 14.7% agreed and 2.9% remained neutral whereas 48.8% of the female respondents strongly agreed, 37.2% agreed and 14% remained neutral as shown in table 4.16.

Table 4.16: Cross Tabulation of Gender and Management and Organizational Culture

<table>
<thead>
<tr>
<th>Gender</th>
<th>Non Response</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>8.8%</td>
<td>73.5%</td>
<td>14.7%</td>
<td>2.9%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Female</td>
<td>0.0%</td>
<td>48.8%</td>
<td>37.2%</td>
<td>14.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>3.9%</td>
<td>59.7%</td>
<td>27.3%</td>
<td>9.1%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.5.4 Cross Tabulation of Educational Level and Technology and Competition

The information sought here was the cross tabulation of level of educational attained and technology and competition, the respondents were asked whether entrenched technologies have acquired advantages in the competition with new ones. Table 4.17 shows the responses to this statement. In the table, 7.9% of those respondents who were holders of post graduate did not respond, 18.4% strongly agreed, 57.9% agreed and 15.8% remained neutral. For those with a bachelor’s degree (university), 35.3% strongly agreed, 32.4% agreed, 14.7% remained neutral and 17.6% disagreed and collage had 100% strongly agreeing.
Table 4.17: Cross Tabulation of Educational Level and Technology and Competition

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Post Graduate</th>
<th>University</th>
<th>College</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Non Response</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
</tr>
<tr>
<td>Entrenched technologies have acquired advantages in the competition with new ones</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>7</td>
<td>22</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>7.9%</td>
<td>18.4%</td>
<td>57.9%</td>
<td>15.8%</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>12</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>35.3%</td>
<td>32.4%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>24</td>
<td>33</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>3.9%</td>
<td>31.2%</td>
<td>42.9%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

4.5.5 Cross Tabulation of Age Bracket and Technology in Marketing

Table 4.18 shows the cross tabulation between age bracket of the respondents and whether the university has adopted technology for marketing. From the table, the study revealed that the age group is divided into 25-35 years, 36-45 years and finally above 45 years. The table shows that 30% of the respondents between the age bracket of 25 and 35 years strongly agreed that the university has adopted technology for marketing, 42.5% and agreed 27.5% remained neutral. 8.1% of the age bracket between 36 and 45 years did not respond, 2.7% strongly agreed, 16.2% remained neutral. And another 16.2% disagreed.

Table 4.18: Cross Tabulation of Age Bracket and Technology in Marketing

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Non Response</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 – 35 years</td>
<td>0</td>
<td>12</td>
<td>17</td>
<td>11</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>30.0%</td>
<td>42.5%</td>
<td>27.5%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>3</td>
<td>1</td>
<td>21</td>
<td>6</td>
<td>6</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>8.1%</td>
<td>2.7%</td>
<td>56.8%</td>
<td>16.2%</td>
<td>16.2%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>13</td>
<td>38</td>
<td>17</td>
<td>6</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>3.9%</td>
<td>16.9%</td>
<td>49.4%</td>
<td>22.1%</td>
<td>7.8%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.5.6 Cross Tabulation of Experience and Branding and Marketing

45
Table 4.19 shows the cross tabulation of number of years worked in USIU-A and whether successful branding and marketing is also crucial to the growth strategies of the organization. From the table, those respondents with the experience of between 2 and 5 years had 50% who agreed and another 50% remained neutral. Between the experience of 6 and 10 years, 7% did not respond, 39.5% strongly agreed, 48.8% agreed and 4.7% remained neutral and finally 77.3% of those with experience above 10 years agreed and 27.3% remained neutral.

<table>
<thead>
<tr>
<th>How long have you worked in USIU-A?</th>
<th>Non Response</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 – 5 years</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>0.0%</td>
<td>0.0%</td>
<td>50.0%</td>
<td>50.0%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>3</td>
<td>17</td>
<td>21</td>
<td>2</td>
<td>43</td>
</tr>
<tr>
<td>7.0%</td>
<td>39.5%</td>
<td>48.8%</td>
<td>4.7%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Above 10 years</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>0.0%</td>
<td>0.0%</td>
<td>77.3%</td>
<td>22.7%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>17</td>
<td>44</td>
<td>13</td>
<td>77</td>
</tr>
<tr>
<td>3.9%</td>
<td>22.1%</td>
<td>57.1%</td>
<td>16.9%</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

**4.5.7 Correlation of Technology and Choice of Strategies**

Table 4.20 shows the relationship between technology play a crucial role in the choice and development of strategies and technology and choice of strategies. The table shows that technology play a crucial role in the choice and development of strategies and entrenched technologies have acquired advantages in the competition with new ones at \( r=0.726^{**}, p<0.01, N=77 \), the university has adopted technology for marketing at \( r=0.377^{**}, p<0.01, N=77 \), successful branding and marketing is also crucial to the growth strategies of the organization at \( r=0.483^{**}, P<0.01, N=77 \), technology has been employed as a strategy for employee motivation at \( r=0.704^{**} P<0.01, N=77 \) and
information technology is a means of increasing the efficiency of operations at 
$(r=0.669** P<0.01, N=77)$. 

**Table 4.20: Correlation of Top Level Management and Choice of Strategies**

| Entrenched technologies have acquired advantages in the competition with new ones | .726** | .000 | 77 |
| The university has adopted technology for marketing | .377** | .001 | 77 |
| successful branding and marketing is also crucial to the growth strategies of the organization | .483** | .000 |
| Technology has been employed as a strategy for employee motivation | .704** | .000 | 77 |
| Information technology is a means of increasing the efficiency of operations | .669** | .000 | 77 |

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

*. Correlation is significant at the 0.05 level (2-tailed).
4.6 Chapter Summary

This chapter provided results and findings of the study. Questionnaires obtained from the management of USIU-A were analyzed as per the objectives and the findings presented in form of tables and figures. The next chapter provides the summary, of discussions, conclusions and recommendations.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter lays the frame work for the discussion, conclusions and recommendations for the study. This will be presented in sections as follows: section 5.2 covers the summary of the research, section 5.3 discussion, section 5.4 conclusions and finally section 5.5 recommendations.

5.2 Summary

The purpose of the study was to establish the factors affecting choice of growth strategy by the private universities in Kenya: A case of the United States International University – Africa (USIU-A). The study was guided by the following research questions: To what extent does organizational culture impact on the choice of growth strategies by private universities in Kenya? To what extent does top management team impact on the choice of growth strategies by private universities in Kenya? And finally to what extent does technology impact on the choice of growth strategies by the private universities in Kenya? The study adopted a census technique. A population of 97 managers (middle and Top level) from the USIU AFRICA were approached and asked to fill the questionnaires.
This technique was used, because it gave all the respondents in the population a chance to participate in the study. The technique was also the most appropriate for this study because the population of the study was small. The tool that was used for data collection were questionnaires. Both open ended and closed ended questions were used in the questionnaires. Closed ended questionnaires limited the responses from diverging from the researcher’s objective whereas closed ended questions gave freedom for any aspect not captured by the researcher to be included. To ensure effective and efficient data analysis process, the data was coded, sorted and analyzed using descriptive analysis where frequencies, percentages and correlation tables were generated and interpreted. The statistical package for social sciences (SPSS) was used for analysis. Presentation of data was in form of tables and figures.

A descriptive research design was adopted in the study. Questionnaires were used for data collection. The research questions was used to design the questionnaires. The researcher carried a pilot study on seven respondents to ascertain the suitability of the questionnaires. Reliability test carried out the questionnaires using through Cronbach Alpha. A value of 0.7 was considered good for this study. The study established a Cronbach Alpha value of 8.12. The study collected data from the management of United States International University-Africa.

Responses to factors on relationship between organizational culture and company’s strategy were graded as “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. The majority of the respondents believed that organizational culture plays a great role in the formulation and development of growth strategies in the organization. The following factors were established to be the most significant on the relationship between organizational culture and company’s strategy: There is management understanding of the organizational culture in the organization, organizational culture is deep rooted to the top management, strategy formulation is based on the organizational culture, cultural diversities are encouraged in the organization, organizational culture play a role in the marketing of the university’s programs and finally organizational culture plays a role in the development of the university’s product. This shows that all factors under the relationship between organizational culture and company’s strategy were highly significant.
On the relationship between top management team and the choice of growth strategies, the vast majority of respondents considered top level management encourages and maintain trust for their followers act wisely, organizational internal factors determine the quality of strategies developed and creativity of the top level management determines the quality of strategies formulated as the highly significant factors. The majority of the respondents also agreed and strongly agreed to the most factors under this objective.

Finally on the relationship between technology and the choice of growth strategies. The study established that: technology has been employed as a strategy for employee motivation, technology play a crucial role in the choice and development of strategies, entrenched technologies have acquired advantages in the competition with new ones and finally the university has adopted technology for marketing were the highly significant factors. A positive significant correlation was obtained among the factors sought in this section.

5.3 Discussion

5.3.1 Organizational Culture and the Choice of Growth Strategies

From this research findings, Responses to factors on relationship between organizational culture and company’s strategy were graded as “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. The majority of the respondents believed that organizational culture plays a great role in the formulation and development of growth strategies in the organization. The following factors were established to be the most significant on the relationship between organizational culture and company’s strategy: There is management understanding of the organizational culture in the organization, organizational culture is deep rooted to the top management, strategy formulation is based on the organizational culture, cultural diversities are encouraged in the organization, organizational culture play a role in the marketing of the university’s programs and finally organizational culture plays a role in the development of the university’s product. This shows that all factors under the relationship between organizational culture and company’s strategy were highly significant.

The study established that there being management understanding of the organizational culture in the organization to be highly significant. This study agrees with Kanungo
(2011) and Yip (2009), who noted that the international competition has mandated corporations to think differently. Today’s multinational and global business practices has become very competitive and it is of extreme significance to learn about diversity of various cultures, screen unending variations in culture and understand the effect of culture on business practices. A robust organizational culture is possibly to shape the company’s strategic choices and tactics. Such corporations have culture driven bias on policy making and strategic tactics.

The study also established that organizational culture is deep rooted to the top management. This finding is in agreement with Adler (2012), who found out that cultural diversities are centred on to what extent the thinking and reasoning of people can be changed, how they dominate and take control of their surroundings, group and individualistic behaviours, how individuals like doing things and how the space is perceived in relation to privacy and orientation towards time such as present, past or future. These factors can be used to explain how individuals manage different situation based on a strategy influenced by their own cultures.

From the study, it was established that strategy formulation is based on the organizational culture was highly significant factors to the relationship between organizational culture and company’s strategy. This is in agreement with Frost, Moore, Louis, Lundberg and Martin (2011), who acknowledged that the relationship between strategy and culture has also been proven with respect to market entry strategy. It has been empirically proven that organizational culture influences company strategy regarding market entry, specifically with respect to the selection between innovation strategy and imitation strategy. Innovation strategy means that company always strives to be the first to place a new product or service to the market segment, while imitation strategy means that company imitates innovators and places similar products or services to the market after them, thus lowering the risk. Innovativeness requires certain characteristics and behavior of an enterprise, such as flexibility, openness for change, entrepreneurship, risk acceptance and error tolerance.

The next cluster of highly significant factors were: cultural diversities are encouraged in the organization, organizational culture play a role in the marketing of the university’s programs and finally organizational culture plays a role in the development of the
university’s product. It is interesting to note that the above were the factors the respondents deemed highly significant to the relationship between organizational culture and company’s strategy. This was in agreement with Alvesson (2012) who acknowledged that considerable amount of literature has been written on culture and consumer behavior, culture and advertising, as well as culture and market orientation. Much of the literature in the past has been written with goal of explaining such cultural influence on strategy and how to design different strategies to fit different cultures. Hofstede (1991) stated that culture is the collective mental programming of the people in an environment. Culture is not a characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience. Cross (2009) argued that the idea of how different cultural variations influence marketing strategy state that the cultural aspects of language, demographics, nonverbal communication, and values influence consumer behavior consumer behavior in turn influences the marketing strategy making process.

5.3.2 Top Management Team and the Choice of Growth Strategies

The relationship between organizational culture and strategy in regards to the top level management play a crucial role in the success of the organization, the study looked at the relationship between top level management and the choice of growth strategies. The findings established that top level management encourages and maintain trust for their followers act wisely to be a highly significant factor. This findings is in agreement with Fairholm (2007) who wrote on leadership in a Trust Culture, where the leader’s goal (and related activity) is to encourage and maintain mutual trust so people act wisely and independently to achieve mutual goals. This perspective assumes a systems approach and focuses on embracing chaos using it to create the environment to achieve desired ends.

This study also established that organizational internal factors determine the quality of strategies developed to be highly significant factor. Majority of respondents felt that organizational internal factors determine the quality of strategies developed. This findings agrees with the study carried out by Germain et al., (2011) that looked at the effect of structure on the performance mediating supply chain management and found that in stable environment, formal structure has a positive effect on the performance
while in dynamic atmosphere negative effect is attained. Therefore, Zheng et al., (2009) concluded that there is a negative effect of structure on organizational effectiveness.

The next highly significant factors to the factor on the relationship between top level management and the choice of growth strategies is creativity of the top level management determines the quality of strategies formulated. This study’s findings agree with a study by Miller, Kets De Vries and Toulouse (2022) that showed that top executive’s locus of control and its relationship to strategy making, structure and environment. They found support for the proposition that executive’s personality influences his strategies and that influences structure and environment.

This study also agree with Kauer, zu Waldeck and Schäffer (2007) studied the effects of the top management team’s characteristics on strategic decision-making. The results of their study support the use of more deep-level measures than age or tenure in studying TMT’s characteristics and also the importance of the mediating process. According to them, personality factors, such as flexibility, have clearer impact on decision speed than the diversity of the experience.

This study also agrees with Miles and Snow (1993) typology with the four modes of the cognition in their creative management model. According to them, a prospecting organization has TMT which consists mostly of intuitive with some feelers. TMT of the preserver (analyzer in Miles and Snow typology) organization has got mostly feelers and some intuitive. Analyzing organization is proposed to have a top management team in which there are mostly thinkers with some sensors. Finally, mostly sensors are proposed to be found from the TMT of the reflexing organization.

Finally on the relationship between top level management and the choice of growth strategies, the correlation analysis established a significant positive relationship. This study agrees with Hough and Ogilvie (2005) examined how cognitive style affects decision outcomes. They found that cognitive style influences actual decision outcomes and also how others perceive one’s decision performance. Similarly, Cools and Ven Den Broeck (2008) found qualitative evidence for cognitive styles’ influence on managerial behavior. On the other hand, Jennings and Disney (2006) found some inconsistent
evidence for the importance of psychological type in their study of the strategic planning process.

5.3.3 Technology and the Choice of Growth Strategies

The study established that technology has been employed as a strategy for employee motivation. This was rated as the most significant factor on the relationship between technology and choice of growth strategies. This study is in agreement with a study carried out by (Shadare et al, 2009), who noted that information technology is a means of increasing the efficiency of operations. As such there is the underlying potential for some applications to replace staff (for example audio guides can replace the need for human guides). In the case of Brighton Pavilion a deliberate policy was instituted to prevent the loss of staff guides because of the introduction of audio guides. This is certainly an example of best practice, but it must be assumed that not all sites will be able to afford the introduction of audio guides and to retain all guides. In these cases the impact could be superficially positive for the financial bottom line of the organization, but negative from a social and a local economic perspective. In Brighton the introduction of audio guides was perceived as beneficial by some guides. Rather than having to conduct the same ‘standard’ tours of the building on a daily basis they could create specialist tours of the site and other heritage properties owned by the council. This added variety to the working routine of guides, allowing them to research new topic areas and conduct specialist tours. It has given rise to a ‘two-tier’ system of guiding. Standard tours are provided principally through the use of audio guides while specialist tours are provided by the human guides. This is beneficial for the public, who have a choice of guide types.

The technological development is a cumulative (Dosi, 2002) or path-dependent (Arthur, 2004) process, and what happens in an early phase may have a large influence on the eventual outcome.33 Entrenched technologies have acquired advantages in the competition with new ones, in that they are already widely used. This advantage can be explained by ‘learning by doing’ (Arrow, 1962) and what Arthur (1988) calls ‘increasing returns to adoption’ due to, for example, learning by using, network externalities, economies of scale, and technological interrelatedness. Such positive feedback implies that a technology taking the lead – for any reason – is likely to increase its advantage.
with time due to positive feedback. New technologies, on the other hand, typically suffer from poor technical and economic performance, and from unfavorable regulations and policies adjusted to entrenched technologies. New technologies are less known and understood, and risk-averse policy makers and firms are likely to stick to the more widespread technologies (Arthur, 1988). In addition, a given new technology is likely be in competition with other new technologies (Windrum, 1999). This is backed up by this study’s findings that technology play a crucial role in the choice and development of strategies.

On whether entrenched technologies have acquired advantages in the competition with new ones, the study established that this factor was significant to the relationship between technology and choice of growth strategy. This findings agrees with the study carried out by Abernathy and Utterback, (2008) who considerable it has been observed that competition between technologies often results in the emergence of a dominant design; characteristically, innovation then becomes increasingly focused on the production process, while product design remains more or less fixed. Anderson and Tushman (2010) suggest that dominant designs should not be considered a final state, but as a recurring phenomenon that is broken by ‘technological discontinuities’. These may be in the form of radical technological change resulting in a period of variation and selection eventually leading to the emergence of a dominant design, developing through incremental change (Murmann and Tushman, 1997). For pervasive technologies, such ‘technology cycles’ may imply that technological paradigms are replaced in cyclical patterns. An important complement to the dominant design concept is the possibility of market differentiation resulting in different dominant designs in different niches.

Finally on whether there exists any relationship, the study carried out a correlation analysis and a significant positive relationship was established between technology adoption and the choice of growth strategies. This study agrees with Sanden, (2004) who noted that it is no straightforward task to foster new technologies that are to deal with environmental problems, some of which are urgent in relation to the time scales of socio–technical change processes (Andersson, 2001). As with entrenched technologies, path dependency may result in a situation where one or several inferior technologies become locked in (David, 1985). Keeping a variety of new technologies available is a way to
avoid the risks of ‘premature lock-in’, i.e., lock-in to technologies that are ultimately unable to complete the required transition.

5.4 Conclusions

5.4.1 Organizational Culture and the Choice of Growth Strategies
From the research it is evident that there exist a significant positive relationship between organizational culture and the choice of the growth strategies. The study also established that all the factors under this objective to be highly significant. This study concludes that organizational culture is crucial to the success of any organization. Organizations that have deeply rooted organizational culture are more poised to succeed than those without or with weak organizational culture. Deeply rooted organizational culture taps in diversities from their members of the staffs and uses it to optimize on their performance.

5.4.2 Top Management Team and the Choice of Growth Strategies
On the relationship between top management team and the choice of growth strategies, the study established a significant positive relationship. The study found out that top management team plays a crucial role to the formulation, selection and implementation of growth strategies. The study also established that top level management encourages and maintain trust for their followers act wisely, organizational internal factors determine the quality of strategies developed and creativity of the top level management determines the quality of strategies formulated to be the highly significant factors. This study concludes that top management team plays a vital role in the types of strategies developed by the organization. For the prosperity of the organization, enlightened management is essential.

5.4.3 Technology and the Choice of Growth Strategies
From this research findings and literature review, the impact of technology on the choice of growth strategies is far reaching. The study established that technology has been employed as a strategy for employee motivation, technology play a crucial role in the choice and development of strategies, entrenched technologies have acquired advantages
in the competition with new ones and finally the university has adopted technology for marketing were the highly significant factors. The study also established a significant positive relationship between the factors under this objective. It is the conclusion of this study that technology plays a crucial role in the formulation, selection and implementation of growth strategies in Kenyan private universities.

5.5 Recommendations

5.5.1 Recommendations for the research

5.5.1.1 Organizational Culture and the Choice of Growth Strategies

On the organizational culture of the organization, the study established that there exists a significant positive relationship between the organizational culture and the types of growth strategies formulated and implemented by the organization. The study recommends that the management of these Kenyan private universities should ensure that organizational culture of their institution is deeply rooted to each and every member of the organization. Initiatives be put in place to training their employees and other stakeholders on the values and benefits of these organizational culture.

5.5.1.2 Top Management Team and the Choice of Growth Strategies

This study found out that top level management plays a crucial role in the formulation, choice and implementation of growth strategies in the Kenyan private universities. It is therefore this study’s recommendations that the top level management of these Kenyan private universities to be enlightened on the importance of sound strategies on the success of their institutions. The ownership or shareholders needs to take initiatives in making sure that the top level management undertakes training in the area of strategic management.

5.5.1.3 Technology and the Choice of Growth Strategies

Numerous prior studies have tried to gain a clear understanding of several pitfalls and challenges associated with technology adoption in organization as well as assessing those factors affecting the successful deployment of technology. This study recommends that
private universities should invest more in technologies so as to capitalize on the benefits that come along with adoption of technologies. This study found out that technology plays a great role in the formulation of the growth strategies of the private universities in Kenya.

5.5.2 Recommendations for further studies

This study focused on the factors affecting choice of growth strategy by the private universities in Kenya. The study was limited to private universities in Kenya. USIU-A was used as the case study and the findings were generalise to private universities in Kenya. This study therefore recommends that further studies be carried out on the same topic but with different case studies. The study also recommends that further studies be carried out on the implications of top level management of the types of strategy formulation in Kenyan private universities.

REFERENCES


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APPENDICIES

Appendix I: Cover Letter
Fulgence, M. Ndilo
UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA (USIU-A)
P.O. BOX 14634, 00800.
NAIROBI
Dear Respondent,
I am a USIU student carrying out research on the; FACTORS AFFECTING CHOICE OF GROWTH STRATEGIES BY PRIVATE UNIVERSITIES IN KENYA: A CASE OF UNITED STATES INTERNATIONAL UNIVERSITY AFRICA (USIU AFRICA) in partial fulfilment for the degree of Masters in Business Administration (MBA) program at the United States International University.

The researcher uses questionnaires which you are requested to complete and return. The findings of this study will provide valuable information to the management and the
employees of USIU AFRICA in formulation and implementation of growth strategies. Other private universities will also benefit from the results and findings of this study.

This study uses the USIU AFRICA as the case study from which you have been selected as one of the respondent. The data obtained in this study will be analyzed and results and findings of the study will be made available on request.

This is an academic research and confidentiality is highly emphasized. To achieve this, your name will not appear anywhere in the questionnaire and data collected will be collectively analyzed. Kindly spare some time to complete the questionnaire. The questionnaire will take you approximately eight minutes to complete.

Thank you in advance,

Yours sincerely,

Fulgence, M. Ndilo

Appendix II: Questionnaire

This study is a requirement for the partial fulfilment of Masters in Business Administration (MBA) program at the United States International University. The purpose of this study is to establish the factors affecting choice of growth strategies by the private universities in Kenya. The findings of the study will provide the management and employees of private universities with information that can be used in the formulation and implementing growth strategies in the academic industry. This is an academic exercise and all information collected from the respondents will be treated with utmost confidentiality.

PART i: GENERAL INFORMATION

Kindly answer all the questions by either ticking in the boxes or filling in the space provided.

1. Gender: Male
   Female

2. Level of Education: Post Graduate
3. Age Bracket: 
- 25 – 35 years
- 36 – 45 years
- Above 45 years

How long have you worked in USIU-A? 
- Below 2 years
- 2 – 5 years
- 6 – 10 years
- Above 10 years

4. To what extent is growth strategies formulated and implemented in USIU? 
- Small extent
- Medium extent
- Great extent

PART II: ORGANIZATIONAL CULTURE AND THE CHOICE OF GROWTH STRATEGIES

Please tick the numeric value corresponding to your personal opinion for each statement.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>There is management understanding of the organizational culture in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>b)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational culture is deep rooted to the top management</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>c)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategy formulation is based on the organizational culture</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
d) Cultural diversities are encouraged in the organization.

1  2  3  4  5

e) Organizational culture play a role in the marketing of the university’s programs

1  2  3  4  5

f) Organizational culture plays a role in the development of the university’s product

1  2  3  4  5

Any other factors on organizational culture and the choice of growth strategies
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

__________________________________________

PART III: TOP MANAGEMENT TEAM AND THE CHOICE OF GROWTH STRATEGIES

Please tick the numeric value corresponding to your personal opinion for each statement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>g) The university top level management is responsible for strategy development.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>h) Creativity of the top level management determines the quality of strategies formulated</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>i) Top level management’s strategic thinking involves prioritizing other people’s values</td>
<td>1</td>
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</tr>
<tr>
<td>j) Top level management encourages and maintain trust for their followers act wisely</td>
<td>1</td>
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<td>5</td>
</tr>
<tr>
<td>e) Organizational internal factors determine the</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
</tbody>
</table>
quality of strategies developed

f) Organizational structure plays a role in the choice and implementation of strategies

Any other factors influencing implementation of corporate governance within the insurance industry

PART IV: TECHNOLOGY AND THE CHOICE OF GROWTH STRATEGIES

Please tick the numeric value corresponding to your personal opinion for each statement

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Technology play a crucial role in the choice and development of strategies</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>b) Entrenched technologies have acquired advantages in the competition with new ones</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>c) The university has adopted technology for marketing</td>
<td>1</td>
<td>2</td>
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<tr>
<td>d) Successful branding and marketing is also crucial to the growth strategies of the organization</td>
<td>1</td>
<td>2</td>
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<tr>
<td>e) Technology has been employed as a strategy for employee motivation.</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>f) Information technology is a means of increasing the efficiency of operations</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
</tbody>
</table>
Any other factors on the impact technology on the choice of strategies

The End

(Thank You for Your Time and Attention)