INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF LARGE PHARMACEUTICAL COMPANIES IN KENYA

BY

DHANANJAY ADVANI

UNITED STATES INTERNATIONAL UNIVERSITY-
AFRICA

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INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF LARGE PHARMAACEUTICAL COMPANIES IN KENYA

BY

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2021
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 the United States International University - Africa in Nairobi for academic credit.

Signed: _____________________________  Date: _____________________________

Dhananjay Advani (ID: 638335)

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

Signed: _____________________________  Date: _____________________________

Dr. Joyce Ndegwa

Signed: _____________________________  Date: _____________________________

Dean, Chandaria School of Business
ABSTRACT

The study aimed at establishing the influence of strategy implementation on performance of large pharmaceutical companies of Kenya. In particular, to determine the effects of resource allocation on strategy implementation. To determine the effects of leadership on strategy implementation. To determine the effects of monitoring and control on strategy implementation. The study adopted descriptive research design. In this study a total of 30 manufacturers and 334 distributors of pharmaceutical products in Kenya constituted for the population of the study.

Simple and stratified sampling was used to select 364 respondents: 30 manufacturers and 334 distributors of pharmaceutical products. The study adopted descriptive research design. Primary data was collected using closed ended questionnaire. Descriptive statistics such as mean, standard deviation, frequency and percentage and inferential analysis were used to analyze the data. Moreover, regression analysis was used to show the nature of the relationship between strategy implementation, specifically resource allocation, leadership and monitoring and evaluation and organizational performance.

The study concluded that through efficient resource allocation, an organization can maintain forecasted budgets, achieve goals and objectives, improve organizational productivity, and reduce unnecessary costs and resources. It also concluded, resource allocation has a positive impact on successful project completion, results in profitability, assists in on-time production and has helped in detecting and eliminating risks. Considering the above factors, it was concluded that resource allocation has a positive influence on organizational performance.

The study findings established that leadership had a positive influence on organizational performance. Leaders which embedded a culture of achievement, had well thought-out decision-making skills, good communication skills positively influenced employees and positively impacted the high team retention rate which overall increased organizational performance. In the study findings on influence of monitoring and evaluation; ensuring quality standards are maintained, regularly identified strengths, weaknesses, opportunities and threats, improved customer satisfaction, optimizes business operations and has overall improved financial performance. This concludes that monitoring and evaluation has a positive influence on monitoring and evaluation.
The study recommended that correct and regular monitoring should be a routinely job in the organization. Organizations or top management should look for resilient individuals who have the right qualities and characteristics such as motivating, improving employee morale, increasing productivity and profitability while ensuring all employees are satisfied to the best of their ability. Monitoring and evaluation, if implemented correctly, has a positive impact on organizational performance. The study also recommended that in the future, similar researchers should expand their sectors from large pharmaceutical companies to SMEs’. They can also consider other factors such as organizational systems, organizational structures, and others.
ACKNOWLEDGMENT

When I started out with this Project, I expected it to be something I would finish within a couple of months, which has turned into a couple of years, and without the help and support of my “Dream Team” it would be an additionally few years until it would have actually been finished.

First and foremost, I would like to thank God, for showering his blessings from the beginning to the very end of this research paper.

I would like to offer a special thank you to my guide and teacher throughout this journey, Dr. Joyce Ndegwa, who at a point of almost giving up, came through and supported me to complete this paper. Who with her immense knowledge and guidance helped in all times of research and writing this paper. I could not have wished for a better guide and mentor for this study.

I am extremely grateful to my parents for their love and prayers. To my father, for whose footsteps I would like to follow in, as a role model and constant reminder that there was still work to do in achieving my academic goals and being the one to set me off on this academic journey. To my Mother, my constant support, who with a great level of understanding and encouragement pushed me towards completing this research paper. With her patience, kindness and constant nudging has been a pillar of strength and support on this journey.

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<td>AIDS</td>
<td>Acquired Immunodeficiency Syndrome</td>
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<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HIV</td>
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<td>KCB</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>NUREP</td>
<td>Northern Uganda Rehabilitation Programme</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Pearce, Robinson and Mital (2012) define strategy as the arrangement of decisions and activities that conclude the usage of plans intended to accomplish an organization's target. It is an organization's course of action and a future-focused plan for engaging with the business environment to accomplish the organization's goal. Strategy can likewise be seen as the path and field of an organization over the long haul which assists it in accomplishing an advantage in the market (Johnson & Scholes, 1999), or as an organization's hypothesis of how to accomplish elevated levels of execution in the market and businesses inside which it is working (Barney, 2007). Strategies are significant in operations of an organization, yet though most organizations have great strategies, successful implementation of strategies remains a significant test.

Strategy implementation is based on understanding of an organization’s needs, adoption of analytic measures, and development of logical framework to achieve organizational goals. When organizations have formed strategies, the implementation may appear to be a piece of cake, however, despite what might be expected, changing strategies into practice is undeniably progressively intricate, troublesome, difficult, and consequently not as straightforward as one would envision (Allio, 2005). A few researchers have found that organizations are unsuccessful in actualizing up to 70 percent of their strategic plans (Beer & Nohria, 2000; Miller, 2002). Strategy implementation has been broadly perceived as a major challenge for both the management and the organization. This field stays under-tended in strategic management research and related publications (Hutzschenreuter & Kleindienst, 2006). Mckinsey 7S’s model was developed by Robert H. Waterman, Jr., Tom Peters and Julien Phillips in 1980’s.

It looks at seven key elements which can help the management determine the best way to implement a strategy. These seven elements are divided into hard elements: a) strategy, b) structure, c) systems and soft elements: a) style, b) staff, c) skills and d) shared values (Waterman, Peters, & Phillips, 1980). Hard elements are effectively distinguished and impacted by the management, while the soft elements are more indistinct, progressively impalpable and affected by the culture of the company. This model was later developed
further into the 8S’s by Higgins in 2005 which replaced skills with resources and added strategic performance as a result or focus element (Higgins, 2005).

Later, Beer and Nohria (2000) and Johnson and Scholes (2002) contended that the fruitful execution of strategy requires a blend of three basic components taken from the prescriptive planning (hard) and process (soft) approaches. Two components are from the planning approach were: having a suitable organizational hierarchy and structure to actualize the strategy (Mintzberg, 1994); and having proper resource allocation – the manner in which this is done determines the setting for conveying strategy (Langfield-Smith, 1997). The third basic component is overseeing change, from the process approach. It centers on identifying boundaries to change, overseeing political affairs, communication, and modifying routines in the organization (Pettigrew & Whipp, 1991).

A study was done in Thailand by Prasertsakul and Chaimankong (2012) to investigate and satisfy two significant purposes: first, to study the relationship among Miles and Snow generic strategy and organizational performance; and second, the part that strategy implementation plays in organizational performance. The findings from this study affirmed that organizations can greatly improve their performance by putting more accentuation on strategy implementation. The discovery demonstrated that not only is the successful implementation of strategy a huge indicator of an organization's performance, but it also has a more considerable effect than the Miles and Snow strategy type that an organization seeks after. This conclusion strengthens the significance of strategy implementation in adding to the performance of an organization.

Successful strategy implementation will determine whether an organization’s results have been optimally achieved and if possible, exceeded (Bach, Jaklic & Vugec, 2018). Different hindrances, for example, poor correspondence, poor administration, and poor frameworks have been distinguished as the snags to successful strategy implementation (Beer & Eisenstat, 2000; Heide et al., 2002; Raps, 2004). In this manner, implementation is a puzzler and causes disappointment in numerous organizations (Noble, 1999). Strategy implementation is faced by internal and external challenges. The greatest threat to its implementation is time deserved for its coherent execution, which is characterized by call for healthy inter and intra departmental relationships, organizational culture changes, resistance to change, organizational power, limited resources, dynamic business
environment, poor information gathering and sharing, poor unit of command and weak organogram (Kabetu & Iravo, 2018).

Individual and collective challenges will hinder the success of strategy implementation process which will then hinder the achievement of competitive advantage (Tanui & Muendo, 2018). To amplify strategy implementation there is need for adoption of coherent communication and information sharing platforms (Muthoni & Ouma, 2017). There is need for top management to develop a culture of up down and top up communication strategies. Strategic direction must be clearly communicated amongst all stakeholders. According to Tanui and Muendo, (2018) participatory leadership approach ought to be incorporated in all organizational decision-making process since this will minimize resistance to change.

Further, Kabetu and Iravo (2018) emphasize on the need to develop detailed strategy implementation map and matrix with goal and target clarity. The pharmaceutical industry in Kenya is experiencing exponential growth hence it presents opportunities for distribution of pharmaceutical products and services. Statistics from Common Market for Eastern and Southern Africa (COMESA) region had revealed the Kenyan market to be the largest, since it dominates 50% of existing market share. Currently market value of pharmaceutical companies in Kenya is $500 million and its expected compound annual growth rate is 11.8% up to 2020.

The highest growth is recorded on over the counter drug sales of which 78% are prescription drugs. Drug distribution network in Kenya has grown through manufacturers and distribution due to continued government support. On average 8% of Kenya’s GDP is incurred in health sector. This has seen recorded positive results on control of malaria, cholera, tuberculosis, HIV and AIDS diseases. Similar combative strategies have controlled the spread of communicable diseases. Private sector role and dominance cannot be ignored, and each has its own strategic implementation choice (Muhia, Waithera, & Songole, 2017).

Organizational performance can be perceived as a coherent arrangement of financial and non-financial attributes which are geared towards evaluating output in comparison to input deployed (Gatimu, 2016). An organization’s performance can be evaluated using two broad measures which are financial and non-financial. Financial performance
indicators aim at giving overall financial soundness of an organization at a given point in time or over a certain period (Muthoni & Ouma, 2017).

The most common financial measures are profitability ratios and stock market ratios. Non-financial performance measures are qualitative attributes which can be used to differentiate one institution from another (Gatimu, 2016). The strength of non-financial measures is that they are hard to alter unlike financial measures which are drawn from finances and are open to manipulation and window dressing. The most common non-financial measures are customer satisfaction, customer retention, employee’s commitment, customer base and brand penetration (Njagi & Kombo, 2014). In this study non-financial measures are used to evaluate a firm’s performance. Therefore, the current study seeks to empirically enquire on the strategy implementation process and the impact it has on organizational performance in large pharmaceutical companies in Kenya. The study seeks to explore the effects of resource allocation, strategic leadership, monitoring and evaluation on organizational performance.

1.2 Statement of the Problem

Strategy implementation is not a simple exercise, it is energy-consuming and tedious. The individuals who are more involved with implementing agree that it is smarter to be associated with strategy formulation than to set the strategy in motion. Setting the strategy in motion and getting the association lined up with cooperating towards a shared objective takes an uncommon arrangement of managerial skills. For a system to be actualized effectively, it relies upon working through others, coordinating, encouraging, instigating culture, and making a solid association amid the strategy and how the organization advances towards issues (Thompson & Strickland, 2000).

The primary worry in the implementation of a strategy is how to transform thought into action all through the organization. This challenge arises when one considers a situation where the strategies are devised by the top administration and must be executed by all the employees. There is constantly a requirement for the top administration to adjust its inclinations to the organization, it is resources and the employees, to defeat the drawbacks that emerge from the organizational structure. Through upgraded collaboration and cooperation, all cadres of staff can make alliances, this involves components all through with which various dissimilar interests can be managed by the organization to allow it to reach its goals and objectives (Getz & Lee, 2011). Regardless of the assets and energies
invested in this, many organizations have and are continuing to fail in strategy implementation. In Ghana, Anlesinya, Bukari and Eshun (2014) investigated the role of human capital resources on organizational performance in its public sector and found that it had a positive significant impact.

Locally, Ruthiaren (2010) showed in a study of governmental organizations how strategy implementation and appropriate resource allocation brought about reforms that positively impacted both day to day activities and the achievement of long-term objectives. These reforms were primarily based on automating processes using information technology advancements in the Kenya Revenue Authority. This allowed them to focus their human resources in the follow up and research of illicit funds in Kenya. Based on the information available, we can ascertain that most of the research into the importance of allocation of resources to organizational performance in the past has been geared towards the allocation of resources in the public sector. Therefore, we aim to uncover the benefit of resource allocation and its impact on organizational performance in the large pharmaceutical companies in Kenya.

A Nigerian case on the role of leadership styles on strategy implementation was examined by Palladan, Abdulkadir and Wen (2016) and it was found that strategic leadership had significant effect on strategy implementation. Locally, Abdow, Wario and Odhimbo (2018) did an examination on the role of strategic planning on organizational change in petroleum companies which revealed positive significant effect of strategic planning on organizational change. However, oil distribution channels differ compared to pharmaceutical industry hence its findings may not be universal with the pharmaceutical market. Bach, Jaklic and Vugec (2018) evaluated the importance of monitoring and evaluation on organizational performance, it was found that monitoring organizations through business intelligence reflected positively on an organization’s performance in Asia. Dwomoh, Kumah and Konandu (2014) evaluated the impact of performance appraisal on the performance of a Ghanaian multinational organization, it was found that there was positive and significant effect of performance appraisal on performance. This study aims at examining effects of strategy implementation on organizational performance in large pharmaceutical companies of Kenya.
With the current turbulent business environment there is need for firms to be prepared with a response mechanism to business volatility. This will aid in achievement of competitive advantage for sustainable market share and profitability. It can be argued that there is need to customize an empirical enquiry focused this industry owing to the unique operational procedures and distribution strategies of its products which are channeled through pharmaceutical retailers, wholesalers, and healthcare providers. Hence there is a dearth knowledge gap which the current study seeks to explore.

1.3 General Objective

The general objective of the study was determine the influence of strategy implementation on organizational performance in large pharmaceutical companies in Kenya.

1.4 Specific Objectives

1.4.1: To determine the influence of resource allocation on organizational performance in large pharmaceutical companies in Kenya.

1.4.2: To determine the influence of strategic leadership on organizational performance in large pharmaceutical companies in Kenya.

1.4.3: To determine the influence of monitoring and evaluation on organizational performance in large pharmaceutical companies in Kenya.

1.5 Importance of the Study

1.5.1 Policy makers in Pharmaceutical Industry

The study is beneficial to managers of pharmaceutical companies and can guide on decision making on how pharmaceutical products can be distributed. The study has drawn insight on how resource allocation, strategic leadership, monitoring, and control affect organizational performance. The study has gathered reliable understanding which can be used to gain competitive advantage by large pharmaceutical companies. Recommendations drawn from this study will be valuable amongst policy makers since they gather information on measures that they need to put in place to enhance superior performance. The study has evaluated monitoring and evaluation measures geared towards successful implementation of strategy developed by different pharmaceutical companies.
1.5.2 Investors

Current and potential pharmaceutical companies’ investors will implement information as gathered in the study. This information is paramount in defining tactics and strategies to be adopted as such to foster superior performance. In addition to this, pharmaceutical industry will understand the most robust strategy to spearhead superior performance and measures to be adopted to continuously gain and retain market share competitively.

1.5.3 Academicians and Researchers

The study has generated insight on which approaches have been adopted in strategy implementation as such to adopt superior performance. The study has enhanced the body of knowledge since it has evaluated empirical and theoretical literature for confirmation or contradiction. Moreover, future scholars can benchmark from the current study.

1.6 Scope of the Study

The study was limited to large pharmaceutical companies which have headquarters in Nairobi County in Kenya. Sample size was of 30 manufacturers and 334 distributors of pharmaceutical products. The data collection was for a period of one month August 1st – 31st, 2020. The study investigated the influence of resource allocation, strategic leadership and monitoring and control systems. Even though they may be other aspects of strategic implementation, the current study has limited its empirical enquiry to the three sectors. Lack of secondary data based on large pharmaceutical companies in Kenya was identified as a limitation. To mitigate this limitation, the researcher referred to large pharmaceutical companies from other less economically developed countries and nearby counties. Questionnaires were adopted as the main tool for data collection. The study was carried out between July and August 2020.

1.7 Definition of Terms

1.7.1 Resource Allocation

This refers to an organization ability to consolidate resources geared towards meeting its needs. The resources should be deployed in gathering capital required for strategy implementation (Shuqair & Abdel-Aziz, 2014).
1.7.2 Strategic Leadership

Strategic leadership is ability of organization management to create congruence between the current situation and the future (Adair, 2010).

1.7.3 Monitoring and Controlling Strategies

Monitoring and evaluating are tools developed to track progress and aid in discovering corrective measures to be undertaken (Shuqair & Abdel-Aziz, 2014).

1.7.4 Organizational Performance

Organizational performance in the twenty-first century generally centers around the capacity and aptness of an organization to productively use the accessible assets to accomplish achievements harmonious with the set goals of the organization, just as thinking about their pertinence to their clients (Peterson, Gijsbers, & Wilks, 2003).

1.7.5 Pharmaceutical Company

Refers to a corporation or business entity selling human and/or animal drugs in wholesale or retail. (Metzl & Herzig, 2007)

1.8 Chapter Summary

This project is organized into five chapters and introductory pages. In introductory pages’ declaration, acknowledgement, table of contents, list of figures, list of tables, abbreviations and acronyms and abstract are presented. In chapter one, background to the study, problem statement, general objective, specific objective, important of the study, definition of terms and summary of the chapter. Chapter two presented literature review which has assisted in examining the strategic implementation process and organizational performance. The review was limited to empirical review on resource allocation, strategic leadership and monitoring and control strategies adopted by pharmaceutical companies to propel performance. Chapter three presented research design, target population, sampling design, rational for sample selection, data collection instrument, questionnaires, validity of research instruments, reliability of research instruments, data analysis and ethical considerations. Chapter four gave a detailed breakdown of the findings and interpretation of all findings. Chapter five provides a detailed discussion, conclusion and recommendations based on the discoveries made in this study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presented empirical literature depicting nexus between strategy implementation and organizational performance. The chapter anchored its argument on findings, recommendations, conclusions, and gaps emanating from past studies which were conducted in line with strategy implementation and organizational performance. In addition, gaps which were filled by the study are presented.

2.2 Resource Allocation and Organizational Performance

A resource refers to an asset or input to production (tangible or intangible) that an organization owns, controls, or has access to on a semi-permanent basis (Helfat & Peteraf, 2003; Grant & Jordan, 2012). They have been postulated to be the primary source of stellar organizational performance. Resources include items of capital equipment, skills of individual employees, patents, brands, names, finances, assets, capabilities, organizational processes, firm attributes, information, and knowledge, among others. They are controlled by a firm to enable it to conceive of and implement strategies that improve efficiency and effectiveness (Tanui et al, 1997; Helfat & Peteraf, 2003). They can be classified into three broad categories namely, tangible, intangible and human resources. Other scholars such as (Pearce et al, 2012) suggest that capabilities are also organizational resources.

Tangible resources are the financial and physical assets easily identifiable and valued in the organization’s financial statements. The primary goal of resource analysis is not to value a company’s assets but to understand their potential for creating competitive advantage (Grant & Jordan, 2012). Knowing detailed information of an organization’s tangible resources can assist in guiding how more value can be extracted from them. This is done by exploring opportunities that exist for economizing their use and possibilities of employing existing assets more profitably. Examples of tangible resources include specialized equipment, geographical locations, capital, machines, land and buildings (Eisenhardt & Martin, 2000; Talaja, 2012). Conversely, intangible, or invisible resources are more valuable than tangible ones (Tanui et al, 1997; Grant & Jordan, 2012) yet, in financial statements they remain largely invisible.
Further, the exclusion or undervaluation of intangible resources is a major reason for the large and growing divergence between a company's balance sheet valuations and stock market valuations. Their exclusion is largely due to the difficulties in measuring them. Some intangible assets include brand names, intellectual property, technology, knowledge, skills and sole mandate. They are organizational assets that can be used to implement value creating strategies (Wernerfelt, 1984; Barney, 1992; Tanui et al, 1997) and additionally include local abilities or competencies that are fundamental to the competitive advantage of a firm.

Human resources are another type of resources. They comprise of the expertise, skills and effort offered by employees. They equally do not find space in financial statements typically because organizations do not own employees but own pay for the services rendered by them. Employees are usually free to leave the organization at their time of choosing (Grant & Jordan, 2012). Human resources ideally refer to the expertise and skills (Wernerfelt, 1984; Barney, 1991; Newbert, 2008). Additionally, the adequacy of skilled employees and managers are most commonly a primary source of competitive advantage. The same resources used differently and in combination with other resources, provide a different set of output. On their own, very few resources are productive (Grant & Jordan, 2012).

According to Penrose (1959), it is never resources that are inputs in the productive processes in exclusion but the services that those resources render. The services provided by the resource are determined by the firm and the ability of that firm to convert the resources they possess into the service (Tokuda, 2005). This is fondly referred to as capabilities. Scholars such as Pearce et al (2012), Tokuda (2005) classify capabilities as a type of resource. The production activity requires the cooperation and coordination teams of resources through combination, reconfiguration, co-evolution, and integration in particular patterns (Tanui et al, 1997). This is through using an organization’s processes, procedures, organizational skills, and functional competences to match requirements of a changing environment in order to enhance performance (Tanui et al, 1997; Grant, 1991). Correct combination of resources is therefore as equally important as the resources themselves.
Organizations that possess similar amounts of resources may experience variations in performance occasioned by differences in capabilities. To enhance these capabilities, organizations practice resource allocation. Resource allocation is the ability of an organization to consolidate its resources and channel them towards meeting its needs in an efficient manner (Shuqair & Abdel-Aziz, 2014). The key goal for all organizations is to enhance shareholder wealth and profit maximization. This is done by the organization’s capacity to acquire and allocate scarce resources faster and optimally as per the organization’s needs (Venuturumilli, Peyyala & Alamuri, 2016).

2.2.1 Tangible and Intangible Resources

The concept of tangible and intangible resources is derived from the Resource-Based Theory of the firm, which viewed organizations as bundles of productive resources that are tangible and intangible and capabilities which they could use to generate competitive advantage and superior performance (Penrose, 1959). Based on these views, strategic management researchers have developed the Resource-Based View (RBV) of strategy which focuses on internal resources possessed by organizations as the basis for developing value creating strategies that lead to competitive advantage and superior performance (Barney, 2007). RBV was developed due to the need to explain why some organizations consistently performed better than others in the same industry (Barney, 2007).

Some advocates of RBV model, have argued that organizations are heterogeneous and cannot be considered identical in terms of strategically relevant resources (Penrose, 1959) and that such resources are immobile as they cannot easily be moved across organizations and therefore can lay the basis for superior performance if the differences persist for a long period. Collis and Montgomery (1995) have argued that no two organizations have the same assets, skills, organizational culture, or same combination of resources in the same competitive environment at any one point in time to be able to perform their activities perfectly in the same manner. To other scholars, not all resources can lead to superior performance, Barney (2007) argues that advantage lies in selected resources that are superior to those of competitors which are valuable, rare, difficult to copy and non-substitutable. To some recent scholars, mere possession of superior resources does not automatically translate into superior outcome if they are not put into productive use.
Johnson, Scholes, and Whittington (2005) have argued that what an organization does, how it employs and deploys resources matters as much as the kind of resources it has in command. RBV recognizes the role of firm based tangible and intangible resources as sources of competitive advantage and superior performance in organizations. Tangible resources comprise of physical assets such as infrastructure, human resources in terms of total workforce, financial resources, and formal organizational structures (Grant, 2002). These are easily imitated by competing firms and can only enable a firm to achieve average outcome that amounts to competitive parity grant threshold level or temporary advantage at superior level (Barney, 2007), it may also include knowledge, talents, trust, effective leadership, organizational routines, and the capacity to innovate (Hall, 1987). It is intangible resources possessed by an organization that are difficult to copy due to their complex and ambiguous nature and therefore may form the basis for sustainable superior performance (Barney, 2007; Grant, 2002). The argument is that organizations with superior resources or that can identify and effectively manage specific resources which are relevant to strategic objectives based on their mission and vision can outperform others in the same industry whose resources are either not well matched with strategic objectives or ill-managed.

2.2.2 Financial Resources

Financial resources are the monetary resources that fill in as a method for obtaining other various resources. Its’ accessibility and deploying are critical to any industry. The financial status of an organization has a great deal to do with the presence and progression of the organization. Financial resources consist of all the financial assets managed by an organization, for example, advances, allowances, indebted individuals, held income, capacity to capitalize internally, etc. As indicated by Tuan and Takahashi (2009) monetary assets are much of the time constrained, may be costly and hard to obtain. In addition, the right administration of money related assets may be an incredible test to numerous associations. Access to dependable and trustworthy sources of financing and the capacity to create satisfactory profits from the invested money will decide the capability of an organization to pull in more finance from its partners and could shape the foundation of strategies that will eventually result in improved and dominant performance (Barney, 2007).
Johnson et al (2008) contend that finance and the way in which it is overseen can be a key determinant of a flourishing and well operating organization. The main complication is the need to convey the valuable services and experiences to partners that resonate with the investments made by them. In any case, it is uncertain whether access to a considerable measure of monetary assets or the degree of the management and control of funds (budgeting) result in prevalent results. Budgeting infers the more comprehensive assurance of accurately how funds that are allocated to all peripherals of the organization are to be utilized. It is significant for an organization to deal with its money related assets viably and productively to guarantee that its expressed targets and objectives are accomplished. Practical forethought and planning of funds are critical to the execution of a project or program. An expert and straightforward perspective on the budget plans will help persuade potential investors, national or global contributors to make funds available (Philip et al., 2008).

For the most part, budgeting has two primary functions. To begin with, it gauges, as reasonably as possible, the expense of attaining the objectives/goals documented in the strategic plan. The financing sources (organization itself or external donors) will utilize the budgeting plans to decide if the proposition is monetarily practical and reasonable. Another function is that the budget gives a way to keep track of a project's financial movements throughout the existence of the project. Hence, it is conceivable to decide how intently the genuine advancements are being made toward accomplishing the goals is being made in comparison with the proposed spending plan (University of Virginia, 2010).

### 2.2.3 Human Resources

Human resources take the form of information, experience, capability, and expertise established from representatives of the association. Strategic information gained by a firm cannot be effortlessly copied by rivals since it is embedded in the human aptitudes and experience of a firm which prompts productivity (Lazear, 2009). As indicated by Thompson & Strickland (2000), it is significant for an association to manage its financial and human resources in the direction of the strategy to be executed. Management of human resources as a part of resource allocation alludes to the process of contracting and blossoming employees with the goal that they become increasingly important to the organization.
Human Resource Management incorporates administering analysis of jobs, arranging workforce needs, selecting the correct individuals for the job, familiarizing, guiding, and training, overseeing wages and pay rates, arranging perks and incentives, assessing performance, settling differences, and speaking with all representatives at all levels (Boxall & Purcell, 2011). Past endeavors to relate the administration of HR to an organization's business strategy have adopted three strategies: coordinating administrative style or workforce exercises with procedures, anticipating labor necessities given certain predefined goals and objectives or ecological conditions, and introducing ways to incorporate human resource management into the general exertion to coordinate system and structure.

As indicated by (Tiraieyari, Idris, Uli, & Hamzah, 2011), the human resources required by an organization will rely upon the strategy that the organization accepts and takes on. They also noticed that the strategy decides the structure of the organization which will thus impact the human resources required (an organization with many layers in the structure will require an enormous number of workers when contrasted with a horizontal structure and the strategy, which is bound to require fewer representatives). Resource allocation as a discipline or even as a process can be defined in its simplest form as the process of dividing up and distributing available, limited resources to competing, alternative uses that satisfy unlimited wants and needs.

Given that the current world is rampant with scarcity (unlimited wants and needs, but limited resources), every want and need cannot be satisfied with the available resources. Choices must be made. Some wants and needs are satisfied, some are not. These choices, these decisions, are what make up the resource allocation process. Efficient resource allocation exists if society has achieved the highest possible level of satisfaction of wants and needs from the available resources and resources cannot be allocated differently to achieve any greater satisfaction (Shuqair & Abdel-Aziz, 2014). These resources in general can take the form of financial resources, human resources, material, and equipment needed to achieve a certain goal and finally infrastructure facilities needed to develop a certain area (Shuqair & Abdel-Aziz, 2014).

Goals and objectives of an organization are achievable upon alignment of its resources demand to its supply. This is only achievable upon gaining a clear understanding of the resources needs and organization capacity to generate them. Corporate strategic plans
guide resources allocation as per periodical objectives. Profit and non-profit making organizations have heterogenous departments geared towards achievement of the organization’s objectives. Harmonious organizational operations are dependent on resources management and the allocation strategies adopted. Efficiency of resource allocation is inherent on planning, systematic procedure of resources identification and application, technological adoption and use of management information to manage resources.

For example, Kharmeh, Suleiman and Alsondos (2011) found that efficient strategic resource allocation in Jordanian transportation network infrastructure would involve measures taken in which priorities are clearly defined. Priority identification relied on population density (higher the population density, higher the priority score), number of housing units in the area (higher the number, higher the priority score), traffic volume (higher the volume, higher the priority score) amongst many others. This case study confirmed there are several factors that should be strategically considered before allocating resources in an organization.

Planning for strategy implementation would be beneficial if one can identify the need for resources and sources prior to commencement of projects. Also, an estimate of expenditure should be clearly documented, and that information should be shared amongst strategy implementers. Systematic resources management approach can be successful if strategic planning is based on baseline findings, benchmarking criterion, clarity on organizational action strategies, reporting procedures and documented strategies for programmable and non-programmable decisions. Furthermore, there is need to incorporate technology in resources allocation and management. This will eliminate risks and minimize operational costs such as printing costs, storage space of company files and human capital geared towards transporting documents from department to department.

Recently, incorporation of technology has amplified achievement of strategic plans. In fact, technologically empowered organizations have proven to have high chances of achieving superior performance. However, technology needs assessment and identification which is inherent of its human capital (Muendo, 2015). Coherent interlinking of technology and human capital would aid in mapping of knowledge, alteration of organizations to knowledge-based decision making which would ultimately
assist in aided policy creation and implementation. Further incorporation of information systems will aid in scheduling strategic activities, setting targets, reviewing individual and organizational performance (Nyandara et al., 2017).

A study done on the influence of allocating resources on technological reforms which lead to an improved organizational performance. The positive affiliation of strategic resource allocation and improved organizational performance was because of the reforms. These reforms improved the revenue collection while decreasing their cost, competent storage of information, reduced time wastage on data entry, improved service delivery and improved electronic compliance (Ruthiaren, 2010). Anlesinya, Bukari, and Eshun (2014) in their study of the public sector in Ghana investigated the impact of development of employees and sufficiently allocating resources to the employees on organizational performance. It focused on 65 participants from different departments such as finance, human resource, administration, and procurement amongst others.

Convenient sampling technique was implemented and three sections of instrumentation: organizational performance, employee bio data and employee development were utilized for the questionnaire. The most evident outcome was that development of employees does not necessarily always lead to improved organizational performance. Developmental programmes (such as trainings) must be carefully analysed to see which programmes are central and add value to the organization. The participants of these development programmes should then be allocated sufficient resources to work with and be provided with adequate support from management and leaders to allow them to put their newly learnt skills into practice and in turn improve organizational performance.

A study done by Nair, Suma, and Kumar (2012) focusing on the impact of resource allocation on organizational performance in India highlighted the positive influence that resource allocation had on the organization’s performance during a project. It showcased this by varying the resources such as time and workforce to achieve different results and then determine which combination of resources was optimal for best performance. However, this study focused on the IT sector which is why there is a void between such studies and their relation to pharmaceutical companies. An investigation led by Asante and Zwi (2009) uncovered the factors affecting resource allocation decision and equity showed the several factors that affect these decisions in the health sector in Ghana.
Utilization of funds by local capacity was one of these factors. It revealed that certain sectors in the district had a good number of personnel but the managers in those sectors lacked the skills to efficiently allocate the funds. When questioned, several managers blamed the gruesome process to access these funds and sometimes also the late disbursements for the residual funds while a lot of them also excused themselves by mentioning the different financial courses they had done to improve their financial management skills. Allegiance to encourage equity was the second factor. This factor was strongly brought forward when the contributors discussed the government’s bias towards big hospitals while the public hospitals remained highly unfunded. Third was the involvement of donors in the health sector.

Many of the district level managers agreed that earmarked donor funds were a constrain during the time of emergencies. Whereas pooled funds by donors can easily be accessed in times of need, earmarked funds cannot be. Some of the regional managers also expressed their concern about earmarked donors having any sort of positive impact on the health sector. They also argued that earmarked funds create imbalance in terms of equity as they are not budgeted for, neither are they accurately accounted for. Considering these factors gives an insight to how the health sector’s performance differs from other service sectors.

Although few empirical scholars have documented the relevance of resource allocation on strategy implementation, a study done on Sameer Africa Limited by Njoroge, (2017) presented that resource allocation and strategy implementation have a significant positive relationship. A questionnaire was completed by the employees in which questions were framed around the importance of allocated resources regarding the strategy implementation process and whether the organization had enough resources to facilitate the implementation too. Business strategy is incomplete without detailed framework on how the resources to achieve desired objective will be gathered and allocated (Gatimu, 2016). Strategic theorists have emphasized on budgeting roles as crucial component for strategy implementation.

It has been documented that the essence of strategic plan is identification and strategic allocation of resources due to scarcity of raising them (Waithira, Wangithi & Wanjiru 2017). Optimal strategic management is inherent to an organization’s capacity to consolidate strategic execution of resources. Meagre resource allocation will deplete
organizational benefits and inhibit its financial and non-financial performance (Waithira, Wangithi & Wanjiru 2017). Hence, there is need for equitable distribution of financial and non-financial resources to mutate strategic resources. In an organization where there are limited resources, strategic resources planning is not inevitable (Sum & Chorlian, 2013). Consequently, resources budgetary allocation should be detailed in strategic plan. The success of it is dependent on cyclical resource availability of which corporation must align resources allocation to the strategic plan in place.

2.3 Strategic Leadership and Organizational Performance

Strategic leadership is ability of organizational management to create congruence between the current situation and future (Adair, 2010). Strategic leaders carry visions, and they create an understanding of existing business environment, conditions and challenges which call for strategic response with the sole goal of being competitive (Rahman et al., 2018). Even though strategic leadership is anchored on leadership theories, it is distinct from others since it seeks to create organization specific leadership. It is mostly characterized by systematic concern of the whole organization, its life cycle, dynamism of the business environment, selection of response strategies, resources development and allocation and firm unique capabilities (Palladan, Abdulkadir & Wen, 2016).

A study done over the span of 3 years with different school leaders in Hong Kong summarized 7 different principles that strategic leaders follow. These principles were: strategic leaders have a vision for the future or are future oriented, strategic leaders are led by research, strategic leaders uncover new horizons, strategic leaders are suitable to guide, strategic leaders are great companions and lastly strategic leader get things done (Quong & Walker, 2010). In Proton, an automobile company in Malaysia, a research was carried out to understand whether there was a positive or negative correlation between strategic leadership and organizational performance (Rahman, et al., 2018). Thus, revealing the core reason as to why Proton has been a profitable organization, the managers and business executives practice good leadership hence leading to a beneficial relationship between the employees and employers. Despite of all organizations being exposed to similar challenges by an economy, specific organizations ought to develop their own unique problem-solving mechanisms which can mostly be anchored on strategic leadership (Muchiri, et al., 2017).
In fact, this can be achieved through coherent and integrated leadership approach which ought to be clearly understood by all stakeholders within an organization. A case study conducted in NUREP- Uganda outlined the clear importance of strategic leadership in successful and effective strategy implementation (Maingi, 2011). Organizational culture influences how individuals in the organization carry on and must be considered as a significant dependent factor when establishing organizations. Organizational culture must be initiated and implanted by front-runners (Armstrong & Brown, 2019). Researchers, therefore, accept that they are the chiefs of culture change (Schein & Schein, 2017; Trice & Beyer, 1993). They impact beliefs, perspectives and conduct of all individuals of the organization (Sarros, Cooper & Santora, 2008). In that capacity, they can mold and situate the culture of the organization (Denison & Mishra, 1995; Schein & Schein, 2017).

The organization's culture additionally gives proof of the capacity of the leaders in creating and continuing specific kinds of culture (Ogbonna & Harris, 2000). The capacity of an association to change its culture is in this manner firmly regulated by the leadership (Finchum & Rhodes, 2005). Leaders influence and build up the social truth of the association for individuals. In that capacity, they form principles and accomplish the vision of the organization (Finchum & Rhodes, 2005). Nijkamp (2016) investigated the most effective leadership style for the most effective strategy formulation and implementation. She based this study on SMEs in Holland and extracted four leadership styles based on the Path Goal Theory (1971). Directive leadership style was the first dimension. This style explains desires and gives explicit direction to achieve the ideal results dependent on performance and authoritative rules (House & Mitchell, 1974). The directive style is most reasonable in circumstances that require prompt activities and with new or unpracticed subordinates (Negron, 2008). This sort of leadership style is very errand arranged and may frequently remunerate acquiescence with no reluctance to likewise rebuff disobedience (Burke, Stagl, Goodwin, Salas & Halpin, 2006).

The second dimension was supportive leadership style, this focuses on the subordinates' prosperity. This style bolsters subordinates to guarantee responsibility for the group's vision and move towards accomplishing it subsequently improving employee morale. Along these lines, the subordinates become persuaded to build up their very own leadership skills (Giltinane, 2013). Participative leadership style included sharing of duties with subordinates by including them in the developing and implementation stages.
(Negron, 2008). In this way, the employees under this type of leader become more self-coordinated and produce an imaginative group in this manner displaying a more durable group and a sense of ownership among members (Hersey, Blanchard & Johnson, 1996). The last dimension was the achievement-oriented leadership style, frequently related to utilizing rewards as extraneous inspiration to subordinates when the ideal objectives are accomplished (Negron, 2008; Ratyan & Mohd, 2013).

Moreover, Negron (2008) referenced this style matches with indistinct undertakings and subordinates who may require a boost of morale in order to improve their confidence to achieve the given objective. These results agreed with prior experiments done (e.g., Kaplan & Norton, 2004). Due to dynamism of external and internal business environment there is need for leaders to understand business patterns, cycles and trends and then devise a response mechanism which is not only dynamic but also strategic (Abdow et al., 2018). This will not only enhance superior performance but also create value additive options which will accelerate attainment of blue ocean market.

This will boost strategic response, create employee empowerment and accountability due to communication platforms created by strategic leadership approach. Strategic leadership is exposed to current and future challenges anchored on new market entry, cost leadership, changes in business environment due to government policies and business intelligence gathering strategies amongst others (Muchiri et al., 2017). In a paper by Palladan, Abdulkadir and Wen (2016) centering on the effect of strategic leadership on effective strategy implementation in Nigeria’s tertiary institutions. It employed IT capability as a moderator and noticed the positive correlation between the two. The research also suggested that to improve the effectiveness and efficiency of strategy implementation organizations need to have leaders with a vision who will ensure the enhancement of perception towards innovation and sufficient use of IT services to improve operations and the strategy life cycle.

### 2.3.1 Directive Leadership

Directive leadership is characterized as the process of providing rules for the plan of action and decision making that is agreeable and in line with the leader's point of view (Fiedler, 1995; Sagie, 1997). It is likewise normally seen as a task-oriented attitude, with a solid inclination to control conversations, govern communications, and individually monitor duty completion (Cruz, Henningson & Smith, 1999). Leaders who order
members of the organization concentrate less on cooperation when contrasted with leaders who consider employees' improvement as the most significant factor of effective leadership (Fiedler, 1995; Sagie, 1997). Hence, making the members of the organization increasingly reliant and rigid, encouraging them to be less active and action driven (van-Emmerik, Euwema, & Wendt, 2008).

Directive leadership involves giving employees the exact direction on what should be accomplished, how it ought to be done and the expected level of quality (Martin et al., 2013), also, it emerges in the leaders in lower levels rather than their progressively senior partners (Oshagbemi, 2008). Directive leaders monitor the execution and give remark consequently (Martin et al., 2013) while utilizing reprimand and penalty when objectives are not accomplished (Clark & Waldron, 2016). This type of leadership style is ideal when a leader utilizes admissible power and the activities of the members of the organization are coordinated, rational and do not include unpredictability (Sauer, 2011). This style has often been linked to substandard decision making (Cruz, Henningsen & Smith, 1999) and has been considered less alluring than other leadership styles (Lorinkova, Pearsall & Sims, 2013). Regardless, directive leadership has been seen aiding in the advancement of a goal shared by the dissimilar senior supervisory groups (Hmieleski & Ensley, 2007). It conveys initial superior performance of the team quicker than that accomplished in groups with other types of leaders (Lorinkova et al., 2013) and is a suitable authoritative style when staff individuals have an external performance controlling factors (Mittal, 2015) or a significant emergency comes up (Li, Maggitti, Smith, Tesluk, & Katila, 2013).

2.3.2 Supportive Leadership

The experimental study by Lorinkova and colleagues (2013) found that although directive led teams initially performed better than empowered ones, the latter would outperform the former on the long run because they were associated with higher levels of team learning and coordination. Supportive leadership is characterized as behavior that offers empathy for representatives and incorporates articulations of concern for workers' needs and well-being (House & Mitchell, 1974; Rafferty & Griffin, 2004). Albeit a few researchers suggest that supportive leadership is one feature of transformational leadership (Avolio & Bass, 1995; Rafferty & Griffin, 2004), the existing research and literature on transformational does not give adequate information about the part that a supportive
leader plays in group settings. This is a basic exclusion given that leaders' supportive parts and enablement are progressively significant in the present workgroups because of more noteworthy employment self-sufficiency and multifaceted nature in the business conditions (Kirkman & Rosen, 1999).

Previous researchers have commonly indicated the positive outcome of supportive leadership in associations (e.g., van-Emmerik, Euwema, & Wendt, 2008; Porras & Anderson, 1981; Wikoff, Anderson & Crowell, 1983). For example, Rafferty and Griffin (2004ref) revealed a positive correlation between supportive leadership and employee satisfaction, loyalty, and job security. In a similar way, Cohen, and Wills (1985) outlined that a manager's support has a softening impact on the employees' work-related pressure.

### 2.3.3 Participative Leadership

Participative leadership is characterized by behaviors of leaders where they encourage and practice joint decision making or possibly sharing guidance and influence in the decision-making process by the top level and their subordinates (Somech, 2005). It is not moderately a new idea or practice since it has a rich and different history. It started to prosper during the 1980s in the pretence of the executives' approach activities motivated by the fascinating movement and ascent of human resource management (Beardwell & Holden, 1997). It has numerous feasible advantages. It is probably going to improve the quality of decisions (Scully et al., 1995); to add to the quality of subordinates' work lives (Somech, 2005); to elevate workers' inspiration to work (Armenakis et al., 1993; Locke & Lutham, 1990; Yammarino & Naughton, 1992) and to improve job and employee satisfaction and lastly dedication to the organization (Smylie, Lazarus & Brownlee-Congers, 1996).

Due to the dynamism of business environment, the rules of the game ought to be configured to mirror responses required for the current challenge (Nyamao, 2016). This can only be achieved through clarity of strategic direction, creativity and innovation, clarity of communication, ethical approaches to business, delegation and empowerment and creation of agile working environment. Maurice (2015) considered the difficulties of strategy implementation in privately operating hospitals in Kenya: A case investigation of Aga Khan University. The review tried to explore the impact of organizational structure, correspondence, and leadership amongst other factors on strategy implementation.
Amidst different results, the examination presumed that a routinely and standard correspondence was not done.

Furthermore, that the correspondence done, did not consider input from the first-line managers and others in lower levels. This brought about vulnerability described by deficient correspondence and criticism, confusion over objectives and expectations and clashing accountability. The review additionally presumed that leadership, to an incredible degree influences the implementation of strategies in private clinics. The examination emphasized that most staff members were not in full understanding with the concept of leadership and there was a general inclination that the initiative did near to no to clear vision of achievements nor did it paint a characterized picture of what success should look like hence leading to decreasing degrees of motivation. It was suggested that a 'cascading' structure and execution plan should be implemented for the organization in which key data streams downwards from the top level to the mid-level, then to the lower level and back to the top levels in which distinguished changes are noted so as to effectively implement strategies. It was further suggested that the administration contribute additional time in guaranteeing workers at all dimensions are always linked in and motivated.

The discoveries of research by Abdow, Wario and Odhiambo (2018), showed a large portion of the petroleum businesses indicated that the changes in their organization were subject to the vision and direction. Therefore, there is a need for well-stipulated strategies which will guarantee all organizations have set up measures to guarantee that they can accomplish their vision and objectives upon ideal usage of the accessible assets. There is need to grasp the concept of top to bottom and bottom to up correspondence of the organization's vision and direction to guarantee that all organization's objectives are met inside the stipulated time span. Strategic leadership can blend communication approaches geared towards gathering and consolidating information for the success of strategy implementation. Adoption of bottom-up strategy will incorporate all relevant stakeholders’ input in decision making. This management style has the capacity for top management’s indoctrination of organizational values in all levels of its organizational structure and foster positive attitude towards their strategic plan. In this approach, all employees are not only empowered but also allowed to exercise their creativity and innovation (Adair, 2010).
The strength of bottom-up approach is the enhancement of participatory decision making as compared to top-down which is mostly command driven (Abdow, et al., 2018). These close and amplify rigid decision-making strategies which are the epitome for conflict and antagonize desired harmonious existence in an organization for its optimal performance. According to Palladan et al., (2018) strategy implementation can amplify an organization’s performance if there are consistent and clear communication guidelines followed in endorsing the organization’s values and culture amongst all stakeholders. Successful communication is dependent on meaning, clarity and adequacy of information being propelled within an organization.

Marchalina and Ahmad (2017) studied the effect of communication on commitment in large companies in Malaysia. They used questionnaires which were distributed amongst 30 large companies to 311 employees. It brought about the concern of an employee’s commitment to change in an organization and what factors would convince them to remain committed, communication showed positive correlated ties with all affective, normative and continuance commitment. Affective commitment relates to the emotional connection among workers to commit fully to an organization (Khan et al., 2010). Normative commitment alludes to the obligation amongst workers to remain in their organization because of the organization's commitments. Internal communication reinforces the staffs' trust through the improvement sentiments shown through the messages given from the company or top levels towards the employees which form normative commitment (Meyer & Smith, 2001). Continuation commitment alludes to the employees knowing the outcomes of leaving the organization (Khan et al, 2010). Since strategic communication has intra and inter parties they are need for efficient selection of communication tools to be adopted for specific groups. This is achievable through motivation and elimination of communication barriers which may impede achievement of organization goals and objectives. Participatory decision making creates an avenue for upholding and molding corporate governance practices which are epitomized on creation of open communication channels for mutual benefits (Palladan, Abdulkadir & Wen, 2016).

Trusted organizational leadership is an outcome of critical and effective inter and intra communication. This duo has capacity to amplify the implementation of business strategy. Employee understanding is dependent on communication strategy. According to
Fridah (2011) most employees in the Kenya Literature Bureau preferred and found that face to face communication was the most effective way of communicating in an organization. Employees explained that face to face communication encouraged lack of misinterpretation and misunderstanding. It was also clear that through face-to-face communication, it was easier to gauge people’s reaction, get quick feedback and it overall was proven the most effective and efficient. Strategic communication will also propel social, political, and economic factors within an organization. Its success is anchored on tenets such as value, goal, vision, mission, and consumers. Strategic leaders should motivate employees through their communication. Effective communication should advocate, educate, and eradicate hindrances of the organization’s performance (Kabetu & Iravo, 2018).

According to Katamei, Omwono and Wanza (2015), strategy implementation is crucial to the attainment of organizational goals. This can be achieved through communication of formulated guidelines, controlling, and evaluating criterion adopted by an organization. Clarity on strategy formulation within an organization aids in readjustment in response to erratic changes experienced in business environment. Even though, strategy formulation is historical, it has an influence on strategy implementation, and its benefit can be achieved via communication of expected outcomes and evaluation as stipulated in dashboard for evaluating performance. To minimize failures during strategy implementation all stakeholder’s must to be clearly informed on logical criterion to follow to enhance their organization performance.

2.4 Monitoring, Evaluation and Organizational Performance

Monitoring and evaluating are tools developed to track progress and aid in discovering corrective measures to be undertaken (Nyariki, 2016). Although, monitoring and evaluation are commonly applied in project management, it has also been incorporated in management practices to compare against targets (Ibrahim, 2015). Close examination of organizational design, culture, vision and mission would enhance attainment of stated objective optimally (Kelidbari & Rayat, 2017). Monitoring is perceived as continued activity aimed at providing the organization’s stakeholders with requisite information on intervention measures to be adopted to yield desired results. An intervention is desired whenever strategy implementation fails to meet desired goals (Somji, 2017).
Moreover, monitoring aids an organization to track achievements and shortfalls through regular and coordinated collection of information, this creates accountability amongst stakeholders and provides learning platforms (Kelidbari & Rayat, 2017). Monitoring is the continuous assessment of a programme or project in relation to the established schedule. It is a management tool that provides continuous feedback on the project implementation as it identifies potential successes and constraints that may guide in timely decisions. It assesses the physical and financial progress of projects or programme activities against established schedules and indicators of success. It also assesses processes which account for the progress of activities or success of output production.

Study done by Adwoa, Bonsu, Anlesinya and Odoi (2017) demonstrated that both private and public organizations use appraisals of performance to acquire a few advantages. In particular, they utilize their appraisal frameworks to improve the setting of goals in an organization; improve communication and flow of information among subordinates and their bosses; improves choices in regard to hiring and also improving the proficiency and viability of their staff by establishing their qualities, shortcomings and how well they accomplish set objectives. Fascinating nonetheless, in all cases these outcomes appraisals of performance were in more prominent use in private associations than the public associations. Additionally, it was demonstrated that there is no noteworthy contrast in the appraisal systems viability in both the private and public sectors. It evaluates the impact by measuring the initial responses and reactions to project activities and their immediate short-term effects. Evaluation is perceived to be a systematic and objective assessment of past or current projects, programs within an organization on aspects of design, implementation, and achievements (Agwi, 2018).

A research by Dwomoh, Kumah and Konandu (2014) discovered that unbiased appraisal techniques and the consistency of utilization, clearness of embraced standards and how the systems in place for incentives are shared dependent on the results of appraisal has an immediate bearing on workers' fulfilment with the framework. The investigation additionally uncovered that the accomplishment of the organization's objectives and goals barely depends on the workers' fulfilment with the appraisal framework. All in all, this research demonstrated that appraisal systems have turned into a basic and maybe an unavoidable instrument in the administration of the present associations, and
consequently, will in general draw out the best out of workers' and the association in general when appropriately controlled.

An investigation by Murungi (2015) on the impact of project management exercises on the execution of education programs funded by donors in Kajiado County uncovered that the key partners are essential to extend the achievement of projects. In this manner, compelling usage of M&E exercises requires dynamic investment of the partners included. The investigation noticed that the involvement of partners encouraged accountability and supportability particularly when they are included for the duration of the existence cycle of the project. The investigation prescribed that partners should be involved in the development and execution steps, focusing on their needs to guarantee their greatest cooperation in the venture.

Mushori (2015) completed an investigation on the factors of monitoring and assessment in Nakuru East, Nakuru County and discovered that the budgetary designation for M&E has a critical impact on how M&E exercises are actualized. He further noticed that most undertakings were undermined by the low money related assets assigned to them reasoning that administration appeared to have shut their eyes on the centrality of M&E to the success of a project. Kiage and Namusonge (2016) studied the effect of monitoring, evaluation, and risk management of projects in Kenyan telecommunication firms. Based on the results of questionnaires it was discovered that 75% of the people agreed regular monitoring had a positive impact on an organization’s performance and efficiency. Whereas 90% of respondents agreed that evaluation was a core component of project performance as it compared the expectations with the actual results. It was used as a performance indicator in dictating overall organizational performance. It is mostly carried out to examine relevance and efficiency in results as per objectives, sustainability, and impact (Maroa & Muturi, 2015). Through evaluation, an organization must be able to derive credible, reliable, and useful information which would aid in making programmable or non-programmable decisions (Ibrahim, 2015).

2.4.1 Strategic Evaluation

According to Strydom (2011) suitable business evaluation tools ought to mirror a business’s current or potential operating environment. Suitable evaluation tools should guide on how an organization can gain competitive advantage and operate optimally despite of external hostilities which are beyond organization controls. Suitable evaluation
tools should be in line with the organizational culture while optimizing opportunities and minimizing threats. Moreover, existing political, social, and economic environments should be persistently incorporated in suitable business evaluation tools. Although, there are alternative suitable business analytic tools, there is always need for management to incorporate multiple tools such as Porters’ five forces model, value chain analysis, PESTEL analysis and life cycle analysis.

This will aid in identification of opportunities exposed to the organization and expose all threats which may cannibalize business opportunities. Strategic evaluation is a procedure adopted by an organization to consistently evaluate an organization’s performance as per expected targets. McAdam, Walker and Hazlett (2011) explored the connections between strategy implementation and the enhancements in activities focusing on the Local Government Modernization Agenda (LGMA) in England. They saw that the measurement of performance and management at the strategic levels is to a huge degree controlled by the unfurling legislation and the necessity to adhere to guidelines as opposed to improving administration viability. Through strategy evaluation an organization will easily identify shortcomings associated with its strategy implementation (Ibrahim, 2015). Via strategy evaluation an organization is better placed to understand internal and external threats and consequently devise measures to exploit available opportunities. It was reported that the strategic evaluation strategy adopted had significant influence on organization performance.

In an exploration on the effect of strategy evaluation and organization performance, it was discovered that strategic evaluation led to an organization’s direction setting courtesy of compliance with organizational vision, streamlined operations, and setting of specific, measurable, realistic, and timely targets. Strategy evaluation was adopted as a yard stick for employee’s motivation and inspiration. Furthermore, strategic evaluation was used as benchmarking tools against set standards and for comparative analysis with industry rivals. Completeness of business evaluation strategy is dependent on consistency, suitability, acceptability, and feasibility. According to Ibrahim (2015), a consistent business evaluation strategy should be based on the organization’s vision and mission achievement and past, present, and future evaluation outcomes should not register wide variations. The research by presumed that it is improved market share increased profits and sales because of the successful strategy assessment.
The investigation by Nyariki (2016) inferred that the advantage of a strategy assessment is that it encourages improved decision making, better choice of strategic alternatives and collaborations. It was likewise inferred that strategy assessment helps in unmistakably characterizing the motivation behind the association and in building up practical objectives and goals steady with the organization’s mission and within the time plan and the organization’s capabilities which in turn helped in improving the decision-making process. There is no assurance of consistent evaluation outcome within an organization since most corporations are arranged in a hierarchical order whose outcomes may be heterogeneous and have different evaluation criterions. Hence, all corporations must have customized evaluations criterions and adopt different yardsticks for different departments. In this study, strategic evaluation will be consistent if it can customize and operationalize its evaluation tool to meet expected business performance.

A study done by Chepkwony (2016) based on the impact of strategy implementation, evaluation, and control on the performance of an organization at the Office of the Auditor General Kenya noted that the deficient distribution of assets to strategy evaluation and control procedures to a huge degree affected the offices' performance. It was likewise seen that the office's performance evaluation frameworks were to an enormous degree inadequate and this influenced the achievement of strategic evaluation and control. It was similarly settled that absence of proper training on management of performance influences effective strategy evaluation and control since not very many administrators were prepared on evaluation and control procedures, poor internal criticism frameworks and absence of clear execution markers influence strategy evaluation and control procedures at the OAG.

According to Mcharo (2016), feasibility analysis is the evaluation of an organization’s preparedness to achieve strategic preferences. Through feasibility analysis allocation of resources such as human capital can be anchored to organization needs. Using feasibility analysis future organizations will be documented and alternative options to raise revenues will be identified. Further, feasibility analysis would also aid in identification of redundant and inefficient resources upon which measures to minimize pilferage of them will be executed. Feasibility analysis cost benefit will be carried out and resources optimization will be deployed to implement strategy and achieve desired organization goals.
There is need for organizations to adopt acceptable tools for evaluating their strategy implementation for example, all corporations must have criterion of evaluating their business performance. In all cases, investments are geared towards maximization of shareholders wealth and void of it will eradicate economic gains derived from an investment (Somi, 2017). There are various tools such as examination of net present value, payback period and profitability index of any investment. All investments ought to have periodical evaluation criterion and final benefits that they will accrue to stakeholders in each investment opportunity. Also, acceptable evaluation tools have set objectives, performance evaluation techniques and strategic audit criterion. Since government owned institutions are non-profit-making entities there is need to evaluate the effect of strategic evaluation and alignment on organizational performance. It would have been appropriate to carry out classic regression diagnostic tests prior to fitting regression model.

2.4.2 Strategic Alignment

Agwi (2018) investigated the effect of strategic management on organizational performance in SMEs in Nigeria. Expo factor research design was adopted. Simple random sampling was used to select 120 SMEs and semi structured questionnaires were administered on them to gather primary data. Regression analysis and descriptive statistics were used to analyze the data. Results of the study revealed positive and significant relationship between strategic management and SMEs performance. The study drew SMEs from different sectors hence these findings could not be generalized to reflect pharmaceutical companies.

Mcharo (2016) found that strategy formulation in Kenya Prisons Service (KPS) followed top-down approach and implementation followed bottom-up approach. This called for development of robust strategy alignment criterion to minimize conflicts and resistance from the organization’s employees. The need for monitoring and evaluation during strategy implementation was highly advocated for. There was need to develop measures for tracking and evaluating implementation of strategic plan. It was recommended that KPS management should incorporate bottom up and top-down decision-making strategies to optimize utilization of available human capital within an organization. External strategy evaluation services should be sought to develop corrective criterion which is objective based rather than seeking to maintain status quo.
2.4.3 Business Intelligence

Venuturumilli, Peyyala and Alamuri (2016) argued that the quality of business intelligence in dependent on its ability to reduce information gathered from alternative sources into manageable levels. This information is analyzed and shared through performance dashboards which presents statics and interactive graphs. Although, dashboards create interaction platforms, there is a void of explanatory power. Also, business intelligence has the analytic capacity and allows users to filter and compare alternative reports with ease. The strength of business intelligence is its ability to provide required information timely, consistent, and reliable information and use of user-friendly graphical interfaces to prepare organization reports.

Bach, et al., (2018) posits that business intelligence is the ability of an organization to gather and collate data and then convert it into meaningful information. Capacity of an organization to gather and consolidate information for business growth is dependent on organizational culture in place for knowledge mapping, acquiring, sharing, converting, and applying to yield desired outcomes. This is only possible if they incorporate tools such management support, information technology and continued human capital development. According to Kelidbari and Rayat (2017) to achieve full benefits associated with business intelligence there is need for an organization to deploy organizational structure, culture and process geared towards the optimization of organizational performance.

Secondly, they argued that successful business intelligence system must be prepared in three phases; in phase one key performance indicators must be identified, qualitative and quantitative analysis carried out to identify interrelationship which would aid in decision making. In phase two all requirements for development of prototype business intelligence system ought to be developed and pre-tested in the specific organization to identify all shortcomings associated with it. In phase three, business intelligence system should be deployed, and continued improvement executed to aid in achieving stated objective and goals.
2.5 Chapter Summary

This section gave critiques of past writing linked closely to this research. This chapter examined the past studies focusing on resource allocation, leadership, monitoring and evaluation and their relation to strategy implementation and organizational performance as a resultant factor. The following chapter discusses the research methodology, research design, the target population, sampling frame and methods and how data was collected and analyzed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented research methodology which acted as a tool guiding on how the study was achieved. Detailed description of research design, target population, sampling procedures, sample size, data collection, pre-test, and data analysis.

3.2 Research Design

Research design refers to logical framework on how research will be executed (Saunders, Lewis & Thornhill, 2014). In addition, Sekaran and Bougie (2013) earlier perceived it as step-by-step guidelines on how research objectives can be achieved with minimal distraction. In this study descriptive research design was adopted. According to Saunders et al., (2014) whenever the researcher seeks to describe when, what, how and why the situation as per the problem under exploration, then the biased research design is descriptive. Moreover, correlation design as advocated for by Sekaran and Bougie (2013) was adopted to explore the connection between strategy implementation process and organizational performance of the pharmaceutical industry in Kenya.

A correlation research design is a sort of design where a researcher attempts to understand the types of relationships that exist between naturally existing variables have with each other. In straightforward terms, correlational research tries to make sense of if at least two variables are connected, Yin (2014). A combination of these two designs complements each other as descriptive described the status of strategy implementation process in pharmaceutical industry and its impact on organization performance was evaluated through correlational design. Employing these research designs, the researcher conducted a survey on respondents drawn from pharmaceutical companies in Kenya. The independent variables tested are resource allocation, strategic leadership, monitoring and evaluation while the dependent variables were organizational performance on market share, share performance, customer satisfaction and customer loyalty. The independent variables constituted attributes of strategy implementation which are geared towards improved organization performance.
3.3 Population and Sampling Design

3.3.1 Population

A complete count of all elements under investigation in a study is known as target population (Saunders et al., 2014). According to Sekaran & Bougie (2013) all these individuals ought to have unique and similar characteristics under investigation by the researcher. In this study a total of 30 manufacturers and 334 distributors of pharmaceutical products in Kenya constituted for the population of the study (Musilu, 2018). Due to limited research resources and time the study was limited to pharmaceutical manufacturers and distributors domiciled in Nairobi County.

Table 3.1: Population Size

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers</td>
<td>30</td>
<td>8.24%</td>
</tr>
<tr>
<td>Distributors</td>
<td>334</td>
<td>91.76%</td>
</tr>
<tr>
<td>Total</td>
<td>364</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Musilu (2018)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame is list constituting of elements and individuals who constitute to the pools of respondents from whom a subset can be drawn for subsequent empirical examination (Sekaran & Bougie, 2013; Saunders et al., 2014). The current study was limited to pharmaceutical manufacturers and distributors domiciled in Nairobi County owing to budgetary and time constraints. The sampling frame for this study included pharmaceutical manufacturing and distribution organizations as of 31st July 2020.

3.3.2.2 Sampling Technique

It is not possible to execute a study by considering all elements under consideration then there is need to devise to select a true representative of all items under investigation (Saunders et al., 2014). Consequently, qualitative, and probabilistic sampling techniques have been developed. According to Sekaran and Bougie (2013) probabilistic sampling technique is more appropriate whenever the researcher allocates an equal chance to all
individuals to be considered in a study while qualitative approach develops inclusion and exclusion criterion. Although, the latter is common in social sciences it has the weakness of being biased (Kothari, 2004). Simple and stratified sampling was adopted to select respondents since pharmaceutical industry is dominated by two players who either specialize in manufacturing or distributing pharmaceutical products. Simple random sampling was done by adopting the random number selection method. In this method, the researcher assigned a number to every organization then using the RAND function in Excel to get a list of potential respondents. According to Cooper and Schindler (2014) stratified sampling is adopted whenever the study population can be categorized into heterogenous characteristics. Stratified sampling was deployed to select the respondents. The researcher ensured that potential respondents were covering different departments, age groups, number of years worked in the organization, education level, and genders.

### 3.3.2.3 Sample Size

The sample size of a review most ordinarily alludes to the quantity of units that were chosen from which information were accumulated (Lavarkas, 2008). A sample of 190 was considered and it was determined by Yamane (1967):

\[
n = \frac{N}{(1-N\cdot d^2)}
\]

Where: \( n = \) sample size, \( N = \) entire Population, \( d = \) Expected Error,

As such the sample for this study can be derived as follows:

\[
n = \frac{364}{(1-364\cdot 0.05^2)}
\]

Result: \( n = 190 \)

The sample was distributed as follows:

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers</td>
<td>16</td>
<td>8.24%</td>
</tr>
<tr>
<td>Distributors</td>
<td>174</td>
<td>91.76%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

Primary data was collected using structured questionnaire. To ease data collection, closed ended questions were adopted. Sekaran and Bougie (2013) purported that it is always easier to administer questionnaires due to their flexibility in questions hence the respondents can answer them on their own and at their convenience. Furthermore, Cooper and Schindler (2014) argued that questions can be easily administered through drop and pick method or online since they do not require one on one interviewing during data collection. Drop and pick method was deployed for this paper. This study questionnaire comprised of 3 sections; section A has background of the study; section B strategy implementation, list questions on resources allocation, strategic leadership and monitoring and evaluation and section C covered organizational performance. Section A constituted categorical and nominal variables while section B and C had items in five-point Likert scale (ordinal).

3.5 Research Procedures

Prior to actual study the questionnaire pretested within a proportion of the sample size. This aided in examining shortcomings associated with the research instrument. According to Saunders et al., (2014) the main purpose of pretesting research instrument is to evaluate corrective measures to be adopted to enhance the quality of information gathered. Reliability of the questionnaire was tested using Cronbach Alpha. According to Sekaran and Bougie (2013) Cronbach Alpha coefficient ranges between 0 to 1 and the higher its coefficient, the more reliable a research instrument is. They purported that a coefficient greater than or equal to 0.7 shows that the research instrument is reliable. Validity of the questionnaire was executed with assistance from statistician and lecturer and their input was considered in subsequent questionnaire development. The questionnaire was administered with the assistance of research assistants. The researcher and assistants likewise followed reasonable conventions prior to moving toward the respondents to do the evaluation. Suitable ethical consideration in regard to respect for total honesty and security was likewise considered.
3.5.1 Reliability Results

In this study, Cronbach Alpha also known as coefficient alpha test was deployed. It is used to measure reliability or the internal consistency of a test. It uses the number of items, average covariance between item-pairs and the average variance of all factors. Nunnally (1978) suggests that instruments utilized in research ought to have unwavering reliability of about 0.70 or more. On the off chance that the instrument has an unwavering reliability of 0.7 or more it shows that the instrument is dependable and, in this way, would require no revisions prior to directing. Resource allocation had the reliability result of 0.821, leadership showed the highest reliability value of 0.851 and monitoring and evaluation stood at 0.849 in the reliability test.

Table 3.3: Reliability Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of resource allocation on organizational performance</td>
<td>.821</td>
<td>8</td>
</tr>
<tr>
<td>Effect of leadership on organizational performance</td>
<td>.851</td>
<td>10</td>
</tr>
<tr>
<td>Effect of monitoring and evaluation on organizational performance</td>
<td>.849</td>
<td>10</td>
</tr>
</tbody>
</table>

3.6 Data Analysis Techniques

Data collected using questionnaires was counter checked for completeness, coded, and entered to Microsoft Access. It was cleaned and then exported to SPSS version 20. Quantitative data was analyzed using descriptive statistics and inferential statistics. Descriptive statistics comprised of mean, standard deviation, frequency, and percentages. The information gathered both quantitative and qualitative was examined and presented using tables and figures. Since the study aimed at establishing the nexus between the strategy implementation process and organizational performance, a case of pharmaceutical industry. Multiple regression analysis was adopted to examine the nature of the effect and Pearson correlation analysis examined the strength of the influence. This studies the multiple regression analysis model. Regression analysis is a type of predictive modelling strategy that researches the connection amongst a dependent and an
independent variable. Multiple regression analysis is a factual technique used to foresee the value of a dependent variable based on the values of two or more independent variables (Yin, 2014).

3.7 Chapter Summary

This chapter clearly described the methodology that the research is using to reach the objectives of the study. The research methodology was presented under the following sections: research design, target population, sampling technique and framework, pilot study, reliability and validity, data collection instrument and procedure and data analysis techniques, study findings are presented in figures and a table. Findings are interpreted and discussed in chapter four.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This section gave detailed insights to data analysis, translations, and representation of data. The examination of quantitative data was accomplished by utilization of inferential and descriptive statistics while investigation of qualitative data was achieved by application of conceptual analysis. So as to handily comprehend and decipher the discoveries, representation of data collected was done through frequency distribution, frequency tables and percentages.

4.1.1 Response Rate

The investigation had an example populace of 190 respondents. Of the example populace, 183 respondents finished the questionnaires making a response rate of 96.3% The response rate is viewed as above adequate reliant on Mugenda and Mugenda (2008) who has shown that a 50% response rate is sufficient for investigating and furthermore revealing, a 60% rate of reaction is acceptable while 70% and over is viewed as phenomenal.

4.2 Background Information

In this study, respondents were asked to indicate relevant background information of the respondents. In particular, the areas covered were gender, age, level of education, number of years served in the organization, department served, position in the organizational hierarchy and total number of employees.

4.2.1 Gender of Respondents

Respondents were required to indicate their gender. This helped in ensuring the equilibrium of genders, increasing the reliability of the study. The outcome of this analysis revealed that 54.1% of the respondents were male, 45.4% were females and 0.5% of respondents preferred not to disclose their gender. Even though the study was slightly dominated by males the proportion anyway portrays a reasonable contribution of both sexes, connoting that the finding of this exploration was probably not going to experience biasness in terms of sexual orientation.
Table 4.1: Gender Category

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>99</td>
<td>54.1</td>
</tr>
<tr>
<td>Female</td>
<td>83</td>
<td>45.4</td>
</tr>
<tr>
<td>Prefer Not to Answer</td>
<td>1</td>
<td>.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.2 Age of Respondents

Taking into consideration that different age groups of people may hold different sentiments with respect to various subjects, this study tried to grasp and accumulate sentiments from every one of these groups. Results are introduced beneath. From results of the examination, a major number of respondents (45.9%) had ages between 25 to 34 years, 39.9% were matured between 35 to 44 years, 33% were aged between 18 to 24 years, while 10.9% were between 45 to 60 years. This infers that respondents from different age classes were engaged with this investigation.

Table 4.2: Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24 years</td>
<td>6</td>
<td>3.3</td>
</tr>
<tr>
<td>25-34 years</td>
<td>84</td>
<td>45.9</td>
</tr>
<tr>
<td>35-44 years</td>
<td>73</td>
<td>39.9</td>
</tr>
<tr>
<td>45-60 years</td>
<td>20</td>
<td>10.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.3 Level of Education

Respondents were needed to indicate their level of education. This information was considered to guarantee the employee's capacity to understand the research subject and tools deployed. Results show that the vast majority of the respondent's 43.2% held a Master's degree, 29.0% of the respondent’s held a Bachelor’s degree, while 17.5% of the respondent’s held a Doctorate's certificate, 7.7% held a Diploma and lastly, 2.7% had
finished Secondary stage of schooling. Drawing from this discovery, all the respondents were educated, which suggests that they were in a situation to react to this study subject easily.

**Table 4.3: Education Level**

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>5</td>
<td>2.7</td>
</tr>
<tr>
<td>Diploma</td>
<td>14</td>
<td>7.7</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>53</td>
<td>29.0</td>
</tr>
<tr>
<td>Masters</td>
<td>79</td>
<td>43.2</td>
</tr>
<tr>
<td>Doctorate</td>
<td>32</td>
<td>17.5</td>
</tr>
<tr>
<td>Total</td>
<td>183</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**4.2.4 Years Served in Organization**

Successful execution of internal and external operations is firmly related to duration of service of employees. To gauge the respondents understanding on the study topic and particularly in connection with his present organization, respondents needed to show the years served in the current place of employment. Results show that 35.5% of the respondents had served the organization for a time of more than 5 years, 25.1% had served between 3 to 4 years, and 26.2% of the respondents had been with the organization for 1 to 2 years while 13.1% showed to have served the organization for a time of less than 1 year. This suggests that greater part of the respondents had served the organization for a time of for an impressive timeframe which infers that they were in a situation to give data as required in this study as they are knowledgeable and trustworthy.

**Table 4.4: Service Years**

<table>
<thead>
<tr>
<th>Service Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1 year</td>
<td>24</td>
<td>13.1</td>
</tr>
<tr>
<td>1-2 years</td>
<td>48</td>
<td>26.2</td>
</tr>
<tr>
<td>3-4 years</td>
<td>46</td>
<td>25.1</td>
</tr>
<tr>
<td>&gt;5 years</td>
<td>65</td>
<td>35.5</td>
</tr>
<tr>
<td>Total</td>
<td>183</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.2.5 Department Served
In order to best incorporate various departments in this study, respondents had to indicate which department they belong to. This gave the study a broader perspective in understanding the impact of the study topic from different dimensions of the organizational departments. Analysis in this front indicated that 46.4% of the respondents belonged to departments such as Sales, Quality Control, Pharmacists and Project Management, whereas 16.4% worked in Marketing, 16.9% in Procurement, 12.6% in Finance and 7.7% in Strategy Formulation, Implementation and Evaluation department.

Table 4.5: Department Served

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>23</td>
<td>12.6</td>
</tr>
<tr>
<td>Marketing</td>
<td>30</td>
<td>16.4</td>
</tr>
<tr>
<td>Strategy</td>
<td>14</td>
<td>7.7</td>
</tr>
<tr>
<td>Procurement</td>
<td>31</td>
<td>16.9</td>
</tr>
<tr>
<td>Other</td>
<td>85</td>
<td>46.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.6 Organizational Hierarchy Position

Factors such as leadership and communication are vastly affected by the hierarchical position the employee holds in the organization. Therefore, to reinforce fair and unbiased study, respondents were requested to specify which organizational level they best fit in. The most prominent level was trained professionals at 35.3%. Closely followed by middle management at 27.3%, first line managers at 20.5% and upper management at 16.8%. This shows the equilibrium is maintained within distinct organizational levels.

Table 4.6: Organizational Level

<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trained Professional</td>
<td>61</td>
<td>35.3</td>
</tr>
<tr>
<td>First Line Management</td>
<td>38</td>
<td>20.5</td>
</tr>
<tr>
<td>Middle Management</td>
<td>52</td>
<td>27.3</td>
</tr>
<tr>
<td>Upper Management</td>
<td>32</td>
<td>16.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.2.7 Number of Employees

The Australian Bureau of Statistics defines a large-scale organisation (LSO) as an organization which employs 200 or more people, has assets (what the organisation owns) worth more than $200 million, may earn revenue in the millions, may be multinational or has a large market share. Since the focus of this study was on large organizations, respondents had to indicate how many employees are employed in their organization. This showed that most organizations in this research had more than 150 employees at 42.6%, 31.1% were 100-150 employees, 14.2% were less than 50 and 12.0% were 50-100 employees. Results are shown below.

Table 4.7: Number of Employees

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;50</td>
<td>26</td>
<td>14.2</td>
</tr>
<tr>
<td>50-100</td>
<td>22</td>
<td>12.0</td>
</tr>
<tr>
<td>100-150</td>
<td>57</td>
<td>31.1</td>
</tr>
<tr>
<td>&gt;150</td>
<td>78</td>
<td>42.6</td>
</tr>
<tr>
<td>Total</td>
<td>183</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3 Resource Allocation and Organizational Performance

The study sought to establish the correlation between resource allocation and its impact on various sub-factors which overall improve or deteriorate the organizational performance.

4.3.1 Effect of Resource Allocation on Organizational Performance

Participants were required to give an indication of their agreement level following the statements below relating to effect of resource allocation on organizational performance. Outcomes are presented below. Results show that resource allocation has helped in maintaining forecasted budget (M= 3.95 SD= 0.93), reliable resource allocation has aided in achievement of strategic goals and objectives (M=3.97 SD=0.88), efficient resources allocation has significantly improved organizational productivity (M=4.15 SD= 0.81). Hand in hand with that, resource allocation has also reduced unnecessary costs and
resources (M= 4.13 SD= 0.91), effective resource allocation has had a positive impact on successful project completion (M=4.12 SD=0.76). This was in line with the study done by Nair, Suma, and Kumar (2012) that successful and efficient resource allocation has a positive implication on profitable project completion. In the long run, well-planned resource allocation has resulted in profitability (M=4.14 SD= 0.79), it has assisted in on-time production cycle (M= 4.02 SD= 0.78) and proper allocation of resources helped in detecting and eliminating risks (M=3.90 SD= 0.95).

**Table 4.8: Effect of Resource Allocation on Organizational Performance**

<table>
<thead>
<tr>
<th>Effect</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource allocation has helped in maintaining forecasted budget</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.95</td>
<td>0.93</td>
</tr>
<tr>
<td>Reliable resource allocation has aided in achievement of strategic goals and objectives</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>3.97</td>
<td>0.88</td>
</tr>
<tr>
<td>Efficient resources allocation has significantly improved organizational productivity</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.15</td>
<td>0.81</td>
</tr>
<tr>
<td>Resource allocation has reduced unnecessary costs and resources</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.13</td>
<td>0.91</td>
</tr>
<tr>
<td>Effective resource allocation has had a positive impact on successful project completion</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.12</td>
<td>0.76</td>
</tr>
<tr>
<td>In the long run, well-planned resource allocation has resulted in profitability</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.14</td>
<td>0.79</td>
</tr>
<tr>
<td>Resource allocation has assisted in on-time production cycle</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.02</td>
<td>0.78</td>
</tr>
<tr>
<td>Proper allocation of resources helped in detecting and eliminating risks</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.90</td>
<td>0.95</td>
</tr>
</tbody>
</table>
4.3.2 Pearson Correlation

The table below displays the results of correlation test analysis between the dependent variable (resource allocation) and the independent variable (organizational performance). This study found a positive correlation between the two variables. Resource allocation showed a correlation factor of 0.877; implying that the relationship between resource allocation and organizational performance was indeed positive with the significant value of 0.021. The outcomes of this analysis further strengthen the study outcomes done by Penrose (1959) and Barney (2007) which propose that a legitimate mix and usage of firm assets heavily influence successful strategy implementation and organizational performance. Further these outcomes are upheld by Fulmer (1990) referenced that HR management has a significant part in the viable execution of strategic plans. It is significant for all members of the organization to be excited about the strategy implementation. Getting individuals included and having a persuading reward framework will impact the execution of technique. Moreover, advanced technological aid as far as fast cycles, techniques, and designs, will likewise make a positive commitment to the effective usage of strategies and in turn promote organizational performance.

<table>
<thead>
<tr>
<th>Resource Allocation</th>
<th>Resource Allocation</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.877**</td>
</tr>
<tr>
<td>Sig. (2-Tailed)</td>
<td></td>
<td>.021</td>
</tr>
<tr>
<td>N</td>
<td>183</td>
<td>183</td>
</tr>
</tbody>
</table>

4.3.3 Regression Test

The important of the regression analysis was to understand and quantify the influence of resource allocation on organizational performance. This was achieved by denoting
organizational performance as an index of the dependent variable was regressed upon the identified sub-variables of resource allocation as the composite of independent variable.

4.3.3.1 Model Summary

The adjusted R2 is defined as the percentage if the variation in the dependent variable that is explained by variation in the independent variable. The R2 was 0.769, which translates to 76.9% of the variances in the organizational performance were explained by resource allocation.

Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.877&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.769</td>
<td>.768</td>
<td>.035</td>
</tr>
</tbody>
</table>

4.3.3.2 ANOVA

As per the ANOVA analysis it was established that the regression model had a significance level of 0.021 which indicates that the data was sufficient for conclusion making on the population parameters as the p-value (value of significance) was less than 5%. The F value was 6.16 which was relatively higher than the F critical value at 2.0 therefore, indicating that the resource allocation process had a significant impact on the performance of an organization. The significance value was also lower than 0.05 proving that the model was significant as well.

Table 4.11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>6.9</td>
<td>8</td>
<td>.862</td>
<td>6.16</td>
<td>.021&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>25.3</td>
<td>174</td>
<td>.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32.2</td>
<td>182</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3.3.3 Coefficients of Determination

Based on the regression model attained, efficient and effective allocation of resource while maintaining additional aspects at a constant would improve the organizational performance by 0.363.

Table 4.12: Coefficients of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>B 3.842 Std. Error .055</td>
<td>Beta .769 t 63.69 Sig. .121</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>.363 Std. Error .031</td>
<td>Beta .769 t 814 Sig. .142</td>
</tr>
</tbody>
</table>

4.4 Effect of Leadership on Organizational Performance

Results showed that leadership in the organizations has embedded a culture of achievement (M= 3.90 SD= 0.81), this is achieved through leaders having well-thought-out decision-making skills (M= 39.4 SD=1.03) and leaders having good communication skills (M=3.93 SD= 0.87) amongst other factors. Through these practices, leaders also ensure high team retention rates (M= 3.95 SD= 0.93) and successful completion of projects (M= 4.01 SD= 0.91). These outcomes agree with those of Ullah (2013 who says, the leader deciphers an association's vision and financial strategies into a "cause worth battling for". To satisfy this role, the leader must rouse and persuade workers to achieve the association's objectives. The analyzer centers around the proficient administration of inner working frameworks, molding working decisions, and controlling administration measures.

The leader focuses on the organizations performance and obligations by affecting subordinates' choices and dispensing assets to the most elevated need exercises. Employees agreed that there are set standards of performance which are to be achieved and failure to perform as expected is discouraged and penalized. This allows for faster decision making, increased productivity and reduces employee stress (M= 3.98 SD= 0.97). Employees are involved in all processes and decision making which leads to creativity, cohesive work environment and higher level of commitment (M= 4.01 SD= 1.09). Leaders set challenging goals for employees and employees are rewarded once goals are met. This encourages frequent feedback, clear expectations, and opportunities
for corrections (M=3.73 SD=1.02). Leaders provide motivation and confidence in employees skills, granting them authority as they see fit which leads to independency, empowered employees, and improved morale (M=3.85 SD= 0.98). Employees in the organizations also agreed that the leaders provide an amicable and productive work environment (M=3.88 SD= 1.07).

Table 4.13: Effect of Leadership on Organizational Performance

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership provided has embedded a culture of achievement</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.90</td>
<td>0.81</td>
</tr>
<tr>
<td>Leaders in the organization assist in successful completion of projects</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.01</td>
<td>0.91</td>
</tr>
<tr>
<td>Leaders have well-thought-out decision-making skills</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.94</td>
<td>1.03</td>
</tr>
<tr>
<td>Leaders have good communication skills</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.93</td>
<td>0.87</td>
</tr>
<tr>
<td>Leadership has positivity influenced the team retention rate in the organization</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>3.95</td>
<td>0.93</td>
</tr>
<tr>
<td>There are set standards of performance which are to be achieved and failure to perform as expected is discouraged and penalized. This allows for faster decision making, increased productivity and reduces employee stress</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.97</td>
</tr>
<tr>
<td>Employees are involved in all processes and decision making which leads to creativity, cohesive work environment and higher level of commitment</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.01</td>
<td>1.09</td>
</tr>
<tr>
<td>Leaders set challenging goals for employees and employees are rewarded once goals are met. This encourages frequent feedback, clear expectations, and opportunities for corrections</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.30</td>
<td>1.02</td>
</tr>
<tr>
<td>Leaders provide motivation and confidence in employees skills, granting them authority as they see fit which leads to independency, empowered employees, and improved morale</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.85</td>
<td>0.98</td>
</tr>
<tr>
<td>The leaders provide an amicable and productive work environment</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.88</td>
<td>1.07</td>
</tr>
</tbody>
</table>
4.4.1 Pearson Correlation

The exhibitions the outcomes of correlation test analysis amid the dependent variable (leadership) and the independent variable (organizational performance). This study found a positive correlation between the two variables. Leadership showed a correlation factor of 0.919; implying that the relationship between leadership and organizational performance was indeed positive with the significant value of 0.000. The outcomes of this analysis further strengthen the study conclusions by Mintzberg (1994) who stated, strategy implementation might be said to comprise of securing assets, arranging these assets, and coordinating the utilization of these assets inside and outside the association. Strategy implementation is only fruitful when it is supported by viable leadership. House and Mitchell (1974) specify that compelling leaders clearly determine the task, decrease barricades to task accomplishment, and increase open doors for task related fulfillment and improve execution. This obviously shows that leadership is connected to successful strategy implementation and organizational performance.

Table 4.14: Pearson Correlation

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Pearson Correlation</td>
<td>.919**</td>
</tr>
<tr>
<td>Sig. (2-Tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>183</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>183</td>
</tr>
<tr>
<td>Organizational Pearson Correlation</td>
<td>.919**</td>
</tr>
<tr>
<td>Sig. (2-Tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>183</td>
</tr>
</tbody>
</table>

4.4.2 Regression Test

The important of the regression analysis was to understand and quantify the influence of leadership on organizational performance. This was achieved by denoting organizational performance as an index of the dependent variable was regressed upon the identified sub-variables of leadership as the composite of independent variable.
4.4.2.1 Model Summary

The adjusted R² is defined as the percentage if the variation in the dependent variable that is explained by variation in the independent variable. The R² was 0.844, which translates to 84.4% of the variances in the organizational performance were explained by leadership.

Table 4.15: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.919¹</td>
<td>.844</td>
<td>.843</td>
<td>.028</td>
</tr>
</tbody>
</table>

4.4.2.2 ANOVA

As per the ANOVA analysis it was established that the regression model had a significance level of 0.00 which indicates that the data was sufficient for conclusion making on the population parameters as the p-value (value of significance) was less than 5%. The F value was 2.97 which was relatively higher than the F critical value at 1.89 therefore, indicating that the leadership in an organization had a significant impact on the performance of an organization. The significance value was also lower than 0.05 proving that the model was significant as well.

Table 4.16: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>24.901</td>
<td>10</td>
<td>13.041</td>
<td>2.97</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>18.382</td>
<td>172</td>
<td>.054</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.283</td>
<td>182</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.2.3 Coefficients of Determination

Based on the regression model attained, suitable leadership skills and methods while maintaining additional aspects at a constant would improve the organizational performance by 0.423.

50
Table 4.17: Coefficients of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.191</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>.423</td>
</tr>
</tbody>
</table>

4.5 Effect of Monitoring and Evaluation on Organizational Performance

Participants were requested to give an indication of their agreement level following the statements below relating to effect of monitoring and evaluation on organizational performance. Results concluded that monitoring and evaluation has increased accountability and transparency of operations (M= 4.05 SD=0.79). Monitoring and evaluating has assisted in tracking progress of achievement of goals and objectives (M=3.97 SD= 0.90). Monitoring and evaluation has assisted in improving customer satisfaction (M= 4.06 SD = 0.75). Monitoring and evaluation has optimized all business operations (M= 3.98 SD= 0.91). Monitoring has minimized risk of project failure (M= 4.02 SD= 0.93) as it also helps in efficient resource allocation (M= 4.14 SD= 0.84). Continuous monitoring and evaluation have improved decision making skills (M= 3.92 SD= 0.85). Monitoring and evaluation tools have given the organization a competitive edge (M= 4.01 SD= 0.80). Monitoring and evaluation had generated data that allows for cumulative learning which, in turn, has contributed to improved management (M= 4.01 SD= 0.80). Finally, monitoring and evaluation tools have improved monetary management in projects (M= 4.1).
Table 4.18: Effect of Monitoring and Evaluation on Organizational Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation has increased accountability and transparency of operations</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.05</td>
<td>0.79</td>
</tr>
<tr>
<td>Monitoring and evaluating has assisted in tracking progress of achievement of goals and objectives</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>3.97</td>
<td>0.90</td>
</tr>
<tr>
<td>Monitoring and evaluation has assisted in improving customer satisfaction</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.06</td>
<td>0.75</td>
</tr>
<tr>
<td>Monitoring and evaluation has optimized all business operations</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.91</td>
</tr>
<tr>
<td>Monitoring has minimized risk of project failure</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.02</td>
<td>0.93</td>
</tr>
<tr>
<td>Monitoring and evaluation has helped in efficient resource allocation</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.14</td>
<td>0.84</td>
</tr>
<tr>
<td>Continuous monitoring and evaluation have improved decision making skills</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>3.92</td>
<td>0.85</td>
</tr>
<tr>
<td>Monitoring and evaluation tools have given the organization a competitive edge</td>
<td>183</td>
<td>1.00</td>
<td>5.00</td>
<td>4.01</td>
<td>0.80</td>
</tr>
<tr>
<td>Monitoring and evaluation has generated data that allows for cumulative learning which, in turn, has contributed to improved management</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.01</td>
<td>0.80</td>
</tr>
<tr>
<td>Monitoring and evaluation tools have improved monetary management in projects</td>
<td>183</td>
<td>2.00</td>
<td>5.00</td>
<td>4.10</td>
<td>0.74</td>
</tr>
</tbody>
</table>

4.5.1 Pearson Correlation

The table below exhibitions the outcomes of correlation test analysis amid the dependent variable (monitoring and evaluation) and the independent variable (organizational performance). This study found a positive correlation between the two variables. Monitoring and evaluation showed a correlation factor of 0.857; implying that the
relationship between monitoring and evaluation and organizational performance was indeed positive with the significant value of 0.048. The outcomes of this analysis further supported the study by Kusek and Rist (2004) who stated that sufficient and well-fitted monitoring and evaluation tools can make strategies work better, evaluate the effects, steer system, increment stakeholder ownership, overall increasing organizational performance.

Table 4.19: Pearson Correlation

<table>
<thead>
<tr>
<th>Monitoring &amp; Evaluation</th>
<th>Monitoring &amp; Evaluation Pearson Correlation</th>
<th>Organizational Performance Pearson Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td>1</td>
<td>.857**</td>
</tr>
<tr>
<td>Organization Performance</td>
<td>.857**</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>183</td>
<td>183</td>
</tr>
</tbody>
</table>

4.5.2 Regression Test

The importance of the regression analysis was to understand and quantify the influence of monitoring and evaluation on organizational performance. This was achieved by denoting organizational performance as an index of the dependent variable was regressed upon the identified sub-variables of monitoring and evaluation as the composite of independent variable.

4.5.2.1 Model Summary

The adjusted R2 is defined as the percentage if the variation in the dependent variable that is explained by variation in the independent variable. The R2 was 0.735, which translated to 73.5% of the variances in the organizational performance were explained by monitoring and evaluation.

Table 4.20: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.857a</td>
<td>.735</td>
<td>.733</td>
<td>.032</td>
</tr>
</tbody>
</table>
4.5.2.2 ANOVA

As per the ANOVA analysis it was established that the regression model had a significance level of 0.048 which indicated that the data making on the population parameters as the p-value (value of significance) was less than 5%. The F value was 29.04 which was relatively higher than the F critical value at 1.84 therefore, indicating that monitoring and evaluation in an organization had a significant impact on the performance of an organization. The significance value was also lower than 0.05 proving that the model was significant as well.

Table 4.21: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>22.011</td>
<td>10</td>
<td>11.57</td>
<td>29.04</td>
<td>.048a</td>
</tr>
<tr>
<td>Residual</td>
<td>10.652</td>
<td>172</td>
<td>.40</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32.663</strong></td>
<td>182</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.2.3 Coefficients of Determination

Based on the regression model attained, consistent and actionable monitoring and evaluation tools and methods while maintaining additional aspects at a constant would improve the organizational performance by 0.423.

Table 4.22: Coefficients of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
<td></td>
<td>2.191</td>
<td>.072</td>
<td>45.002</td>
<td>.109</td>
<td></td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>.423</td>
<td>.011</td>
<td>.735</td>
<td>3.752</td>
<td>.035</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.6 Chapter Summary

Overall, the analysis and statistic tools deployed in this chapter have further reinforces previous studies done by various scholars which indicate that suitable and flexible leadership skills, effective and efficient leadership and consistent use of actionable monitoring and evaluation tools throughout the strategy implementation process have a significantly positive impact on organizational performance. Furthermore, chapter 5 provides a detailed discussion, conclusion and recommendations based on the discoveries made in this study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covered the summary of research findings, discussion, conclusions, and recommendations based on the findings. The chapter used the study objectives which were founded to understand the impact of resource allocation on organizational performance in large pharmaceutical companies, impact of leadership on organizational performance in large pharmaceutical companies and lastly the impact of monitoring and evaluation on organizational performance in large pharmaceutical companies.

5.2 Summary

This study sought to cover the impact that strategy implementation has on organizational performance in large pharmaceutical companies. There were specific objectives; to establish effect of resource allocation on organizational performance in large pharmaceutical companies, to evaluate effect of leadership on organizational performance in large pharmaceutical companies, to evaluate effect of monitoring and evaluation on organizational performance in large pharmaceutical companies.

Analysis of data collected was done by descriptive method which included mean and standard deviation. Inferential statistics were performed in form of Pearson Correlations, Multiple Linear Regression and ANOVA analysis. The target population was 364 consisting of 30 manufacturers and 334 distributors. Stratified sampling and simple random sampling were deployed to come up with 194 respondents consisting of 16 manufacturers and 174 distributors. Stratified sampling and simple random sampling were used to allow fair choice of a delegates from every layer. These techniques were also beneficial and accurate as the pharmaceutical industry is dominated by two players who either specialize in manufacturing or distributing pharmaceutical products. Primary data was collected through a closed-ended questionnaire.

Presentation of data was completed through tables and figures. Reliability was tested through Cronbach Alpha. Outcomes showed that resource allocation has helped in maintaining forecasted budget with the mean of 3.95, reliable resource allocation has aided in achievement of strategic goals and objects with the mean of 3.97, efficient
resource allocation has significantly improved organizational productivity with the mean of 4.15.

Resource allocation has reduced unnecessary costs and resources with the mean of 4.13, effective resource allocation has had a positive impact on successful project completion with the mean of 4.12, well-planned resource allocation has resulted in profitability with the mean of 4.14, resource allocation has assisted in on-time production cycle with the mean of 4.02 and proper allocation of resources has helped in detecting and eliminating risks with the mean of 3.90. The study found a positive correlation factor of 0.877 between resource allocation and organizational performance. The value of the R2 was .769, which translates to 76.9% of the variances in organizational performance were explained to resource allocation. Efficient and effective resource allocation strategy implementation while holding other factors constant would increase the organizational performance by a factor of 0.363.

Results showed that leadership provided has embedded a culture of achievement with the mean value of 3.90, leaders in the organization assist in successful completion of projects with the value of 4.01, leaders have well-thought out decision-making skills with the mean value of 3.94, leaders have good communication skills with the mean value of 3.93, leadership has positivity influenced the team retention rate in the organization with the mean value of 3.95, there are set standards of performance which are to be achieved and failure to perform as expected is discouraged and penalized. This allows for faster decision making, increased productivity and reduces employee stress with the mean value of 3.98, employees are involved in all processes and decision making which leads to creativity, cohesive work environment and higher level of commitment with the mean value of 4.01, leaders set challenging goals for employees and employees are rewarded once goals are met.

This encourages frequent feedback, clear expectations, and opportunities for corrections with the mean value of 3.73, leaders provide motivation and confidence in employees skills, granting them authority as they see fit which leads to independency, empowered employees, and improved morale with the mean value of 3.85, the leaders provide an amicable and productive work environment with the mean value of 3.88. Analysis of this also showed an additional result that the most implemented leadership style in large pharmaceutical companies was participative leadership. Furthermore, leadership and
organizational performance had a positive correlation factor of 0.919. The value of R2 was 0.844 which represents that 84.4% variances in organizational performance were credited to leadership.

Adoption of suitable leadership styles and strategies while holding all other factors constant would boost the organizational performance by a factor of 0.423. Outcomes showed that monitoring and evaluation has increased accountability and transparency of operations with the mean value of 4.05, monitoring and evaluating has assisted in tracking progress of achievement of goals and objectives with the mean value of 3.97, monitoring and evaluation has assisted in improving customer satisfaction with the mean value of 4.06, monitoring and evaluation has optimized all business operations with the mean value of 3.98, monitoring has minimized risk of project failure with the mean rate of 4.02, monitoring and evaluation has helped in efficient resource allocation with the mean value of 4.14, continuous monitoring and evaluation has improved decision making skills with the mean value of 3.92, monitoring and evaluation tools have given the organization a competitive edge with the mean value of 4.01, monitoring and evaluation has generated data that allows for cumulative learning which, in turn, has contributed to improved management with the mean value of 4.01, monitoring and evaluation tools have improved monetary management in projects with the mean value of 4.10. Monitoring and evaluation had a positive correlation factor of 0.857 with organizational performance. The R2 value was 0.735 which indicates that 73.5% of variances in organizational performance were because of monitoring and evaluation. Implementation of appropriate monitoring and evaluation tools while maintaining all factors constant would increase the organizational performance by a value of 0.423.

5.3 Discussion

5.3.1 Resource Allocation and Organizational Performance

This study discovered that resource allocation has a profound impact and influence of organizational performance. Outcomes of the regression tests also confirmed that efficient and effective resource allocation would improve organizational performance. Mainly this study showed that resource allocation assists in maintaining budgets, boosts possibilities of achievement of organizational goals and objectives, reduces unnecessary costs and overall improved organizational performance and productivity. These discoveries were in line with Lemarleni et al., (2017) who concluded resource allocation has repeatedly
played a significant part in organizational performance thus making requirement for having plainly defined strategic plans and ways that will guarantee that the allocation is accomplished true to form. Effective resource allocation is believed to come up with organizational advancements that are equipped towards the improved execution of the strategies and enhance organizational performance.

Resource allocation is a focal administration movement that takes into account strategy implementation. The genuine estimation of any resource allocation program lies in the subsequent achievement of an association’s goals. Various variables forbid successful resource allocation, including an over-insurance of assets, too incredible an accentuation on short-run budgetary standards, internal politics, ambiguous procedure targets, a hesitance to face challenges, and an absence of adequate information. Yavitz and Newman (1984) noticed that underneath the corporate level, there regularly exists non-existence of deliberate pondering on the allocation of resources and systems of the firm.

Managers typically have a lot a greater number of errands than they can do. Administrators must assign time and assets among these errands. Weight develops. Costs are excessively high. The CEO needs a decent budgetary report from last quarter. Formulation of strategies and execution exercises regularly get conceded. The present issues absorb accessible energies and assets. Mixed records and spending plans neglect to uncover the move in designation route from vital requirements to at present matters at hand. The connection among resources and strategy is bi-lateral. Strategy influences resources and resources influence strategy.

The sort of strategy executed by an association impacts the resources required and how the resources will be apportioned. In implementation of strategy, focal point during resource allotment is both on monetary and human assets are expected to viably actualize the strategy. Descriptive analysis shows that good strategic management requires both clear idea and savvy instinct. Kirui (2013) examined factors impacting usage of strategic plans with local authorities in Migori County and found that monetary assets influenced vital organizational execution through budgetary allotments, budgetary controls, and income effectiveness. Gakenia (2008) analyzed the elements that impact strategy implementation and organizational performance at Kenya Commercial Bank. The examination found that assets (both monetary and HR), the executives uphold,
organizational structure, vastly improve successful application of strategic plans and in turn enhance organizational performance.

Associations are cautious while dispensing assets to their activities because of the shortage of assets. David (2011) demonstrated that no organization has unlimited resources subsequently, managers must choose which strategies will profit the association best. Designation of assets is done through a budgetary cycle and includes surveying the organization's incomes and consumption for the activities shrouded in a period. It is critical to note that the spending which is a quantitative arrangement highly affects the performance and profit generation. The capacity of an organization to sort out the assets expected to help new key strategies affects the strategy implementation. Organizational elements ought to have spending plans and monetary assets for actualizing their portions of the strategic plans successfully.

5.3.2 Leadership and Organizational Performance

Outcomes showed that leadership had a significant impact on organizational performance. The study found a positive correlation between leadership and organizational performance. The regression test results showed that suitable leadership while maintaining other factors at a constant would promote strategy implementation and improve organizational performance.

This research also proved that leadership provided in an organization can embed a culture of achievement and leaders can assist in successful completion of projects. The findings were in line with that of Palladan, Abdulkadir and Wen (2016) that the right leadership had a positive and notable influence on furthered organizational performance. Descriptive analysis showed that the leaders ought to have good communication skills and have the power to influence the team retention rate exceedingly. The different approaches taken in leadership have also proven to either increase or decrease the efficiency of strategy implementation and organizational performance. Daft (2015) noticed that the impact of the leadership style on any association is viewed as extremely enormous. This implies consequently that the impact of the leadership style with regards to the execution of strategies in an organization is additionally essential.
Experience in leadership is more attractive for the compelling usage and implementation of the organization's strategies. Mintzberg (1994) noticed that lively leaders carry novel plans to the association which if all around grasped by different individuals in an organization, will eventually lead to effective strategy implementation thus improving organizational performance. The discoveries upheld Koech and Namsonge (2012) discoveries that the act of leadership had an immediate relationship with strategy implementation.

Furthermore, leaders that have more knowledge and experience have been more successful in strategy implementation. The discoveries were in accordance with Hungler and Wheelen (2017) who believe that surely the qualities of the authoritative figure of the day just as the structural factors despite the control frameworks assume a basic function as they achieve enormous commitments to how a compelling a strategy can be. The experience gives a gathering of both specialized and labor force information in the execution of the strategy and that administrative practices influence an association's strategy implementation plan. The discoveries were in accordance with Hungler and Wheelen (2017) who believe that surely the qualities of the authoritative figure of the day, structural factors despite the control frameworks assume a basic function as they achieve enormous commitments to how compelling a strategy can be.

The experience gives a gathering of both specialized and labor force information in the execution of the strategy and that administrative practices influence an association's strategy implementation plan. Leaders have also shown to vastly improve and maintain team retention rate. This is likewise in accordance with Wildermuth and Pauken (2008) who point out that the environment, administration, work, and individual components inside an organization, are associated with employee commitment. They add that environmental engagement factors incorporate agreement among hierarchical and singular qualities, the nature of the workplace connections, and work-life balance, while leadership commitment factors incorporate vision and integrity. Organizational cultures portrayed by cooperation, wonderful working conditions, kind treatment of representatives, skill enhancement, abundant improvement, and bountiful preparation openings would all be able to add to emotional worker commitment (Devi, 2009).
Incentive programs provided to employees propel them. This is on the grounds that they feel thought about, acknowledged, and that their endeavors are perceived. This can help persuade the employees to perform better regardless of their motivational preferences. Such projects are generally individualized fitting the employee's needs and needs. Inspiration urges employees to be more profitable and even more, it critically shows that the firm thinks about them. The main effect that motivated employees have is that it leads to increased employee productivity and performance (Mutahar et al., 2015).

5.3.3 Monitoring and Evaluation

This study discovered that monitoring and evaluation had a significant positive impact on organizational performance. The study uncovered a positive correlation between leadership and organizational performance. The regression test analysis showed that monitoring and evaluation with other factors remaining at a constant value would better the organizational performance. Upon analyzing, monitoring and evaluation has proven to increase accountability and transparency of objectives. The findings concurred with Murungi (2015), found that continuous and consistent monitoring and evaluation processes encouraged accountability and supportability.

Results show that M&E has assisted in efficient tracking of strategies, projects and achievement of goals and objectives. Strategic monitoring and evaluation have led to an organization’s direction setting courtesy of compliance with organizational vision, streamlined operations, and setting of specific, measurable, and realistic (Ibrahim, 2015). It was also noted that M&E, if done effectively, efficiently, and thoroughly can improve business decision making skills in an organization.

Another study done by Byars (2014) proved that strategy evaluation has a direct and positive impact on the decision-making process. Furthermore, strategic evaluation has also improved monetary management in projects and in day-to-day operations in organizations. In this study M&E has proven to also as indicated by Kuwaviyah (2010) on relations among budgeting and performance, an explicit financial plan for essential needs, for example, following and tracking spending plans ought to be plainly portrayed inside the general undertaking spending plan. This will give the monitoring and evaluation process the due acknowledgment it plays in the project management.
As per Yuni & Siti (2016) for effective usage of budgeting plans, it is fitting to include every single human asset as this will build responsibility. All the more, the fact that each will be liable for guaranteeing that the budgetary designation under them are used well. Monitoring is elucidating in nature and gives information on where a venture is at any given time comparative with particular targets and results (Nyonje, Ndunge, & Mulwa, 2012). Evaluation, then again, is the deliberate and target evaluation of a task and gives proof of why targets and results are or are not being accomplished. It tries to address issues of causality (Ogula, 2002).

Applied as a capacity, monitoring and evaluation is an essential piece of a venture including a system of reflection and correspondence supporting project implementation (Nuguti, 2009) Monitoring, while seen as an on-going administration capacity, and assessment as the post-event work, which takes care of data back to the board for the next event, is a simplistic distinction. In observing, one is assessing, as one is gaining a judgment about the ground and interceding dependent on this judgment (UNDP, 2010). Likewise, when one does an assessment, one does as such based on observing information, and decisions' can best be made with these bits of knowledge. By and by, the sequencing is not as direct as one after the other, yet more unique relying upon the circumstance (Khan et al., 2010).

5.4 Conclusions

5.4.1 Resource Allocation and Organizational Performance

Viable resource allocation is needed for the endurance of the economy and for maintainable turn of events. Resource allocation is the diligent deployment of scant assets onto errands and ventures where they can deliver the most noteworthy pace of returns (Kurt, 2018). This will suggest upgrading usability levels of all resources. Overall, this study concluded that resource allocation helps in maintaining forecasted budget, assisted in on-time production cycles, detecting, and eliminating risks. Compilation of these factors, resource allocation increases organizational productivity, assists in successful project completion, achievement of organizational goals and objectives and lastly increases profitability.
5.4.2 Leadership and Organizational Performance

Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals (Tannenbaum, Weschler & Massarik, 1961). This study found that leaders have a huge impact on team dedication and culture of achievement. Leaders also assist in successful completion of projects and have well thought-out decision-making skills. The most frequently applied style of leadership in majority large pharmaceutical companies in Kenya is directive leadership. In this style, employees have a set standard of performance which should be met. Failure to meet these expectations is discouraged and penalized. This type of leadership allows quick decision making, increases productivity and reduces employee stress as they no longer have the need to overperform.

5.4.3 Monitoring and Evaluation and Organizational Performance

Monitoring is the collection and analysis of information about a project or program, undertaken while the project/program is ongoing. Evaluation is the periodic, retrospective assessment of an organization, project or program that might be conducted internally or by external independent evaluators. In this study it was found that monitoring and evaluation tools have increased accountability and transparency of operations, assisted in tracking progress of achievement of goals and objects, and assisted in improving customer satisfaction. Monitoring and evaluation also have a positive impact on monetary management throughout projects and give organizations a competitive edge if utilized at optimum. Overall, monitoring and evaluation reduces risk of project failure and improves performance based on cumulative learning from previous failures/under satisfactory executions.

5.5 Recommendations

5.5.1 Recommendation for Improvements

5.5.1.1 Resource Allocation and Organizational Performance

Based on the findings of this study, the resource allocation process needs to be refined and improved to best achieve set targets in organizations. Various combinations of resources depending on their importance and impact on strategies, projects and overall performance must be considered while allocating resources. Possession of unique, rare
and hard to find resources should be highly sought after as they can give an organization an edge over their competitors. Correct and regular monitoring of these resources and their allocation should be a routinely job in the organization. Incorporating these will help improve strategy implementation and enhance organizational performance.

5.5.1.2 Leadership and Organizational Performance

Leaders in an organization should understand the vital role they play in strategy implementation and organizational performance. They should be able to find a fitting leadership style or a mix of multiple that works with the subordinates. Organizations or top management should look for resilient individuals who have the right qualities and characteristics such as motivating, improving employee morale, increasing productivity and profitability while ensuring all employees are satisfied to the best of their ability. Leaders that understand the goals, vision, mission, and objectives and incorporate all resources to ensure those are achieved as per set timelines.

5.5.1.3 Monitoring and Evaluation and Organizational Performance

Perhaps, this section was the underdog of variables. Based on the analysis done in this paper strongly indicated that monitoring and evaluation, if implemented correctly, has a positive impact on organizational performance. M&E is most used in project management, however M&E tools has proven to have a positive impact on various factors in an organization. M&E tools should be used as they optimize business operations, can assist in improving customer satisfaction. Therefore, accumulation of all these advantages can smoothen the process of strategy implementation through cumulative learning and improves organizational performance.

5.5.2 Recommendation for Further Studies

There were a few limitations in this study. This study was mainly focusing on large pharmaceutical companies. The focal variables were resource allocation, leadership and monitoring and evaluation. In future, similar researchers should expand the sector from large to small, medium, and large pharmaceutical companies. The study can also consider other factors such as organizational systems, organizational structures amongst others. Furthermore, studies can also key in the challenges and other limiting factors an organization faces while implementing strategies and improve organizational performance.
REFERENCES


Dhananjay Advani
P.O Box 42569- 00100
Nairobi

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE

I am a graduate pursuing Master of Business Administration (MBA). As a requirement in completion of my degree, I am undertaking a research on “Impact of Strategy Implementation on Organizational Performance – A case study of large Pharmaceutical Companies in Kenya”.

This study seeks to determine the effect of strategy implementation on organizational performance. Strategy implementation is influenced by resource allocation, leadership and monitoring and evaluation. These factors are the pillars of the research which are used as guide points.

Please note that this research is for academic purposes only and confidentiality is adhered to. Bearing this is mind, please do not mention your name anywhere and answer the four sections as honestly as possible.

Yours Sincerely,

Dhananjay Advani
APPENDIX II: QUESTIONNAIRE

Organization Name: ……………………

Instructions: Mark your response with a tick (✓) or mark (✗) in the space provided.

Section A: Background information

i) Indicate your gender

Male □ Female □ Prefer not to specify □

ii) Indicate your age group

18-24 □ 25-34 □ 35-44 □ 45-60 □ Over 60 □

iii) What is your highest level of academic qualification?

Secondary level [ ] Masters [ ] Diploma level [ ]

Doctorate [ ] Bachelor [ ]

Other (please specify) ………………………

iv) How long have you served in the current firm?

Less than 1 year [ ] Between 3 and 4 years [ ]

Between 1 and 2 years [ ] Above 5 years [ ]

v) Which department are you current serving?

Finance [ ] Marketing [ ]

Strategy [ ] Procurement [ ]

Other (please specify) ………………………

vi) Which best describes your designation?

Upper Management [ ] First Line Management [ ]

Middle Management [ ] Trained Professional [ ]

vii) How many employees does your organization have?

Below 50 [ ] 50-100 [ ] 100-150 [ ] <150 [ ]
Section B: Resource Allocation

i) Please indicate the degree to which you agree with the following statements about resource allocation as seen in your organization:

<table>
<thead>
<tr>
<th>Resource Allocation</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>Resource allocation has helped in maintaining forecasted budget</td>
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<td>Reliable resource allocation has aided in achievement of strategic goals and objectives</td>
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<td>Efficient resources allocation has significantly improved organizational productivity</td>
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<td>Resource allocation has reduced unnecessary costs and resources</td>
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<td>Effective resource allocation has had a positive impact on successful project completion</td>
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<td>In the long run, well-planned resource allocation has resulted in profitability</td>
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<td>Resource allocation has assisted in on-time production cycle</td>
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<td>Proper allocation of resources helped in detecting and eliminating risks</td>
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</table>
Section C: Leadership

i) Please indicate the degree to which you agree with the impact of the leadership in your organization:

<table>
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<tr>
<th>Leadership</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>The leadership provided has embedded a culture of achievement</td>
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<td>Leaders in the organization assist in successful completion of projects</td>
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<td>Leaders have well-thought-out decision-making skills</td>
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<td>Leaders have good communication skills</td>
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<td>Leadership has positivity influenced the team retention rate in the organization</td>
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<td>There are set standards of performance which are to be achieved and failure to perform as expected is discouraged and penalized. This allows for faster decision making, increased productivity and reduces employee stress</td>
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<td>Employees are involved in all processes and decision making which leads to creativity, cohesive work environment and higher level of commitment</td>
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<td>Leaders set challenging goals for employees and employees are rewarded once goals are met. This encourages frequent feedback, clear expectations, and opportunities for corrections</td>
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<td>Leaders provide motivation and confidence in employees skills, granting them authority as they see fit which leads to independency, empowered employees, and improved morale</td>
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<td>The leaders provide an amicable and productive work environment</td>
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Section D: Monitoring and Evaluation

i) Please indicate the degree to you agree with the impact of monitoring and evaluation in your organization:

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<tr>
<th>Monitoring and Evaluation Practices</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>Monitoring and evaluation has increased accountability and transparency of operations</td>
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<td>Monitoring and evaluating has assisted in tracking progress of achievement of goals and objectives</td>
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<td>Monitoring and evaluation has assisted in improving customer satisfaction</td>
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<td>Monitoring and evaluation has optimized all business operations</td>
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<td>Monitoring has minimized risk of project failure</td>
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<td>Monitoring and evaluation has helped in efficient resource allocation</td>
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<td>Continuous monitoring and evaluation have improved decision making skills</td>
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<td>Monitoring and evaluation tools have given the organization a competitive edge</td>
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<td>Monitoring and evaluation has generated data that allows for cumulative learning which, in turn, has contributed to improved management</td>
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<tr>
<td>Monitoring and evaluation tools have improved monetary management in projects</td>
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</table>

THANK YOU FOR YOUR TIME AND CO-OPERATION
APPENDIX III: INSTITUTIONAL REVIEW BOARD APPROVAL

National Commission for Science Technology and Innovation
P. O. Box 30623, 00100,
Nairobi, KENYA.

8th July 2020

Dear Sir/Madam

REF: PERMISSION TO CONDUCT RESEARCH - DHANANJAY ADVANI
STUDENT ID NO. 638335

The bearer of this letter is a student at United States International University (USIU) -Africa
pursuing a Master of Business Administration.

As part of the program, the student is required to undertake a dissertation on “Impact of Strategy
Implementation on Performance of Large Pharmaceutical Companies in Kenya” which
requires the student to collect data. The proposal has been subjected to ethical review and positive
verdict given by the Institutional Review Board.

Kindly assist the student with the research permit and should you have any queries contact the
undersigned.

Yours Sincerely,

Prof. Amos Njogu,
Dean - School of Graduate Studies, Research and Extension
Tel. 730 116 442
Email: amnjogu@usiu.ac.ke

p.o.box 14634-00800 Nairobi, Kenya I tel:254-730-116-000 I info@usiu.ac.ke
www.usiu.ac.ke

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APPENDIX IV: NACOSTI PERMIT

Ref No: 591686
Date of Issue: 18/November/2020

RESEARCH LICENSE

This is to Certify that Mr., Dhananjay Sanjay Advani of United States International University Africa, has been licensed to conduct research in Nairobi on the topic: IMPACT OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF LARGE PHARMACEUTICAL COMPANIES IN KENYA for the period ending: 18/November/2021.

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591686
Applicant Identification Number

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