STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC UNIVERSITIES IN KENYA: CASE OF MULTIMEDIA UNIVERSITY OF KENYA.

JOHN NDAO MUSEE

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION OF THE MANAGEMENT UNIVERSITY OF AFRICA.

AUGUST, 2018.

DECLARATION

The completed project is my own original work and has not been reproduced for any degree qualification whatsoever.

Signature…………………………………. Date ……………………………………

JOHN NDAO MUSEE

MBA/6/00051/1/2016

The project is submitted for examination upon my careful approval as the University Supervisor.

Signature…………………………………………. Date ……………………………….

BERNADETTE MUTINDA

Supervisor

The Management University of Africa

DEDICATION

This project work is dedicated to God Almighty for providing the opportunity, strength, wisdom and knowledge for all my academic accomplishment. Further, I wish to dedicate it to my family for their continued unwavering support in my studies, to my friends for their encouragement and the school of management and leadership staff for their continued support during the period.

ACKNOWLEDGEMENT

It took the support of many people for my research project to be successful. I am very grateful and appreciative of all the economic, moral, and intellectual support accorded me by everyone who did so.

In the first place, I appreciate the untiring direction and guidance given to me by my supervisor Bernadette Mutinda; who dedicated her valuable time reading and correcting this work. Your professional guidance which enabled me to produce standard work is greatly honored. Further, to the Management University of Africa for creating a conducive environment for studies.

In a special way I extend my gratitude to my family, relatives and friends for their support of which I would not have made it. May the grace, love and peace of the Almighty God always be upon all.

ABSTRACT

The model of strategic management practices is becoming a vital component of enactment in higher education learning institutions. Over the past years, the sector has witnessed tremendous development all over the world. Due to this development most of the public universities are facing numerous changes and challenges in the course of their operations. The general objective of this study was to examine the influences of strategic management practices on performance of public universities, case study of Multimedia University of Kenya. The specific objectives for the study were to establish the influence of strategic leadership, human resources strategy, technology strategy, innovation strategy and strategic financial management on performance of Multimedia University of Kenya. The findings in this study will be of great significance to government agencies, researchers and academicians in laying a foundation for strategic management and as a reservoir for future references. Resource – based theory, Blue ocean theory and Knowledge – based theory are the theories the researcher used to explain and describe the research problem. The study adopted a purely quantitative research approach aided by case study research designs. The target population was 450 staff in the University. The sample size for the study was 82 respondents. This was achieved through stratified random sampling technique. Primary data was collected using structured questionnaires. The data generation instrument was administered to the respondents using drop and pick method. Descriptive statistics tools were used to summarize, organize, interpret and present data. Statistical Package for Social Sciences (SPSS) software was used to analyze data. Data was presented using graphs, pie charts and tables. The regression model was used to find the relationship between the study dependent and independent variables. The findings on the study indicated that from the sample size of 82 participants who were issued with questionnaires; 60 participants filled their questionnaires and returned them. This indicated a 73.2 % response rate which was excellent for data analysis and reporting. This study established that the university leadership to a greater extent played a very key role in providing the strategic direction towards achieving the vision of the institution. Findings indicate that leaders have provided clear guidelines on organizational control and budgetary matters. Further, the study found that there are strategic leadership factors that have influenced performance of the university. These include: - competence and skills, team performance, empowering of employees, excellent coordination and commanding, recruitment of highly qualified and experienced employees and on – going training programs aimed at improving the employees' skills and knowledge. In addition, the study established that there is an increased access to technology. This is seen in the university's integration of technology in its operations, that is, in teaching, research and marketing leading to improved strategic performance of the university. Moreover, the study indicated that strategic innovation influenced the institution's performance by producing improved market position which signifies competitive advantage and improved performance. The researcher recommends that universities should put up mechanisms to improve their current leadership skills, that is, they should strive and embark on the formulation and enactment of strategic management practices in all areas of their operations that they remain relevant and remain in a competitive advantageous position.

TABLE OF CONTENTS

Page

LIST OF TABLES

Page

LIST OF FIGURES

Page

ACRONYMS AND ABBREVIATIONS

MMU	Multimedia University of Kenya
CTS	Central Training School
SPSS	Statistical Package for Social Sciences
CCK	Communication Commission of Kenya
KPTC	Kenya Postal Training College
KCCT	Kenya College of Communications Technology
TKL	TELECOM Kenya Ltd
CVP	Cost-volume-profit
NCIC	National Cohesion and Integration Commission
NACOSTI	National Commission for Science, Technology and Innovation
RBV	Resource-Based View
CUE	Commission for University Education
VRIO	Valuable, Rareness, Immitability, Organization
ANOVA	Analysis of Variance

OPERATIONAL DEFINITION OF TERMS

Strategy: In this study strategy is used to refer to the overall plan of action which establishes the stance of an organization. It is a process that an institution builds in tandem with organizations' resources, activities and its operating environs.

Strategic Management: In this study strategic management refers to managerial decisions and actions that determine the company future by helping realize a company's objectives.

Strategic Management Practices: In this study strategic management refers to the identification of the purpose, the tactics and actions to achieve the purpose or objectives of an organization.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the problem, statement of the problem, objectives of the study, research questions, justification and scope of the study.

1.1 Background of the Study

Strategic management practice refers to the process of strategy formulation, implementation, evaluation and control on the basis of micro and macro environment factors (Thompson & Strickland, 2003). It is the identification of the organization purposes and it entails all the plans and actions set out to achieve the purpose. Strategic management is the full set of commitments, decisions, and actions a firm requires to carry out its strategy to gain sustainable competitive advantage (Wheelan & Hunger, 2007). Integrated in management systems therefore means it concerns itself with making decisions and taking corrective actions to achieve long-term targets and goals of an organization; analyses relationship between strategic management and organizational performance and improves efficiency in various organizations. Thus, it can be argued that strategic management is regarded as a necessity for higher education institutions to meet a situation characterized by changing environment and increased competition.

Upon the wake of the 21st century, University education has become among the services widely sought i.e. the demand for university education has been at best fast growing (Johnstone, 2004). For public institutions to remain efficient and effective in the changing and competitive environment, it has become a basic requirement for them to adopt strategic management practices in their operations. For institutions of higher learning to remain competitive and achieve the ever-increasing expectations, they should be able to implement strategic management models. These strategic management models should be directly related to the concept of strategic leadership, human resource strategy, technology strategy, innovation strategy and strategic finance management.

Higher Education Sector all over the world has in the past few years witnessed an increased growth in terms of increased student enrollment, increase in number of new institutions of higher learning, and an increase and expansion of courses and programs offered in these institutions (Altbach, 2007). The changes, environment and the challenges that higher education institutions are facing today are numerous and complex (Goedegebuure, 2003). According to Zaharia (2002), many of the universities in Europe are currently going through a period of turmoil caused by the need to reconcile the characteristics of traditional higher education and the new educational requirements that are being defined by the current society of the Third Millennium.

Failure to adopt and implement strategic management practices by Universities has resulted to lots of challenges including poor or no infrastructures, poor service delivery academic staffs, challenges of accreditation, unhealthy rivalry among management and staff, deteriorating quality of education among others (Owolabi & Makinde, 2012). This in turn has led to poor academic performance of learning institutions in Nigeria. In Africa, there is an increasing expansion in universities which is accompanied by increasing enrolment of students and programs offered and changing modes of financing. This has resulted to a lot of management challenges and thus a need for reforms and institutional restructuring (Varghese, 2009).

Kenyan public universities are facing many challenges (poor performance) ranging from higher student enrolment beyond capacity, decline in the quality of education, financial problems beyond control and weak strategic management practices (Kamau, 2011). For instance, some studies have focused on sectoral – level constraints, attributing the poor performance to reduced funding and lack of innovation (Wangenge, 2008) and in – effective governance (Mwiria & Ng'ethe, 2006). Manyasi (2010) noted that public universities had only few computers and ineffective processes. Other challenges cited are lack of books and journals, inadequate databases for educational management and customer dissatisfaction (Chacha, 2004; Mulili & Wong, 2011). In their study Calleb, Maureen and Ibrahim (2011) noted that satisfaction level with lecture rooms stood at 43% and university libraries at 47%; Kigotho (2001) noted that student strife at public universities is blamed on poor living conditions. Further, there is intense competition among Universities both at the local, regional and international levels. In today's Higher Education sector, only those institutions that are prepared to face competitions are most likely to survive. To ensure that they survive and remain competitive, most public Universities in Kenya and all over the world are implementing strategic management practices. The adoption of strategic management practices by institutions, gives them the right direction to pursue their vision and this plays an important role in an organization reconfiguring the resources within the changing environment (Johnson & Scholes, 2002).

1.1.1 Multimedia University of Kenya

Multimedia University of Kenya (MMU) vision statement: “To be a world-class center of excellence in training, research, and innovation in cutting-edge technologies. The mission statement is to provide quality training in Engineering, Media and Communication, Business and Information Technology to meet the aspiration of our dynamic society” (MMU, 2017) and the Kenya vision 2030. The institution works on teaching persistently on research and innovation culture since it has a qualified pool of academic and administrative staff.

Due to the dynamics in higher education in Kenya, Multimedia University of Kenya adopted a strategic plan. The MMU Strategic Plan 2011–2016 spelled out the vision, mission, and objectives as well as the core values of the University. The purpose of the Strategic Plan adopted by MMU was to help in the guidance of the implementation of the outlined activities to be able to achieve the set goals. The Multimedia University of Kenya vision is in sync with Kenya Vision 2030.

When the institution was founded in 1948, it acted as a Central Training School (CTS). It used to serve Kenya, Uganda, and Tanzania. It was at the time under the EAPTC (East Africa Posts and Telecommunication Corporation). The East African Community collapsed in 1977. Even after this the Training Centre continued with its mandate but was later taken over by Kenya Posts and Telecommunication Corporation.

Under the Legal No. 155, Multimedia University College was created on 28-11-2008. The University College started with four faculties, that is, Mass Communication, Business, Engineering and Information Technology. The focus of MMU is to become one of the centers of excellence in the Communication Technology. The university offers various degrees, diplomas, certificates and other short programs.

Multimedia University synchronized its strategic plan to be in line with the Kenya Vision 2030. The institution aims at providing a vital role in training qualified personnel for the fulfillment of vision 2030. The University also sought to become one of the institutions internationally recognized for its innovation, research and programs. The university plans to unveil more training programs like the postgraduate program. This will be in consultation with the market leaders to put more emphasis on relevance and quality. The five-year strategic plan that MMU adopted sought to provide the right framework for it to achieve all the set objectives and vision.

1.2 Statement of the Problem

Strategic management practices are important for an organization / higher learning institutions because of strategy formulation of activities and enhancement of the organization's ability to prevent problems (Nyakiri, 2013). They are an on-going process that evaluates and controls the business in which an organization is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment or a new social, financial or political environment. Institutions or organizations that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders (Nyakiri, 2013).

Universities are the highest learning institutions in any nation. They are organization either public or private with a common objective of providing quality education and services to its esteemed customers (students). Like any other organization / firm / institution, universities need to pursue a sustainable strategic management practices that meet the needs and challenges of the time.

However, in Kenya due to the emergence of many universities, the performance and service delivery of these institutions have been adversely affected. Competition in the Kenyan Education sector has increased. Funding from government has dwindled and therefore posed challenges in catering for university budgets, planning and management. Public universities in Kenya have not been spared by the changes in the educational environment within which they operate. Many learning institutions in Kenya especially public universities are facing serious strategic management problems (Teferra, 2004). In spite of this, the demand for higher education has also increased rapidly in Kenya. As a consequence, the number of universities has tremendously grownup and demands the adoption of strategic management practices and measures for assessing institution's performance. For instance, Magutu, Mbeche, Nyamwange and Nyaoga (2011) in a study of a survey of benchmarking practices in higher education in Kenya found out that participating in benchmarking would give Kenyan public universities a better understanding of performance. Miller and Swope (2007) outline seven areas of performance being used by colleges and universities. These are effectiveness, productivity, quality, customer and stakeholder satisfaction, efficiency and innovation. Low (2008) studied performance measures, the study aimed to declare the importance of performance measurement in the public – sector in terms of efficiency, effectiveness, and impact. It is in this spirit therefore, this study sought to evaluate the impact of strategic management practices and performance of public universities in Kenya: a case of multimedia university of Kenya. This means that there is need for integration of strategic management practices in leadership, human resource, technology and innovation.

1.3 Objective of the Study

The general objective of this study was to establish the impact of strategic management on performance of public Universities in Kenya.

1.3.1 Specific Objectives

i. To examine the influence of strategic leadership on the performance of Multimedia University of Kenya.
ii. To establish the implication of Human resources strategy on the performance of Multimedia University of Kenya.
iii. To assess the impact of technology strategy on the performance of Multimedia University of Kenya.
iv. To explore the effect of innovation strategy on the performance of Multimedia University of Kenya.
v. To determine the implication of strategic financial management on the performance of Multimedia University of Kenya.

1.4 Research Questions

i. What is the effect of strategic leadership on the performance of Multimedia University of Kenya?

ii. How does Human resources strategy impact the performance of Multimedia University of Kenya?
iii. What is the influence of technology strategy on the performance of Multimedia University of Kenya?
iv. How does innovation strategy affect the performance of Multimedia University of Kenya?
v. What is the influence of strategic financial management on the performance of Multimedia University of Kenya?

1.5 Significance of the Study

This study will be of great importance to different government agencies, researchers and academicians.

1.5.1 Universities

This study will be helpful to Multimedia University of Kenya and other public universities as it will highlight on the major strategic management practices crucial for their best performance, survival and growth. This information will be of great importance to higher learning institutions as a guide when making strategic management decisions.

1.5.2 Government Agencies

This study will give insights to the government bodies concerned with institution of higher learning on how they can lay a good foundation for enhancing strategic management practices that could be crucial in performance and growth of public universities in Kenya. Moreover, the study will act as a guide to the government through the Commission on University Education on how they can regulate public universities and enact and formulate strategies, rules and regulations to guide them.

1.5.3 Researchers and Academicians

This research will be a reservoir of reference for those who would wish to do further research related to the topic especially researchers and academicians. Epistemologically, the study will bore a new theory knowledge to the existing understanding on strategic management practices and performance of institutions. This will bring about an advantage and influence on the operation of universities in Kenya. Moreover, the study will aid existing universities and new ones to learn the importance of integrating strategic management practices within their entire operations.

1.6 Scope of the Study

This study sought to find out the impact of strategic management on performance of Multimedia University of Kenya. The study focused on five variables, that is, strategic leadership, human resources strategy, technology strategy, innovation strategy and strategic financial management. The target population for this study was both the staff and the management of Multimedia University of Kenya at Lang'ata Constituency in the county government of Nairobi. The sample size population for this study was 82 respondents whose responses were used to generalize how strategic management practices influence performance of public Universities in Kenya and in particular Multimedia University of Kenya. The study was carried out on October 2017.

1.7 Chapter Summary

The chapter outlines the background of the study, the statement of the problem; the profile of Multimedia University of Kenya is discussed. Further, it highlights the research questions, research objectives, justification of the study and scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers Theoretical and Empirical literature review. In the theoretical literature review various definition and concepts of strategic management practices are going to be explained. In Empirical literature review, the chapter reviews what other researchers have studied about the topic.

2.1 Theoretical Literature Review

Theoretical framework refers to the application of a set of concepts originating from a given theory to give an explanation on a given event and highlighted on a particular research problem (Fox & Bayat, 2007). The influence of strategic management practices on performance of public universities can be explained by various theories including the Resource Based Theory, Blue Ocean Theory, Knowledge Based Theory and the contingency theory.

2.1.1 Resource – Based Theory

This theory was developed by BirgeWenefeldt in 1984. It is a method of analysing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization (Barney, 2012; Wernerfelt, 1984). In this theory or view, resources are key to superior performance of an organization. Resources demonstrate VRIO attributes, that is, resources ought to be rare, valuable, non-substitutable and costly to imitate. The distinctiveness of an organization capabilities leads to competitive advantage and superior performance (Johnson, Scholes & Whittington, 2008). The theory or view asserts that organization resources can be categorized as either intangible or tangible, heterogeneity or immobility. For example, land, manufacturing equipment, buildings, vehicles amongst others are tangible resources. They have a clear and determined market value. They are used in the operations of an organization to produce goods and provide services. On the other hand, intangible resources form part of organizations reputation and goodwill. According to Mata, Fuerst and Barney (1995), resource heterogeneity or diversity pertains to whether a firm owns a resource or capability that is also owned by numerous other competing firms, then that resource cannot provide a competitive advantage. On the other hand, resource immobility refers to a resource that is difficult to obtain by competitors because the cost of developing, acquiring or using that resource is too high (Mata, Fuerst & Barney, 1995).

The resource-based approach clearly states that organization resources and capabilities that are valuable and non-imitable are the main sources and drivers to firms' competitive advantage and superior performance (Peteraf & Bergen, 2003). Firm resources embrace all assets, capabilities, structure processes, firm attributes, info, knowledge, etc. controlled by a firm that modify the firm to conceive and implement methods that improve its potency and effectiveness. It's co-jointly vital to acknowledge that strategic resources will be created by taking many methods and resources that every organization’s competitive advantage may be derived and bundled along in an exceedingly manner that can't be imitated.

Organization capability is defined as the skills, ability and the knowledge important in guiding organization activities and streamlining all resources to improve performance (Barnley, 2003). According to Lockett, Thompsons and Morgensrern (2009) on strategic management, the resource-based view scrutinizes the resources and skills that facilitate proper production operation of organization.

Thus, this theory examines how resources can drive competitive advantage in strategic management practices. Competitive advantage is the ability to create more value than rivals and hence retain higher returns on investment. Therefore, in this study, this theory explains the strategic management practices and performance of organization or institution in relation to resources.

2.1.2 Blue Ocean Theory

Blue Ocean Strategy was developed and published in 2005 by pre-eminent management thinkers Renee Mauborgne and Chan Kim. The Blue Ocean Strategy is based on the quest of differentiation and low cost. Value innovation is persistent especially where buyers are given a priority and valued by the organization. Value innovation is important as it improves competitiveness of an organization by changing the playing field of strategy. Strategic innovation should raise and create value for the market both in present and future at the same time eliminate and reduce options or services that may be less valued (Kim & Mauborgne, 2005). Michael Porter (2008) stated that the framework is used to create more value innovation and breaking the worth of value trade off. According to Kim and Mauborgne (2005), the blue ocean theory creates a jumpstart in value for the organization and the employees. This theory is important in helping a firm have powers of making oppose market space, creating competition digressive, breaking the worth value tradeoffs whereas inducting the organization activities for the purpose of low value and differentiation.

Blue Ocean strategy outlines the best way for organizations to enter into a new market, their target customers and helps in avoiding competition from the existing market. The Blue Ocean Strategy helps organizations to increase their chances of survival and success. It is always good for organizations to initiate it when the operations start in order to maximize in their efficiency. The earlier the firms pursue the Blue Ocean strategy; the more profit margins will be. The Blue Ocean strategy can facilitate organizations to find new target market to improve their customer base and cost structure (Gorrell, 2005).

Therefore, this theory is a methodology of creating innovation, that is, value innovation that makes management develop new values and new demands in the organization's environment. The innovations are geared towards effective service delivery. Hence, in this study, this theory describes how strategic management practices and performance incorporates new innovations such as data, control systems as well as collaboration with other institutions leading to better management practices and greater output.

2.1.3 Knowledge-Based Theory

This theory builds on and extends the Resource-based theory of an organization which was initially promoted by Penrose (1959) and expanded by others (Barney 1991; Conner 1991; Wernerfelt 1984). The knowledge-based view assumes that the services condensed by tangible resources depend on how they are combined and applied, which in turn is a function of the organization's know-how or knowledge. This knowledge is embedded in and carried through multiple entities including organization culture and identity, routines, policies, systems, and documents, as well as individual employees (Grant, 2006). This means that the knowledge-based resources are usually difficult to imitate and socially complex, the knowledge-based assessment of the organization postulates that these knowledge assets may produce long-term sustainable competitive advantage (Grant, 2006).

According to Grant (2006), competitive advantage and superior organization performance is determined by an organization capabilities and knowledge. Grant argues that the knowledge-based resource of a firm determines strategic innovation. According to Subramaniam and Youndt (2005), knowledge pool in any organization, is likely to trigger lots of innovation.

Knowledge is mostly generated by the firms which have capitalized a lot in Research and Development (R&D) (Youndt, 2005). While internal resources in a firm are focused on core activities, open innovation will allow firms to be able to access and exploit external knowledge (Chesbrough, 2003). The Resource Based View and the Knowledge Based View are theoretically connected by the interpretation of knowledge as a resource. The Knowledge Based View is an extension of the Resource Based View and the firm's capabilities makes this extension possible (Malerba & Orsenigo, 2000).

Superior and sustained firm performance is as a result of a firm's capabilities and capacity which is based on the nature of a firm. All the above should have these characteristics; they should be immobile, distinctive, valuable, non-substitutable and not easily imitated (Rugman & Verbeke, 2002). The tacit and complicated data an organization develops make it generate a long-time blessing and becomes an advantage due to the fact that knowledge is difficult to imitate (McEvily & Chakravarthy, 2002).

Thus, the researcher argues that knowledge is the most resource and factor of production where organizations exist to create, transfer and transform knowledge into competitive advantage. In this study, the theory therefore, explains how strategic management practices and performance address the issues of existence of an organization, that is, the mission, vision, core values and its philosophy.

2.2 Empirical Literature Review

This section looks at the different studies that have been carried out on strategic management practices and to provide rationale with regards to the study variables. Various studies have been done with regards to strategic management practices on different contexts like public sector, private sector, and non-governmental organizations. Badebo (2006) studied on the influence of strategic management practices in health among the Non-Governmental Organizations (NGOs) in Southern Sudan. He found out that the different NGOs also practice strategic management, but the adoption of strategic management varies from each other.

Owolabi and Makinde (2012) studied the effects of strategic planning on corporate performance using Babcock University, Nigeria as the case study. Muogbo (2013) explored the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra State in Nigerian.

Kangoro (2008) did a survey on how strategic management practices apply in the public sector in Kenya. His main objective in the study was to investigate the problems the public sector faces in implementing strategies they have adopted. He also focused on strategy development and the challenges there are. From his study he found out that many public organizations do apply strategic management practices but differently based on the organization. He found out that many of these organizations have well-articulated missions, objectives, strategies and plans. Many of these organizations do not enjoy the benefits that come with strategic concept because of the lack of commitment from the top management.

Mugambi (2003) carried a research on shipping companies based in Mombasa. According to his study, shipping companies do adopt formal strategic management practices in various forms of their companies. Most of these established management practices originate due to external pressure and environment and agencies. Other practices are also adopted due to deliberation by the top management to be able to remain competitive.

Njenga (2006) focused on the strategic management practices adopted by the Mater Hospital in Nairobi Kenya. From his study findings, The Mater Hospital has well established and formulated vision and mission statement that suits the hospital. The hospital also does environmental scanning, formulate annual and semi-annual plans. They do also implement and evaluate their strategies and objectives in the right manner. The above according to this study, plays an important role in better performance of the hospital in general.

2.2.1 The Strategic Leadership and Performance

According to Finkelstein, Hambrick and Cannella (2008), strategic leadership refers to the ability for a firm to anticipate, have a vision, be able to maintain flexibility and be able to empower others to form the required strategic changes. Thus, it can be noted that strategic leadership encompasses managing through others and assists within the processes needed to make sure that organizations deal with the amendment that appears to be increasing exponentially within the current globalized business environment. In corporate set-ups, strategic leadership practices rest with the people on top of the organization like the CEO and Directors. These strategic leaders are the decision makers and cannot delegate their authority to others. In this regard, I argue that strategic leadership is a requirement for an organization's success in the 21st century competitive scenery and must hold a good corporate governance practices in their leadership. Finkelstein, Hambrick and Cannella (2008) posit that, the triumph or a catastrophe of any organization rests on those in leadership positions. Corporates may fail if the strategic leaders fail to sell their vision to their followers. They should be able to recognize and respond suitably to threats arising. They should be able to transform the organization to higher heights.

For an organization to be able to attain and sustain its superior performance and be able to win stakeholder confidence, the strategic leaders should be able to guide the organization in the right direction (Sharma, 2007). It is the work of the leader to ensure results regarding to loyalty, productivity, creativity, and devotion to the organization's compelling cause. The leaders may offer incentives to their followers or subordinates as a result in achievement of goals and thus improve their performance (Goffee & Jones, 2006). Strategic leadership, therefore, assimilates sustainable corporate governance practices, facilitates and elasticities the right direction that the organization needs to head by reshaping forces affecting its activities.

The leader should additionally perceive the important interconnection between capabilities and value creation, a relationship that results to high performance of organizations. To make value, every high activity organization advances a method for doing business - either at the enterprise or corporate unit level - that with success interprets an enormous plan relating to client wants into a particular set of linked business procedures and resources that cost-effectively gratify those wants. Innovation and talent management are two of the essential capabilities required for improved performance by any organization. The investment in coaching and leadership development to reinforce innovation and therefore the development of talent has been determined as an important strategic focus in high-performing business organizations (Nel & Beudeker, 2009). Each high activity business additionally features a high-performance culture. There's a particular relationship among the leadership's characteristics, associate organization's ways, and its performance. Once the board of administrators and therefore the leadership within the organization are concerned in shaping associate organization's direction, the organization typically improves its performance important component of strategic leadership and structure performance, is that the aptitude of leadership to accomplish and exploit the organization's resource portfolio. This includes desegregation resources to make capabilities and investing those capabilities through ways to make competitive benefits and high performance (Ireland & Hitt, 2002).

In an attempt to accelerate their performance, universities appear to be paying inadequate attention to organizational leadership, which is embedded in the ability to create clear strategies, envision corporate priorities, promote employee empowerment as well as build infrastructural and resource support. Indeed, the major challenge for universities lies in the inability to formulate strategic leadership strategies (Crawford, 2014).

2.2.2 Strategic Human Resource Management and Performance

Strategic HRM involves the utilization of overarching approaches to the development of human resource methods that have been integrated horizontally to each other and vertically to the business strategy. Strategic HRM outlines the intention and all the plans associated with firm structural issues like the structure effectiveness and other specific aspects of individual management. In particular HRM practices such as resourcing practices, job design, employee participation and empowerment, team – based production systems, extensive employee training and performance – contingent incentive compensation are widely believed to improve the performance of organizations (Busienei, 2013). Impact of human resource management practices on organizational performance has been a widely researched area for years. Results of studies, from developed countries to developing countries have repeatedly shown that HRM practices have significant impact on organizational performance (Busienei, 2013). However, unfortunately insufficient number of studies have been conducted in Kenyan context and other developing countries (Busienei, 2013). Considerable evidence suggests that investments in training produce beneficial organizational outcomes (Barrel, 1994).

Strategic HRM contains a clear target implementing strategic modification and growing the skill base of the organization to make sure that the organization will compete effectively in the future (Holbeche, 2004). When abilities, skills and experience of employees are utilized fully in the interest of an organization, there is a high probability that the performance of that organization will improve (Armstrong & Baron, 2004). Effective utilization of an organization acts as a source of competitive advantage and this help in achieving superior organization performance (Kelliher & Perret, 2001).

Strategic HRM is based on the ‘best fit’ school and the resource-based theory and helps in creating competitive advantage to an organization and thus improved performance (Kelliher & Perret, 2001). In today’s organizations, human resources are considered the most important. Human resource management is of fundamental than alternative competitive resources as a result of these individuals use alternative assets in the organization, produce fight and understand objectives. So first off, organizations should perceive the expectations of their hands so as to attain the specified performance. The conclusion of the expectations of staff can modify the specified behavior of staff within the organization. Some of the specified outcomes of the organizations in managing their hands are competency, the cooperation of staff with managers, collaboration of staff between them, displaying the capabilities of personnel, impetus, commitment and consummation.

The performance management results to a great improvement in organization operations and their capabilities which contribute to achieving the targets set by managers. In explicit, management performance may be expressed because the approximations of individual objectives of staff with structure objectives on condition that staffs support the culture of the organization (Armstong, 2006). The significance of strategic human resource management is to enhance business performance through individual's management. For organizations to achieve performance, they need to manage their human resources effectively and expeditiously to attain the specified goals and objectives.

Cooke (2005) noted that SHRM plays an important function by either directly or indirectly benefiting companies because it converts plans into actions by clearly outlining organizational goals and encouraging the involvement of all stakeholders. Marchington (2008) on the other hand argues that SHRM optimistically influences firm performance because it generates structural cohesion, an employee generated synergy that propels a company forward, enabling the firm to respond to its business environment while still moving forward.

2.2.3 Technology and Performance

Education like other sectors is also affected by the rapid environmental changes. According to William and Amin (2006), profound changes resulting from the emerging competitive business environment have made universities and other higher educational institutions to think the same way like business organizations. Technology is one of the most vital intangible resources in an organization that is able to produce superior performance is technology. It is valuable, rare and non-substitutable. Baker and Sinkula (2009) indicated that technology is one of the most important resource that helps an organization reduce its risks and make it proactive leading to better performance than their competitors. According to Paladino (2009), organization that emphasizes their technological advancement through innovative ideas, generate more revenues compared to those which don't. Companies that adopt latest technology perform far much better and this enables the organization to provide quality products and better services than that are not easily imitated (Altindag, Zehir & Acar, 2010).

A study done by Kinoti (2011) on performance in technology-based firms in Kenya indicated that research and development lead to improved firm performance. The study indicated that firm innovativeness is linked to technology which helps in developing and utilizing resources to be able to produce unique and high-quality products and services for sustainability of competitiveness and performance.

Benedetto and Mu (2011) pointed out that technology leads to innovation which results to new products, services and processes due to the new concepts and ability. Anal (2011) argues that originality and performance have a positive relationship. The study was based on technology as the mediating factor. The study analyzed direct relationship between innovation and performance.

Rogerson (2001) powerfully advocated that organizations need access to acceptable technology if they're to possess a competitive advantage otherwise their inability to secure technology particularly at start-up level impact negatively on the entrepreneurship development method in today's world of globalization. Tlhomola (2002) argues that the challenges within the political climate, some countries had to inevitably steal concepts from the competitors so as to upgrade their technology to enable them meet the challenges of the dynamical setting. Undefeated entrepreneurs had to be technology adjusted and prepared to acclimatize to a fluctuating environment, whereby novelty may be a key to existence. On innovation, Williams (2007) notes that the goal nowadays is to introduce the innovation culture into every space of the corporate. Further, William (2007) claims that this can be realized by providing organizations behaviors, characteristics and systems of a growing innovative organization.

2.2.4 Strategic Innovation and Performance

Strategic innovation can be referred to as a tool that is used to align an organization resources and capabilities within the organization external environment. This is for the purpose of reinforcing the survival and future success of the organization. Innovation is one of the elements in strategy implementation, which is a requisite to some specific strategies. Innovation to him is a medium in which new business with exceptional management mechanisms are made. Strategic innovation is so crucial in improved and sustained performance amongst several organizations.

According to Kaplan (2007) increased profit and the growth of market share results to improve performance. As a result of the study, organizations that want to remain competitive by enhancing their capacities and capitalizing on the available opportunities must be able to embrace strategic innovation. Walker (2004) concluded that strategic innovation has been empirically linked to superior performance.

Strategic innovations give organizations a strategic advantage to outshine others in the market, whereas tries to make the organization take advantage of competitive advantage (Drucker, 2001). He outlined innovation because the method of armament in new, improved capabilities or enhanced utility. Strategic innovation is taken into account as developments and new applications, with the aim of launching age into the economic space. It is often formed because the transformation of information to industrial price. Innovation has pleasant industrial importance attributable to its potential for increasing the potency and therefore the profit of corporations. As per Fagerberg (2004), the main reason for originality is to ensure that the needs of corporations are used to get enhanced business performance and enhanced competitive edge. Corporations procure extra competitive advantage and market share per the amount of benefit they provide to innovations.

The updated versions and extension of an organization's products and processes plus radical innovation is based upon development of application of modern ideas and novel technologies (Dewar & Dutton, 1986). Innovation faces lots of hurdles and uncertainties which has an effect on the structure orientation towards innovation. Innovation is one of the best methods of competing differently in an existing market. This is due to the fact that innovation focuses on the changing firm level strategies and identifying the unexploited positions and opportunities within the market (Gary, 2002). Strategic innovation results to differentiation in market cap growth for different organizations by differentiating capabilities and providing coherence that allows organization to boost its revenue growth. Strategic innovation enhances overall firm productivity and value maximization on different organizations.

Locally, numerous studies on the subject of innovation are dispensed by variety of researchers. Aswani (2010) dispensed a study on strategic innovations and performance of public universities. The study established that there exists a positive relationship between strategic innovation and performance of public universities. Kemoli (2010) dispensed a study on strategic innovations and performance of economic banks listed in NSE. The study over that listed industrial banks had deviated from the prevailing business rules and engaged in creation of latest and important client price which strategic innovation was embedded in their company strategy. Karanja (2009) dispensed a study on innovation methods adopted by insurance corporations in Kenya. The study resolved that companies with strong technology enabled and innovation strategies are more vulnerable to competitive advantage and create superior shareholder value.

According to Damanpour (2009) on his study on the effects of adoption of innovation in companies, he found out that firm performance is mostly contributed by adaptation of innovation types by organizations. He concluded that there is an optimistic correlation between innovation and organization performance. Bowen, Rostami and Steel (2010) was able to prove in his study that there is a constructive connection between future firm performances and innovativeness. All researches carried out on innovation and performance has shown a positive relationship between the two variables.

2.2.5 Strategic Financial Management and Performance

Financial management refers to the process of managing organizations financial resources, including management decisions concerning accounting and financial reporting, forecasting, and budgeting, as well as capital budgeting decisions, which include decisions whether to lease or buy, and whether to issue debt or equity (Demba, as cited in mathenge & Muturi, 2017).

Many public organizations are facing financial sustainability challenges all over the world. According to the theory of budgeting, it is only those organizations with a good understanding of financial management practices that remain financially stable (Dorothy, 2009). For public organizations to perform effectively and efficiently, they ought to have adopted certain financial management practices. Among the financial management practices that are so vital to better functioning of organizations include the budgeting process and internal controls. For any organization to attain sound financial sustainability, they should have well maintained internal controls. This is fundamental in ensuring that the available resources are well put into use in an efficient way (Dorothy, 2009). If the internal control measures that have been put in place are not observed by any organization, strategic financial management tends to be affected negatively hence failure to follow internal control procedures can have negative impact on any organization's strategic financial management.

Many studies have been done in respect to financial management practices and their impact on organization performance. For instance, Paramasivan and Subramanian (2009) on their study, focused on how financial management practices affect performance for an organization. Their focus was on budgetary controls, ratio analysis and CVP. The research affirmed that financial management practices play a bigger role in improving the performance of an organization in regard to improving profitability position of an organization.

Kieu (2004) focused on accounting information system, financial planning, reporting and analysis together with fixed asset management and working capital management. He found out that the efficient adoption of the above financial planning practices plays an important role in the overall organization performance. He concluded that financial practices are vital in profitability and overall performance of any organization.

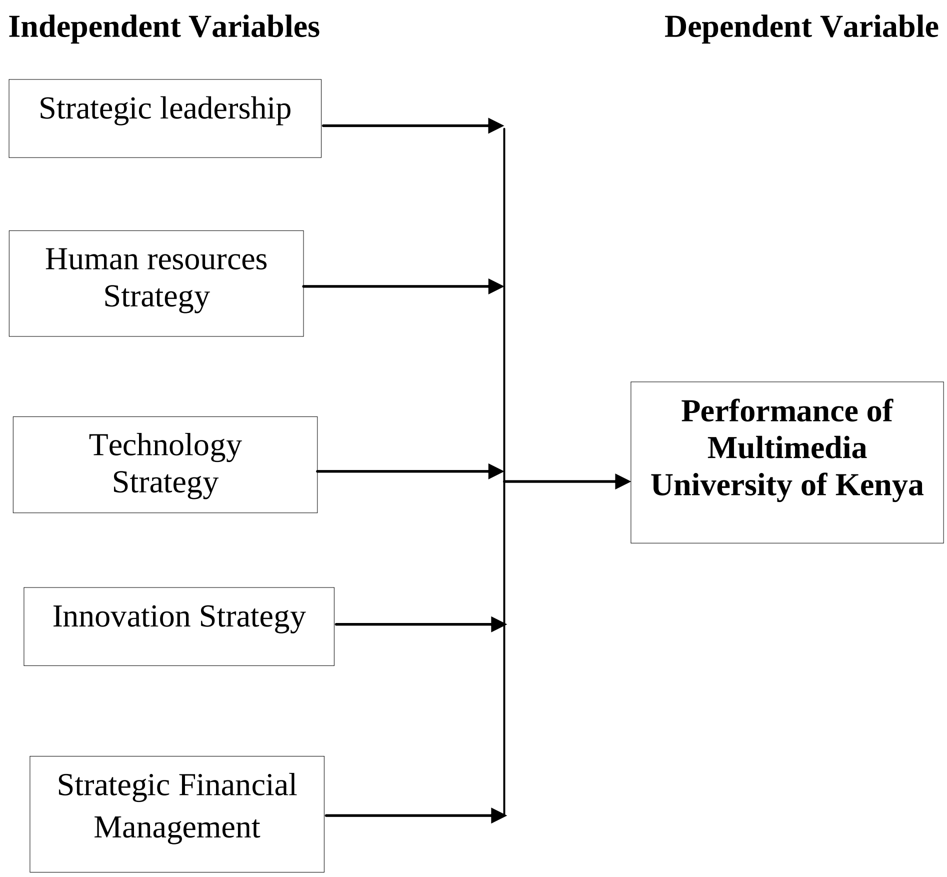
2.3 Summary and Research Gaps

This study sought to establish and understand the influence of strategic management practices and performance of public universities in Kenya. As noted in the review of literature, studies on strategic planning and organizational performance both locally and internationally have been done. Locally, Mwangi (2013) conducted a study on strategic management practices on performance of large pharmaceutical firms in Kenya. In his study he revealed that, firms that adopt strategic management practices are able to be innovative and hence improved performance. Another study was on influence of strategic management practices on Performance of Post Bank in Kenya by Afande (2013). The noted studies are a concrete example of case studies and therefore their findings cannot be generalized to public institutions in Kenya.

Birinci and Eren (2013) concluded in their study that most of the Turkey Universities do pay less attention to adoption of strategic management practices. Most of these Universities according to his study are able to survive and remain competitive. Pamphil (2014) discovered from his study that there is a very weak correlation between adoption and implementation of strategic management practices and improved performance in Kenya. Kinyanjui and Juma (2014) focused on different variables of strategic management practices such as strategic financial allocation, strategic expansion, strategic collaboration and strategic alliances. From their study the variables play an important role in improving performance of public universities in Kenya. Thus, the studies do not focus on how Strategic Leadership, Human Resources Strategy, Technology Strategy, Innovation Strategy and Strategic Financial Management influence the performance of public universities in Kenya. Further, studies have indicated that there has not been a holistic integration of the key variables of this study into management practices of public universities.

2.4 Conceptual framework

Figure 2.1 below represents the conceptual framework for the research. It demonstrates the connection between the independent and dependent variables. The relationship is presented diagrammatically (Orodho, 2006).



Source: Researcher, 2018.

Figure 2.1 the conceptual framework of independent variables and dependent variable

2.5 Operationalization of Variables

Table 2.1: The relationship between theories, the independent variables and the dependent variable.

Variable	Indicator/Measurement	Type of Analysis	Tool of Analysis	Source
Strategic leadership	Strategic direction (mission, vision) Human capital (knowledge, skills) Organization control (budget control)	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Wenefeldt, 1984; Barney, 2012)
Human Resources Strategy	Recruitment and selection Training and development Reward system	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Wenefeldt, 1984; Barney, 2012)
Technology Strategy	Information Communication Systems IT applications	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Mauborgne & Kim, 2005)
Innovation Strategy	Operations innovation Market innovation Product innovation	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Mauborgne & Kim, 2005)
Strategic Financial Management	Resource availability Internal controls Budgeting	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Wenefeldt, 1984; Barney, 2012)
Performance of public Universities	Financial measures	Descriptive and Inferential statistics	Frequencies, Percentages Multiple Linear Regression	(Penrose, 1959; Barney, 1991; Wernerfelt, 1984)

Source: Researcher, 2018.

2.5.1 Strategic Leadership

The dimension of leadership variable includes Strategic direction (mission, vision), Human capital (knowledge, skills) and Organization control (budget control). The most important aspect of strategic leadership is their values and a clear vision, allowing employees to make operational decisions and leaders can focus on the company's strategic decisions. Strategic leaders should be clearer on the direction to pursue with the limited resources and enhance utilization of human capital and ensure organization control to ensure improved organization performance. Strategic leadership due to its nature encourages the creation of innovation which leads to better financial performance achievement. Organizations that adopt and employ technology in their operations are able to come up with product innovation and carry out research and thus coming up with products that are not easy to imitate (Altindag, Zehir & Acar, 2010).

2.5.2 Strategic Human Resource Management

Strategic human resource management links the human resource function with the organization strategic objectives with the aim of improving performance. Organizations strategic approach that aligns the employees, their abilities and skills with the human resource results to achievement of goals and improved performance (Jackson and Schuller, 1997). Performance appraisal, training, development, recruitment and selection and compensation are core HRM processes that have positive effects on performance of an organization.

2.5.3 Technology Strategy

There are various principal dimension of technology such as those related to deployment of information technology, design of Information System, distinct competencies among others. According to Paladino (2009), organizations that emphasize their technological advancement through innovative ideas, generate more revenue compared to others that don't. Businesses that adopt latest technology perform far much better and this enables the organizations to provide quality products and better services that are not easily imitated (Altindag, Zehir & Acar, 2010).

2.5.4 Strategic Innovation

Strategic innovation plays a very crucial role in improving and sustaining performance amongst several organizations. Among the different innovation types that are adopted by organizations include process, product and marketing. Innovation has a greater impact on the performance of an organization due to improved market position according to Walker (2004).

2.5.5 Strategic Financial Management

Financial management practices play a very vital position in enhancing effective and efficient functioning of organization. Most of the common financial management practices include the budgeting process and internal controls (Dorothy, 2009). According to Paramasivan and Subramanian (2009), financial management practices play a bigger role in improving the performance of an organization in regard to improving profitability position of an organization.

2.6 Chapter Summary

The researchers have done less on the impacts of strategic management practices on the performance of institutions of higher learning both in Kenya and globally. This necessitated to the need to carry out the research. The chapter has a comprehensive review relating to Strategic Leadership, Human Resources Strategy, Technology Strategy, Innovation Strategy and Strategic Financial Management.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

A research design is the concrete configuration within which the study is carried out it is the conceptual structure or rather the logical structure within which research is conducted and it constitutes the blueprint or plan or proposal for the collection, measurement and analysis of data (Orodho, 2009). This chapter therefore, outlines the research design that was used in the study. It specifies the research approach, research design, target population, sampling and sampling procedures, data generation strategies, trustworthiness of the study (validity and reliability of research instruments), data analysis, presentation and interpretation and ethical considerations.

3.1 Research Design

The researcher adopted quantitative research approach and employed a case study design to establish the impact of strategic management practices on performance of public Universities in Kenya. According to Creswell (2014), quantitative approach is one in which the investigator primarily uses post positivist claims for developing knowledge (i.e., cause and effect thinking, reduction to specific variables and assumptions and questions, use of measurement and observation, and the test of theories), employs strategies of inquiry such as experiments and surveys, and collects data on predetermined instruments that yield statistical data.

A research design is a plan of how the research is going to be conducted indicating who or what is involved and where and when the study will take place (Du Plooy, 2009). It is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). In a nutshell, it is the blueprint, or plan; it is the conceptual and logical structure within which a research is conducted.

Therefore, this study adopted a case study research design. It is a comprehensive study of a particular research problem. The choice of a case study research design helps in advancing understanding of a particular research phenomenon rather than generalization (Ghauri & Gronhaug, 2002).

3.2 Target Population

This study targeted both the staff and the management of Multimedia University of Kenya. The total population to be targeted was 450. The top management for this research included the deputy Vice Chancellors, Registrars, Head of Departments and Faculty Deans. Middle level management included Head of Sections, Deputy Registrars, Administrators and sectional Supervisors. The clerical officers and section officers were included under support staff. All the stakeholders and management were targeted to ensure that the sample will be a representative of the population. The objective of these respondents; for instance top management, middle level management and sectional superiors form the management structure which this study investigated. Further, the clerical officers are the supportive staff to the management (MMU Strategic Plan, 2017 – 2021).

Table 3.1 Study Target Population

Management level	Population
Top level management	50
Middle level management	150
Support Staff	250
Total	**450**

3.3 Sample and Sampling Techniques

Kull (1984) asserted that sampling refers to a process in which the entire population is presented by a selected and analyzed small number of individual object or event in order to find out characteristics surrounding the entire population. It's this sample that you just would really survey. This offers all members of the population constant likelihood of being selected. Since the general population is heterogeneous, stratified sampling was employed in the study to pick out the respondents.

The Sample size of this study was determined by the Yamane formula. According to Saunders, Lewis and Thornhill (2012), Yamane formula provides a simplified method of calculating sample sizes and also giving the sample size with known confidence and risk levels.

$n = N / (1+Ne^2)$

Where:

n= Sample size.

N= Size of the population.

e= Error of 10%

Substituting for the values:

$n= \{[450/ 1+ (450 \times 0.1^2\}$

n = 82

A sampling fraction was based on the ratio of Top level management: Middle level management: Support Staff which is 1:3:5

Table 3.2 Study Sample Size

	Target Population	Sample Size
Top level management	50	16
Middle level management	150	25
Support Staff	250	41
Total	**450**	**82**

3.4 Instrument

The researcher chose a method that could give high accuracy, generalization and explanatory power, with low costs, rapid speed, maximum management demands and administrative convenience. Hence self-designed Open and closed ended questionnaires were used as tools for data collection for the study. Questionnaires offer elaborate answer to complicated issues (Mugenda & Mugenda, 2008). It co-jointly presents a fair stimulant doubtless to massive numbers of individuals at the same time providing the investigation with a simple accumulation of information.

For collecting primary data, questionnaires are most appropriate to use. Questionnaires use is the most popular method especially when the population and sample size are large. According to Mugenda and Mugenda (2003), a questionnaire is a collection of questions to which a research subject is expected to respond, this instrument can be administered by providing written questions to the respondents. Questionnaires were designed with both closed ended questions and open-ended questions. The purpose of this is to cater for all aspects of the study.

In the study, the researcher used open ended questions to provide room for the respondents to give personal views regarding the intended objectives, while closed ended questions to form the basis for controlled response that give rise for quantitative analysis. The closed ended questions had a list of probable alternatives from which participants were required to select their choices that best defined their situation. The rationale for closed-ended questions is that they are easy to analyze since they are in an immediate usable form and are easy to administer. The open-ended question usually facilitates in depth response and opinions beyond the researcher's scope. Secondary data was also collected for the study. Secondary data is a very important tool in generating other additional information that was necessary for the study.

3.5 Pilot Study

Pilot testing is an essential phase in research course since it exposes unclear information in the research instrument. It also captures vital remarks and ideas from the candidates that aid the researcher to enhance the proficiency of the tool used.

Prior to the actual study, pre-testing of instruments was undertaken on a group of the participants. According to Mugenda and Mugenda (2003), a sample size from the range of 1 - 10% of the sample frame is an appropriate frame to engage in a pilot test. The sample size population for this study was 82 respondents; hence 8 respondents from the sample size was sufficient for the purpose of pilot testing to ascertain the suitability and clearness of the questionnaire items in addressing the variables under inquiry. The selected respondents for the pilot test were not again used in the main study.

3.5.1 Reliability

Reliability refers to the aptitude of the instrument to produce steadily same results when repeated treatments are taken under same conditions. It is how well the instrument measures what it is supposed to quantity. To establish the reliability of the questionnaire, the researcher determined reliability by pilot testing the questionnaire with a selected sample of employees from a different section of the university to avert biasness. According to Mugenda and

Mugenda (2003), reliability refers to the ability of the instrument to yield consistently same measure when repeated treatments are taken under same circumstances. It is actually the degree to which research instruments yield consistent results. Cronbach's alpha coefficient of at least 0.7 was used to establish the reliability of the study instrument.

3.5.2 Validity

The validity of an instrument or scale is the success of the instrument in measuring what it is expected to measure so that the different individual scores can be taken to represent true differences in the characteristics under study. Accordingly, in this study the accuracy of information collected mostly relied on the instruments that were used to collect information in terms of validity. Robinson (2002) clearly notes that validity is the degree to which the study results to a large extent truly represent the phenomenon under study. Validity of research instrument was tested using a pilot test.

3.6 Data Collection Procedure

Prior to the main study, pre-testing of data generation tools (questionnaires) was undertaken on a group of the respondents. This was for purposes of enhancing the validity and reliability of the study instruments. Before data collection, the researcher obtained introduction letter from the National Commission for Science, Technology and Innovation (NACOSTI) then the University. After getting the clearance, the researcher went ahead and distributed the questionnaires to allow for more in-depth information from interviewees. The questionnaires were self-administered. This means respondents answered the questionnaires at their own convenience and no interviewer was present to inject bias in the way questions are asked. This heightened efficiency in the study (Mugenda & Mugenda, 2003). The primary and secondary data was both collected. The researcher obtained secondary data from documents, that is, books, journals, articles etc.

3.7 Data Analysis and Presentation

The collected data was first coded to ensure accountability of the number of questionnaires that had been issued. The questionnaires were edited and cleaned for completeness, accuracy and consistency. The data was then edited using the Statistical Packages for Social Sciences (SPSS) software before it was analyzed using descriptive and inferential statistics.

Descriptive statistics was used to summarize, organize and simplify the study findings which were graphically presented using such as graphs, pie charts and tables.

The regression model for this study took this form:

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

Y= Dependent Variable (performance of public universities)

$\beta_{0=}$ Constant (value of Dependent Variable when all independent variables are zero)

$\beta_{1-4=}$ Regression Coefficient for each independent variable

X_1= Strategic Leadership

X_2= Human Resources Strategy

X_3= Technology Strategy

X_4= Innovation Strategy

X5= Strategic Financial Management.

3.8 Ethical Consideration

Firstly, permission was sought from the management of Multimedia University of Kenya to allow me to proceed with the study in the institution.

Good and reliable research assistants or enumerators were trained on understanding the background, purpose and objectives of the study, population from which the sample is drawn, geographic location of the study and methodology of data collection. This ensured reliable results.

The potential respondents were completely up-to-date on the nature and importance of the study, the methodologies to be used and the anticipated benefits to the respondents and the society at large. The participants were too assured of privacy, confidentiality and anonymity for any information they give. The participation in the study was voluntary, free of any coercion or promises of benefits unlikely to result from taking part. The respondents who verbally accepted to participate were allowed to proceed with their participation in the research.

The findings were to be disseminated in conferences both locally and internationally, in workshops and in articles published in local and international journals.

3.9 Chapter Summary

This chapter details how the proposed study was carried out. It covered the design that was adopted to conduct the study, how the collection and analysis of data was done in order to generate research findings for reporting.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter discusses the interpretation and presentation of the study findings with respect to the study objectives. The chapter also presents data analysis on the influence of strategic management practices on performance of Multimedia University of Kenya. The chapter also provides the major findings and the results of the study.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The study sought to find out the response rate of the respondents. The findings of the response rate are presented in table 4.1.

Table 4.1 Response Rate

Response Rate	Frequency	Percentage
Filled in questionnaires	60	73.2
Unreturned questionnaires	22	26.8
Total	**82**	**100.0**

Out of the 82 respondents that the study targeted, 60 participants filled in and returned the questionnaires contributing to 73.2 % response rate. According to Mugenda and Mugenda (2008), a response rate of 70% and over is excellent for analysis and reporting, 60% is good while a response rate of 50% is adequate. Therefore, the response rate for this study was excellent for analysis and reporting.

The other study launched was the test for validity and reliability using SPSS; the outputs are as shown below.

Table 4.1A: Reliability results

Reliability Statistics	
Cronbach's Alpha	N of Items
.609	25

The results indicate the Cronbach’s Alpha being at .609 which slightly goes below 0.7 most recommended thresholds for reliability (Saunders et al, 2009). However, in other instances proponents have stated that 0.5 threshold is adequate to assert a sample instrument as reliable. It means the questionnaire used in the present dissertation was reliable. Reliability as confirmed was used to justify that the questionnaire as the assessment tool enabled the researcher to produce stable and consistent results in regard to the problem-question.

Along with the above, the researcher also sought to check for validity of the main variables in this case questionnaire items 6-25; validity was key because it indicated the degree to which the research conducted was sound. It also means for valid assessment criteria; the findings did truly represent the matter in question as claimed to be measured. The SPSS functionality used was principle component matrix. The results are as depicted below but worth noting is that it is recommended that each of the assessment tools scored above 0.4 (Wetzel, 2011). The results are as shown below.

Table 4.1B: Validity test Analysis

Communalities

	Initial	Extraction
Leaders provide strategic direction towards achieving the University vision	1.000	.707
Leaders provides a clear guideline in regards to maximum utilization of the University human capital	1.000	.749
The leaders play an important role on organization control especially on budgetary matters	1.000	.665
Recruitment and selection is based on equal employment opportunity principle	1.000	.676
The University recruits highly qualified and experienced employees	1.000	.735
The University trains its employees adequately	1.000	.711
The University provides continuous training programs to update existing employee skills and knowledge.	1.000	.709
The University provide motivation through an active rewards system	1.000	.783
The University has integrated Technology in its operations, marketing, teaching and research	1.000	.868
There is increased access to technology in the University	1.000	.795
The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	1.000	.669
The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations	1.000	.699
The University has adopted latest technology in its operations	1.000	.721
The University is using new ways in reaching its target market.	1.000	.824
The University has introduced new programs that matches the market demands	1.000	.758
Resource Availability	1.000	.565
Internal Controls	1.000	.682
Budgeting	1.000	.762
How can you rate Multimedia University financial performance in terms of profitability for the last five years?	1.000	.636
Please indicate in the table below the extent in which your institution has grown for the last five years in terms of Net Profit	1.000	.658

Extraction Method: Principal Component Analysis.

Overall, each of the outputs shows the extraction parameter to be more than 0.4 which means the items used for both dependent and independent variables were valid. Therefore, each of them did truly represent the criteria used establish the influence of strategic management on performance of Multimedia University of Kenya.

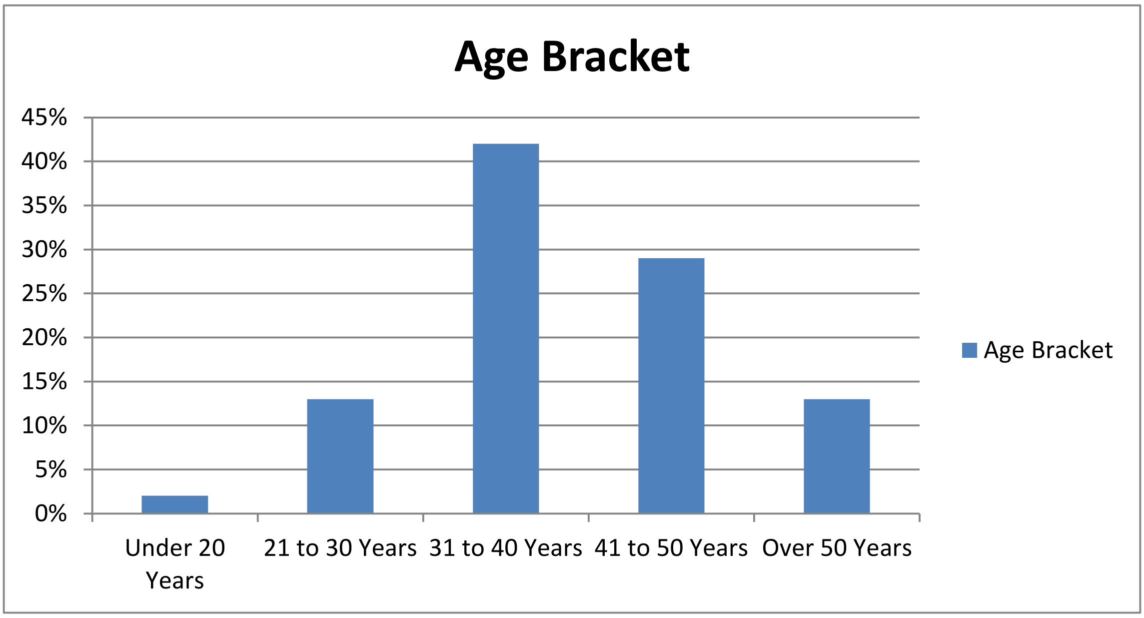
4.2 Background Information

The study sought to establish the general information of the respondents including their gender, age, education level and work experience.

4.2.1 Age of Respondents

The respondents were asked to indicate their age range, and the results presented in figure 4.1

Figure 4.1: Age Bracket

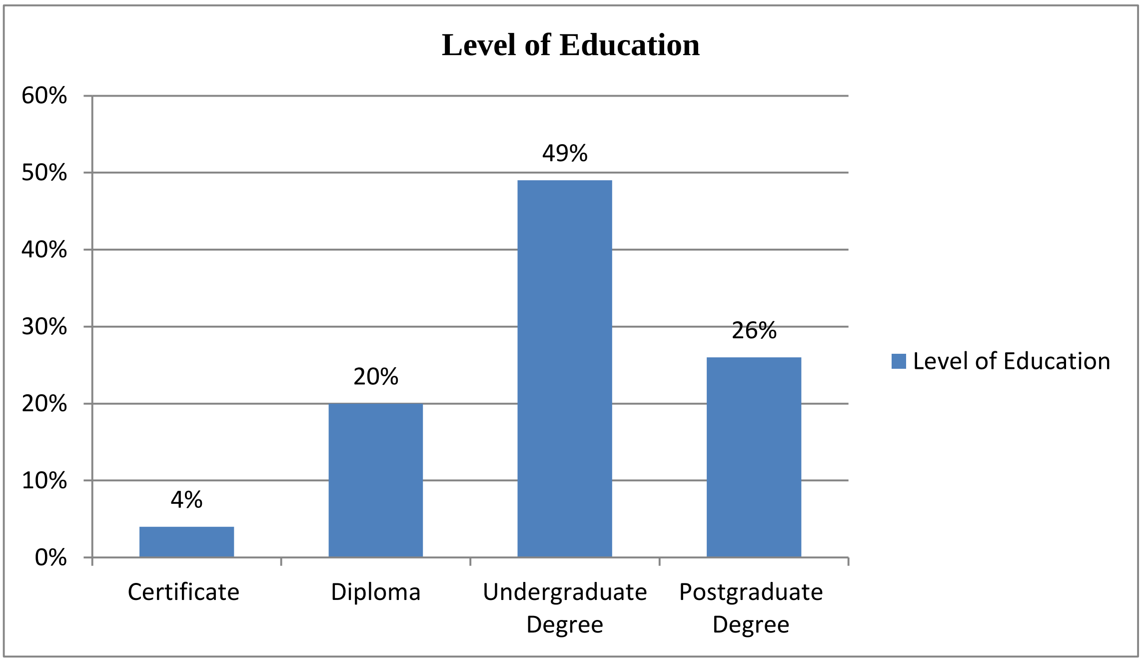


According to the research findings, majority of the respondents (42%) were between the ages of 31 to 40 years. Only 2% of the respondents were below 20 years and 13% were above50 years respectively. 13% of the respondents were between 21to30 years while those respondents who were between 41 to 50 years composed of 29%. These results show that most of the workforce falls under the middle age and are therefore sufficiently experienced in their work.

4.2.3 Level of Education

The respondents were asked to indicate their level of education, and the results presented in figure 4.2

Figure 4.2: Respondents highest level of education

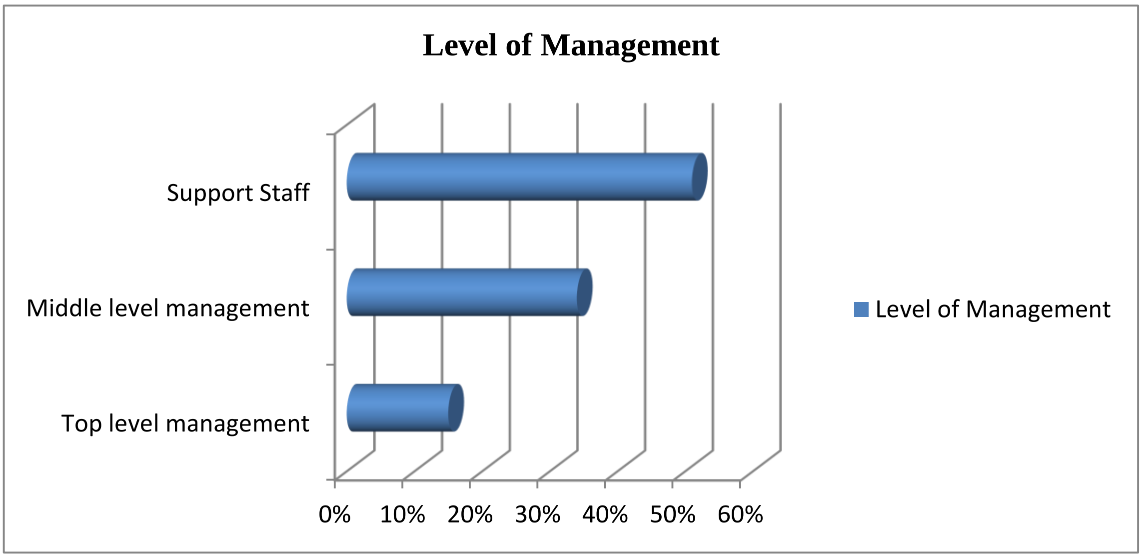


A large number of the respondents have undergraduate degree (49%) while 24% had a certificate or a diploma. 26% of the respondents have attained postgraduate level of education. Most of the respondents had the adequate knowledge as far as strategic management practice was concerned and how it affected the performance of the University for that matter.

4.2.4 Management Level

The respondents were asked to indicate the management level they were in, and the results presented in figure 4.3.

Figure 4.3: Management Level

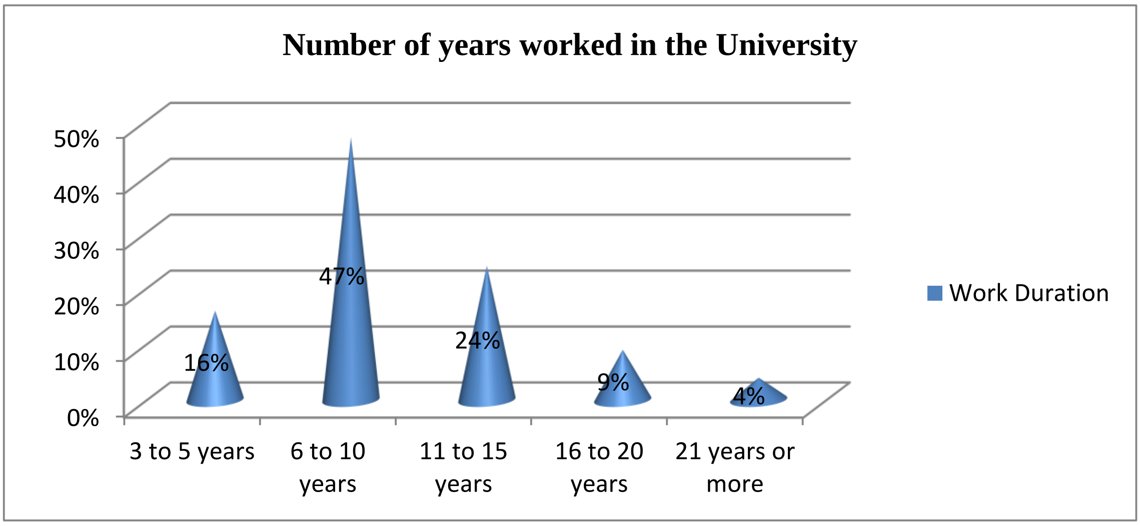


As summarized in table 4.3, the study found that majority of the respondents (51%) worked as support staff while 34% of the respondents were from the middle level management of the University. Only 15% of the respondents are from the top-level management. This meant that those from lower level management and the support staff were easily accessed and committed to filling the questionnaires compared to the top-level management.

4.2.5 Work Experience

The respondents were asked to indicate the number of years they had worked at the institution, and the results presented in figure 4.4.

Figure 4.4: Duration of work in the University



The respondents were asked to indicate the number of years they have worked at the institution, and the study results in figure 4.4 confirms that 71% of the respondents have worked in the institution for a period between 6 to 15 years. 16% had worked in the institution for a period between 3 to 5 years, 9% had worked for between16 to 20 years while only 4% had worked in the institution for more than 21 years. The results show that majority have worked in the institution had worked in the institution for long and know it better and thus enough to validate the results of the study.

4.2.5 Size of Department

The respondents were asked to indicate the size of the department they are in, and the results presented in figure 4.5

Figure 4.5 Size of Department

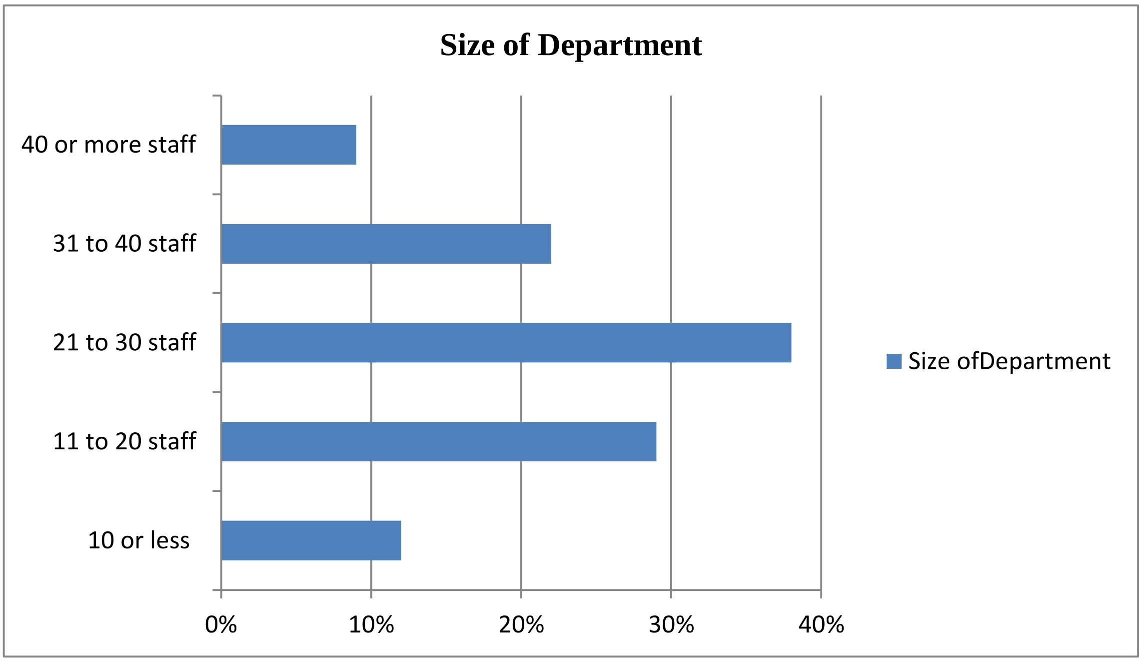


Figure 4.5 shows that 38% had 21 to 30 staff, 29% had 11 to 20 staff members, 22% had 31 to 40 staff members, and 12% had less than 10 staff members while 9% had more than 40 staff members. This indicates that the University has most departments with staff members ranging from10 to 40.

4.3 Descriptive Analysis

This section looks into the descriptive analysis of the study independent variables and how they affect the dependent variable. It covers the influence of strategic leadership, human resource strategy, technology, innovation and strategic financial management on performance of Multimedia University of Kenya.

4.3.1 Strategic Leadership

The study sought to establish the extent to which the respondents agreed on the statements relating to strategic leadership practices at Multimedia University of Kenya. The results are tabulated in table 4.4.

Table 4.2 Strategic Leadership

Statement	Mean	Stand.dev.
Leaders provide strategic direction towards achieving the University vision.	4.53	0.45
Leaders provides clear guidelines in regards to maximum utilization of the University human capital	4.24	1.24
The leaders play an important role in organization control especially on budgetary matters	4.30	0.98

The findings as tabulated in table 4.2 established that the respondents agreed to a great extent that the leaders at the University play a bigger role in providing the right strategic direction towards achieving the vision of the institution as shown by mean of 4.53. The respondents also agreed to a great extent that leaders provide clear guidelines in regards to maximum utilization of the University human capital as shown by a mean of 4.24. The respondents indicated to a great extent that the leaders play an important role on organization control especially on budgetary matters as shown by the mean of 4.30.

Therefore, the results above gave an optimistic view in regard to strategic leadership at Multimedia University of Kenya with a consistent rating on agreement with the issues raised. However, the researcher aimed at evaluating whether there existed statistical significant differences between strategic leadership as executed at Multimedia University and performance of the institution. In the previous literature findings under strategic leadership a number of issues were emphasized as noted by Hambrick and Carnella (2008); for instance, the emphasis on the need for a leader to stay on course to a vision and mobilize an entrusted team to work around the same. Thus, bringing out the role of a leader in an organizational setting. The same author is found to put emphasis on the place of the team in the achievement of organizational goals and objectives and this would be supported by bottom-up models of management where the employees are the center of effective performance (Kimutai, 2009). There is adequate evidence to believe that leadership process at Multimedia University of Kenya meets the criteria advocated for by these authors especially the leader being at the forefront to drive vision. But the high degree rating regarding leaders playing central and influential role over budgetary matters is hoped not to be that it denies the junior team from decision making as recommended in Kimutai (2009) who places great attention to the people.

Other key strategic leadership factors adopted by Multimedia University of Kenya

Table 4.3 Other key strategic leadership factors

Opinion	Frequency	Percentage
Yes	48	80
No	12	20
Total	**60**	**100**

Majority of the respondents (80%) indicated that there were other strategic leadership factors that influenced performance of the University. Among the other key strategic leadership factors as per the majority of the respondents included basic parameters (skills and competence), positive attributes (team performance, competency, empowering juniors), and special skills (decision making, coordination, commanding).

This was an important result because it acted as a mediating variable that could be used to check whether strategic leadership used at Multimedia University was in anyway influential to performance of the institution. However, in the present study this analysis was not carried out but can be picked as a future assessment tracked under the existing strategic leadership mediated by other key strategic factors significantly influences performance of firms.

4.3.2 Human Resources Strategy

The study sought to establish the extent to which the respondents agreed on the statements relating to the Human Resources Strategy at Multimedia University of Kenya. The results are tabulated in table 4.4.

Table 4.4 Statements relating to the Human Resources Strategy

Statement	Mean	Stand.dev.
Recruitment and selection is based on equal employment opportunity principle	3.68	0.52
The University recruits highly qualified and experienced employees	4.28	0.94
The University trains its employees adequately	3.84	0.24
The University provides continuous training programs to update existing employee skills and knowledge.	4.02	0.64
The University provide motivation through an active rewards system	3.75	0.44

The respondents indicated to a great extent that the recruitment and selection is based on equal employment opportunity principle as shown by the mean of 3.68. The findings as tabulated in table 4.4 established that the respondents agreed to a great extent that the University recruits highly qualified and experienced employees and trains its employees adequately as shown by the mean of 4.28 and 3.84 respectively. The respondents also agreed to a great extent that the University provides continuous training programs to update existing employee skills and knowledge and provide motivation through an active reward system as shown by mean of 4.02 and 3.75 respectively.

Once again there was established an optimistic view in regard to HRM strategy at Multimedia University with the respondents showing to agree with the issues in question. Later, it was show whether the mentioned HRM strategy had any statistical significant differences with performance of the institution. However, recalling the literature findings a number of issues had been raised regarding strategic human resource management and performance; the works by Holbeche (2004) were illustrative over what an organization could do to invest in good performance of the human capital. For instance, creating rewards, skills learning and development and propagating for employee relations. The last three feedbacks from the respondents on strategies in place at Multimedia University such as training programs for the employees, employee incentives and motivation are in tandem with the issues other researchers have seen to be of importance.

Other strategic HRM factors that should be considered to help in the best performance of the University

Most of the respondents indicated that there are other Human Resource Management factors that have resulted to better performance of the institution. Some of these factors that were mostly highlighted include; career management, self-managed teams, comparatively high compensation contingent and decentralization of decision making. The assertions by the respondents indicate that they are cognizant to the key factors that the institution they work for required to invest in to drive high value performance. The same harmonizes with the works done by Armstrong and Baron (2004) who profiled skills, abilities, and experiences of employees as vital for organizational performance improvement. The two authors also mentioned about employee recognition and reward programs where all these are avenues for career management. It means the current human resource management strategy at Multimedia University confirms to standards practiced at the global level and there are deliberate efforts by the management to increase more channels of ensuring their tap the best talents and skills from the same employees. Without doubt and persuaded by Kelliher and Perret (2001) is that Multimedia ought to maintain such as HRM framework to gain more in its competitive advantage.

In future, as a way to enhance the findings of the present research it would be recommended that there be examined whether with the mediation of other strategic HR factors existing HRM functions at Multimedia University of Kenya significantly influence performance. This can be tracked under the exiting Human Resource Strategy moderated by other strategy HR factors significantly affects performance

4.3.3 Technology Strategy

The study sought to establish the extent to which the respondents agreed on the statements relating to Technology Strategy at Multimedia University of Kenya. The results are tabulated in table 4.5.

Table 4.5 Statements relating to the Technology Strategy

Statement	Mean	Stand.dev.
The University has integrated Technology in its operations, marketing, teaching and research	4.00	0.68
There is increased access to technology in the University	3.98	0.62
The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	3.75	0.41
The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations	3.82	0.30

The findings as tabulated in table 4.4 established that the respondents agreed to a great extent that The University has integrated Technology in its operations, marketing, teaching and research and that there is increased access to technology in the University as shown by a mean of 4.00 and 3.98 respectively. The findings also indicate that the University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology and staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations as shown by mean of 3.75 and 3.82 respectively.

Given the optimistic view of the respondents regarding technology strategy adopted at Multimedia University of Kenya, the researcher proceeded to use Pearson Product Moment Correlation to see whether there was supported significant relationship among these variables. Thus, the key question was whether statements related to technology strategy had any positive correlation; then what implications this had to the study. See table 4.5A below.

Table 4.5A: Correlation analysis in technology strategy

Correlations					
		The University has integrated Technology in its operations, marketing, teaching and research	There is increased access to technology in the University	The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations
The University has integrated Technology in its operations, marketing, teaching and research	Pearson Correlation	1	.359**	.171	.124
	Sig. (2-tailed)		.005	.192	.345
	N	60	60	60	60
There is increased access to technology in the University	Pearson Correlation	.359**	1	.246	.063
	Sig. (2-tailed)	.005		.058	.633
	N	60	60	60	60
The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	Pearson Correlation	.171	.246	1	.147
	Sig. (2-tailed)	.192	.058		.261
	N	60	60	60	60
The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations	Pearson Correlation	.124	.063	.147	1
	Sig. (2-tailed)	.345	.633	.261	
	N	60	60	60	60
**. Correlation is significant at the 0.01 level (2-tailed).					

The correlation matrix indicates that only two variables depicted to have significant supported relationship; for instance, increased access to technology (.359**, .005) significantly related to integration of technology in the University's operations, marketing, teaching and research. It meant that an increase on increased technology access would increase technology-driven operations in meeting the university's goals. Thus, the management of the invitation can capitalize on these two aspects of technology strategy to revamp performance. However, the model matrix also says that should there be low access to technology in the University then even the technology-integrated operations would weaken and as such would not add value to performance. If the reader can see the researcher is already linking the findings to performance; there needs to be addressed whether technology innovation has got any predictive significance on an aspect of performance in the university. In order to make an overall scrutiny the researcher settled for a regression model as shown below.

Table 4.6: Test results on relationship between technology strategy and financial performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.398[a]	.158	.097	.675

a. Predictors: (Constant), The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations, there is increased access to technology in the University, The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology, The University has integrated Technology in its operations, marketing, teaching and research.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.703	4	1.176	2.584	.047[b]
	Residual	25.030	55	.455		
	Total	**29.733**	**59**			

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

b. Predictors: (Constant), The university staff have the requisite skills, knowledge and experiences to deploy the technology used in the institution operations, there is increased access to technology in the University, The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology, The University has integrated Technology in its operations, marketing, teaching and research.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.368	1.146		3.811	.000
	The University has integrated Technology in its operations, marketing, teaching and research	.067	.179	.050	.373	.710
	There is increased access to technology in the University	.056	.185	.041	.305	.762
	The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	-.325	.155	-.272	-2.103	.040
	The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations	-.355	.166	-.268	-2.134	.037

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

The regression above captures the effects of technology strategy adopted at Multimedia University especially on the basis of what the participants feel about each of the issues therein. Foremost, the adjusted R Square shows that only 9.7% of the case for rated financial performance in terms of profitability for the last five years at Multimedia was explained by the stated technology strategy. It means the rest 90.3% could be explained by either strategic leadership, human resources strategy, and innovation strategy as well as other factors not mentioned in this dissertation. It means there exists a weak goodness of fit among the existing technology strategies at Multimedia University and financial performance. However, the Anova results at 0.047 are indication that the model for alleged relationship between technology strategies at Multimedia and financial performance is not by chance. Thus, any relationship or influence as would be alleged is tenable. It tells the management that they must take into due consideration lean technology strategies if they are to continue achieving better results on the financial performance. In the main regression, the coefficients only depict two variables to significantly predict the rated financial performance of Multimedia University for the last five years. For instance, timely response to technology using contemporary interventions (0.04), and skilled workforce to deploy technology used in the institution's operations (0.037) are what the management must contain and invest more to maintain financial performance that is consistent and sound. The rest may be rethought because they do not appear to have any significant predictive effects to the rated financial performance at Multimedia University. But in the overall, the management at the University must continue to strengthen and invest heavily on the existing technology strategy because as per the perceptions and assumptions of the participants, they have significant influence to financial performance.

Table 4.7: Test results on relationship between technology strategy and growth performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.203	.145	.597

a. Predictors: (Constant), The university staff have the requisite skills, knowledge and abilities to deploy the technology used in the institution operations, there is increased access to technology in the University, The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology, The University has integrated Technology in its operations, marketing, teaching and research

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.983	4	1.246	3.495	.013[b]
	Residual	19.601	55	.356		
	Total	**24.583**	**59**			

a. Dependent Variable: Please indicate in the table below the extent in which your institution has grown for the last five years in terms of Net Profit

b. Predictors: (Constant), The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations, there is increased access to technology in the University, The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology, The University has integrated Technology in its operations, marketing, teaching and research.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.462	1.014		1.442	.155
	The University has integrated Technology in its operations, marketing, teaching and research	.213	.158	.175	1.346	.184
	There is increased access to technology in the University	-.072	.164	-.058	-.442	.660
	The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology	-.170	.137	-.156	-1.240	.220
	The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations	.482	.147	.400	3.273	.002

a. Dependent Variable: Please indicate in the table below the extent in which your institution has grown for the last five years in terms of Net Profit

In this regression model, the results for adjusted R Square depicted that only about 14.5% of the cases for technology strategy adopted at the University explained the perceived growth in net profit performance at the institution. It means 85.5% of the cases for net profit performance at the University were explained by other factors probably innovation, strategic leadership just to mention but a few. Moving on the Anova at 0.013 was indication that the model stating the existence of a significant relationship between technology strategy and growth in net profit performance was not a mere chance. Thus, means the management ought to take their technology strategies with paramount commitment if they are to continue realizing growth in profitability of the institution.

Lastly, the main regression shows that only the fact on skilled workers at the university with ability to deploy technology (0.002) significantly predicted extent of growth in net profit performance at Multimedia University. Indeed, the management should continue to skill their employees with technological skills due to its significant effects to growth in profitability performance.

How technological innovations can be used to enhance performance of the University

Most respondents indicated that technology can be used in increasingly strategic and innovative ways to provide greater institution effectiveness and expanding student learning outcomes. The respondents also indicated that technology could be used in business intelligence to support effective decision making. This is by allowing gathering, storing, accessing and analyzing data that could help the leaders to make better decision making concerning the operations of the University.

Factors that have made the University to be ranked as the leader in innovative technology and ICT Centre of excellence

Most respondents indicated that Multimedia University of Kenya has one of the largest ICT Museum both in East and Central Africa that acts as a foundation of technological development. The University has created an institutional culture and good working environment for undertaking consultancy research and innovation.

4.3.4 Innovation Strategy

The study sought to establish the extent to which the respondents agreed on the statements relating to the Innovation Strategy at Multimedia University of Kenya. The results are tabulated in table 4.8.

Table 4.8 Statements relating to the Innovation Strategy

Statements	Mean	Stand.dev.
The University has adopted latest technology in its operations	4.21	0.74
The University is using new ways in reaching its target market.	3.90	0.62
The University has introduced new programs that matches the market demands	3.70	0.71

The findings indicate that the respondents for this study agreed unlimitedly that Multimedia University of Kenya has adopted latest technology in its operations using new ways in reaching its target market and has introduced new programs that match the market demands as shown by mean 4.21, 3.90, and 3.70 respectively. The Innovation Strategy currently practiced at Multimedia University received satisfactory approval from the participants' giving their perceptions and experiences. Nonetheless, the interest would be whether these three pillars of innovation at the university harmonize with past assertions of management experts and researchers. In line with Kaplan (2007) the author affirmed that organizations that seek to gain in competitive advantage in the long-term basis must invest more on strategic innovation. On this backdrop, the researcher opines that Multimedia has created avenues to drive sustainable competitive advantage through its innovation, the only gap in these findings is that it is not demonstrated in depth through appropriate tests how the same innovations influence competitive advantage of Multimedia. For instance, it would be of interest borrowing from Resource-Based Theory i.e. VRIO attributes (see Johnson, Scholes & Whittington, 2008) to see how Multimedia has succeeded in delivering value to the students, for instance, through its use of latest technology. In fact, the same gap is evident in the literature findings because none of the authors. However, Gary (2002) did argue that innovation serves as a channel to compete differently in a contemporary market. Similarly, the literature findings also asserted that innovation serves as a source of differentiation for organization. The notion of differentiation can be tracked in-depth under Porter's Generic Strategies (Porter, 2008) which was not covered in the theoretical framework.

How has innovation contributed to the competitive advantage of Multimedia University of Kenya?

Respondents indicated that innovation activities being undertaken by the University have led to new services with superior quality, improved models of business management system and new and enriched administration of workforce. These factors play a very significant role in giving the advantage of other public Universities of its status and size.

Overall, the illustration is that the respondents had an optimistic view on issues raised about innovation strategy at Multimedia University of Kenya. The disquiet, however, was whether these perceptions had any supported relationship. The test results are as shown below upon performing a Pearson Product Moment Correlation.

Table 4.9: Correlation analysis on innovation strategy

Correlations

		The University is using new ways in reaching its target market.	The University has introduced new programs that matches the market demands
The University is using new ways in reaching its target market.	Pearson Correlation	1	.528**
	Sig. (2-tailed)		.000
	N	60	60
The University has introduced new programs that matches the market demands	Pearson Correlation	.528**	1
	Sig. (2-tailed)	.000	
	N	60	60

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

As it can be understood there are only two variables for innovation strategy considered for the linear relationship tests; it is because of the results depicted earlier in table 4.1C where one did not consist of a normal distribution hence could not be picked for such a test. Nonetheless, there is overwhelming affirmation that the use of new ways in reaching target market (.528**,.000) and introduction of new programs that matches the market demand at Multimedia have continued to have significant relationship. It means an optimum performance one results to an optimum performance of the other and vice versa still holds. It is, therefore, incumbent upon the management at Multimedia to achieve these to parameters of innovation strategy closely to bring stability and growth in performance.

Having said that the question the researcher had in mind was whether the two aspects of innovation strategy at Multimedia University any predictive influence towards performance as had perceived by the participants. The results are as depicted below.

Table 4.10: Test Results on innovation strategy and profitability performance in five years

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.045[a]	.002	-.033	.722

a. Predictors: (Constant), The University has introduced new programs that match the market demands. The University is using new ways in reaching out to its target market.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.059	2	.030	.057	.945[b]
	Residual	29.674	57	.521		
	Total	29.733	59			

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

b. Predictors: (Constant), The University has introduced new programs that match the market demands. The University is using new ways in reaching out to its target market.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.748	.868		2.014	.049
	The University is using new ways in reaching its target market.	-.024	.209	-.018	-.116	.908
	The University has introduced new programs that match the market demands	.069	.208	.051	.330	.743

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

The adjusted R Square shows that -3.3% are the cases for innovation strategy that explain the rated Multimedia University financial performance in terms of profitability for the last five years. Also, the Anova at .945 is indication that the model relationship between innovation strategy at Multimedia University and financial performance for the last five years is by chance. It means financial performance at Multimedia cannot be attributed to the existing innovation strategy the organisation has undertaken over the years. More refute claims on predictive significance of innovation strategy at Multimedia University can be confirmed by the p-values at .908 and .743 rendering the entire model nonsense. The implications to management would be that currently the innovation strategy in the University do not have any significant effects to the financial performance of the company and it would be either advisable to denounce them by not investing further in them; or seek new alternatives for innovation strategy.

Table 4.10A: Test Results on innovation strategy and rated net profit growth performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276[a]	.076	.044	.631

a. Predictors: (Constant), The University has introduced new programs that match the market demands. The University is using new ways in reaching out its target market.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.869	2	.934	2.345	.105[b]
	Residual	22.715	57	.399		
	Total	24.583	59			

a. Dependent Variable: Please indicate in the table below the extent in which your institution has grown for the last five years in terms of Net Profit

b. Predictors: (Constant), The University has introduced new programs that match the market demands. The University is using new ways in reaching its target market.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.113	.759		2.783	.007
	The University is using new ways in reaching its target market.	.364	.182	.299	1.996	.051
	The University has introduced new programs that matches the market demands	-.062	.182	-.051	-.342	.734

a. Dependent Variable: Please indicate in the table below the extent in which your institution has grown for the last five years in terms of Net Profit

In terms of net profit growth performance, the adjusted R Square indicated that only 4.4% of the cases for innovation strategy as depicted did explain the rated growth performance on net profit at Multimedia University. But the Anova at .105 was indication that further put a claim that a modelling of the relationship between innovation strategy and net growth performance at Multimedia is a mere chance; this relationship is not tenable and such modelling is null and void. Lastly, the regression output shows no instance where the p values are below 5% margin of error; it means there is no predictive significance over innovation strategy adopted at Multimedia University and rated net profit growth performance.

4.3.5 Strategic Financial Management

The study sought to establish the extent to which the respondents agreed on the statements relating to the Strategic Financial Management at Multimedia University of Kenya. The results are tabulated in table 4.11.

Table 4.11 Statements relating to the Strategic Financial Management

Statement	Mean	Stand.dev.
Resource Availability	4.21	0.82
Internal Controls	3.94	3.71
Budgeting	4.08	1.20

The findings as tabulated in table 4.4 established that the respondents agreed to a great extent that Multimedia University of Kenya have available resources, good internal controls and have adopted good budgetary practices to propel the performance of the institution as shown by means 4.21, 3.94 and 4.08 respectively. The findings depict high approval in terms of strategic financial management at Multimedia University. The importance of budgeting was evident in the works by Dorothy (2009) and the same author pointed out on need for budgeting process and internal controls as anchors to financial sustainability of public organizations. At Multimedia these aspects seem well developed and the participants show high approval for them; the gap that would require to be addressed is undertaking empirical analysis in future on how existing financial strategy can continue to increase performance of the university especially cost controls i.e. eradication of unbudgeted or unprecedented costs in the daily cash flows of the university.

Other financial management practices that have been adopted by the University

Most respondents indicated that other financial management practices include account information system, working capital management and financial reporting analysis. Others include the recommended practices of budgeting, record keeping and preparation of annual financial statement.

In line with the findings for strategic financial management it was worthwhile to indicate how they related to the two performance measures as operationised in the study i.e. net profit and profitability. In that regard, the first was to check whether the feedback results for strategic financial management had correlation among themselves. The results are as shown below.

Table 4.12: Correlation test analysis on feedback results of strategic financial management

Correlations

		Resource Availability	Internal Controls	Budgeting
Resource Availability	Pearson Correlation	1	.225	.153
	Sig. (2-tailed)		.084	.243
	N	60	60	60
Internal Controls	Pearson Correlation	.225	1	.418**
	Sig. (2-tailed)	.084		.001
	N	60	60	60
Budgeting	Pearson Correlation	.153	.418**	1
	Sig. (2-tailed)	.243	.001	
	N	60	60	60

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

The Pearson Product Moment Correlation for the three variables concerning strategic financial management indicate that only internal controls and budgeting (.418**,001) have a significant relationship; it means high values for one are associated with high values for the other. It means better internal controls at Multimedia University would associate to better budgeting in the institution. It is also evident that the relationship is moderate and positive meaning the two are strategically symbiotic and the management of Multimedia can invest on the two to achieve optimum strategic financial management. However, other aspects of strategic financial management namely resource availability demonstrations not to have any positive association to internal controls (.225,.084) and budgeting (.153,.243). The meaning for this could be that the management may not have to expect a combined contribution of its existing strategic financial management to enhance performance in the university.

Having said that it would be important to check whether the strategic financial management as perceived by the respondents has significant relationship to financial performance at Multimedia University. Here, a regression analysis was developed and with keen focus on the rated financial performance of the University for the last five years. The results are as shown below.

Table 4.13: Test results for strategic financial management and financial growth performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466[a]	.217	.175	.645

a. Predictors: (Constant), Budgeting, Resource Availability, Internal Controls

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.445	3	2.148	5.165	.003[b]
	Residual	23.289	56	.416		
	Total	**29.733**	**59**			

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

b. Predictors: (Constant), Budgeting, Resource Availability, Internal Controls

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.036	.318		3.263	.002
	Resource Availability	.036	.097	.045	.371	.712
	Internal Controls	-.082	.114	-.095	-.718	.476
	Budgeting	.451	.120	.490	3.752	.000

a. Dependent Variable: How can you rate Multimedia University financial performance in terms of profitability for the last five years?

The adjusted R square confirms that about 17.5% were the cases for strategic financial management that explained the rated Multimedia University financial performance in terms of profitability for the last five years. It means other explaining factors were either not considered in the dissertation research or can be attributable to strategic management, innovation strategy, technology strategy *et cetera*. All the same, it is confirmed that only

17.5% in this case strategic financial management did explain the dependent variable. The Anova at .003 shows a statistically significant difference between the variables meaning the model results cannot be attributed to change. Thus, whatever, relationship that can be claimed in this model is tenable and justifiable or say reliable for decision unmaking. Moving on is that the regression analysis coefficients show that only budgeting (.000) indicates to have a significant predictive relationship to the rated Multimedia University financial performance.

Performance of Multimedia University

The study sought to rate Multimedia University financial performance in terms of profitability for the last five years.

Table 4.14 Financial performance in terms of profitability for the last five years

Opinion	**Frequency**	**Percentage**
Excellent	8	13
Good	32	54
Average	20	33
Poor	0	-
Total	60	100

Most of the respondents (54%) disclosed that Multimedia University financial performance in terms of profitability for the last five years have been good. Only 8% believe that performance in terms of profitability for the last five years have been excellent. 33 % believe performance was average.

On what extent to which the institution has grown for the last five years.

Table 4.15 Extent to which the institution has grown for the last five years

Opinion	**Frequency**	**Percentage**
Not at all	4	7
Minimal Extent	23	38
Moderate Extent	27	45
Large extent	6	10
Total	**60**	**100**

On whether the University has grown over the past five years, 45% of the respondents indicated that growth was to a moderate extent. 7% indicated that over the past years, the university did not witness any growth while 38% indicated that growth was just minimal.10% indicated to a large extent that the institution witnessed growth.

Consolidated regression analysis

To establish the relationship between the study dependent and independent variables, regression model was used. The regression model for this study took this form:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Y= Dependent Variable (performance of public universities)

$\beta_{0=}$ Constant (value of Dependent Variable when all independent variables are zero)

$\beta_{1-4=}$ Regression Coefficient for each independent variable

X_1= Strategic Leadership

X_2= Human Resources Strategy

X_3= Technology Strategy

X_4= Innovation Strategy

X_5=Strategic Financial Management

Table 4.16: Model Summary

Model	R	R Square	Adjusted R^2	Std Error of the estimate
1	$.714^2$	.680	.724	.27529

According to the study regression model summary, the 5 strategic management practices under this study explains 72.4 % of the performance of Multimedia University of Kenya as presented by the Adjusted R Square. This means that other strategic management practices that were not studied in this study contribute to the rest percentage (27.6%) contributes to the performance of Multimedia University of Kenya.

Table 4.17: Coefficients

Model	B	Std Error	t	Sig.
(Constant)	5.462	.452	11.274	.010
Strategic Leadership	.306	.092	3.734	.013
Human Resources Strategy	.234	.084	3.368	.020
Technology Strategy	.206	.078	3.128	.018
Innovation Strategy	.148	.098	3.432	.022
Strategic Financial Management	.246	.086	4.042	.030

As per the SPSS generated in the table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$) becomes: $Y = 5.462 + 0.306X_1 + 0.234X_2 + 0.206X_3 + 0.148X_4 + 0.246X_5$.

According to this regression equation, taking all independent factors into account constant at zero, the performance of Multimedia University of Kenya will have an index of 5.462. Taking all other independent variables at zero, a unit increase in the University strategic leadership will lead to a 0.306 increase in the scores of Multimedia University of Kenya performance. The P-value of strategic leadership was 0.01 which is less than 0.05 and therefore the study concludes that the relationship was significant.

A unit increase in unit increase in strategic human resource management will lead to a 0.234 increase in Multimedia University of Kenya performance. The P-value is 0.02 and thus a significant relationship. This study found out that a unit increase in strategic technology lead to a 0.013 increase in the scores of Multimedia University of Kenya performance. The P-value is 0.05 and hence the relationship was significant since P-value is less than 0.05.

Taking all other independent variables at zero, a unit increase in the strategic innovation will lead to a 0.206 increase in the scores of Multimedia University of Kenya performance. The P-value of strategic leadership was 0.02 which is less than 0.05 and therefore the study concludes that the relationship was significant. From the regression model, taking all other independent variables at zero, a unit increase in the University strategic technology will lead to a 0.418 increase in the scores of Multimedia University of Kenya performance. The P-value of strategic technology was 0.022 which is less than 0.05 and therefore the study concludes that the relationship was significant. Lastly, this study found out that a unit increase in strategic financial management lead to a 0.246 increase in the scores of Multimedia University of Kenya performance. The P-value is 0.03 and hence the relationship was significant since P-value is less than 0.05.

4.2 Limitation of the study

The study focused on only five aspects of strategic management practices while other intervening factors were not covered because they were not within the scope of the study. Some of the challenges faced when conducting research included the fact that most of the respondents were busy and had different work schedules and there were some time limitations. Although this study aimed at bridging the information gap, certain areas still need to be explored and expanded.

4.3 Chapter Summary

This chapter discusses the presentation of the study findings with respect to the study objectives, data analysis and the major findings and the results of the study.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter highlights the research summary findings which are presented using a variety of descriptive and inferential statistics, discussions, and finally draw conclusion and recommendations based on the objectives of the study.

5.1 Summary of Findings

The overall objective of the study is to establish the influence of strategic management practices on performance of public universities in Kenya, a case study of Multimedia University of Kenya. In particular, the specific objectives of the study were; to examine the influence of strategic leadership, human resources strategy, technology strategy, innovation strategy and strategic financial management on performance of Multimedia University of Kenya.

In this study, case study design was used to find out the influence of strategic management practices on performance of public universities in Kenya. The target population of this study was 450 staff members who worked at different management levels at Multimedia University of Kenya. A sample size of 82 respondents was selected where data was collected through the use of questionnaire. Data collected through the use of questionnaire were analyzed though the use of SPSS software. Statistical frequencies like percentage were used to determine the various differences on respondent's demographics. Correlation and inferential analysis were used to determine the relationship between the independent variables and dependent variable.

Specific objective 1: To establish the influence of strategic leadership on the performance of Multimedia University of Kenya.

The indicators of strategic leadership that were taken into account were Strategic direction (mission, vision), Human capital (knowledge, skills), and Organization control (budget control). Descriptive statistics methods were used to research the results. Most of the respondents agreed that general performance of Multimedia University of Kenya was related to the three indicators of strategic leadership.

Findings on correlation matrix indicated that there was a significant and positive relationship between Strategic direction (mission, vision), Human capital (knowledge, skills), and Organization control (budget control) and performance of Multimedia University of Kenya. On the other hand, inferential statistical methods also gave findings and deductions. Strategic direction (mission, vision), Human capital (knowledge, skills), and Organization control (budget control) were found to be statistically significant in explaining performance of Multimedia University of Kenya.

Specific objective 2: To establish the influence of Human resources strategy on the performance of Multimedia University of Kenya.

Recruitment and selection, Training and development and Reward system were found to be statistically significant in explaining performance of Multimedia University of Kenya. Majority of the respondents agreed that recruitment and selection is based on equal employment opportunity principle and that the University recruits highly qualified and experienced staff. The University also provides continuous training and motivation through an active rewards system.

Specific objective 3: To examine the influence of technology strategy on the performance of Multimedia University of Kenya.

The study established that the University has integrated technology in its operations, marketing, teaching and research and that there is an increased access to technology in the institution. Information Communication Systems and IT applications were found to be statistically significant in explaining performance of Multimedia University of Kenya. According to the study, the university staff has the requisite skills, knowledge and competencies to deploy the technology used in the institution operations,

Specific objective 4: To examine the influence of innovation strategy on the performance of Multimedia University of Kenya.

The study established that Multimedia University of Kenya has continually introduced and implemented Operations innovation, Market innovation and Product innovation. This has been through the introduction of new programmes and providing adequate and modern ICT. The University is also in the process of rolling out open distance learning. The students can also access their results, book hostel and register units online. This study results provides a great support to the study done by Kim and Mauborgne (2005) that indicated that an organization strategic innovation depends on its ability to remain competitive by differentiating business and generating more value over the long run. Strategic innovation influences an organization performance by producing improved market position which signifies competitive advantage and improved performance (Walker, 2004).

Specific objective 5: To determine the influence of strategic financial management on the performance of Multimedia University of Kenya.

Most of the respondents agreed that general performance of Multimedia University of Kenya was related to the three indicators of strategic financial management. Findings on the study indicated that there was a significant and positive relationship between Resource availability, internal controls and Budgeting and performance of Multimedia University of Kenya. Multimedia University of Kenya has available resources, good internal controls and has adopted good budgetary practices to propel the performance of the institution.

5.2 Recommendations

The following recommendations were made based on the study's findings and discussions. Performance of public Universities cannot be ignored and is important to all stakeholders in different ways. Based on the findings of the study and as per the specific objectives, this study recommends:

The findings of this study underlines that strategic leadership has been found to influence the performance of public Universities. Universities should put up mechanisms to improve their current leadership skills. They should also make deliberate efforts when it comes to employing other experienced and competent ones. Universities should also select leaders based on merit and performance. To keep the universities at abreast with the dynamic organization practices, leaders should be involved in re-fresher courses and training. Universities that want to improve their performance need to implement effective strategic leadership practices.

On Human Resources Strategy, the study recommends that the institution should continue providing equal employment opportunities based on principle when it comes to recruitment and selection. Continuous training programs on staff should continue in order to update existing employee skills and knowledge. The institution should also focus on career management, self-managed teams, comparatively high compensation contingent and decentralization of decision making.

On Technology Strategy, the study recommends that technology should be integrated in the entire operations of the institution and that there should be increased access to technology in the University. Technology should be used in increasingly strategic and innovative ways to provide greater institution effectiveness and expanding student learning outcomes. The study also recommends that some of the innovation activities that should be undertaken by the University should lead to new services with superior quality, improved models of business management system and new and improved management of workforce.

The study further recommends that in order for public universities to enhance their overall performance, they should have available and diverse sources of resources. They should also adopt and put in place good internal controls and budgetary practices. Other financial management practices that should be in place includes: accounting information system, working capital management and financial reporting analysis. Others include the recommended practices of budgeting, record keeping and preparation of annual financial statement.

5.3 Conclusions

According to the findings, the research led to conclusion on strategic management practices and performance of Multimedia University of Kenya as explained below:

The study sought to establish the impact of strategic management on performance of public Universities in Kenya. The specific objectives of the study were; to examine the influence of strategic leadership, human resources strategy, technology strategy, innovation strategy and strategic financial management on performance of Multimedia University of Kenya.

From the research findings, the study concluded that strategic leadership had an effect on the performance of Multimedia University of Kenya. Majority of the respondents indicated that strategic leadership cannot be ignored when it comes to the overall performance of the University. The findings established that the respondents agreed to a great extent that the leaders at the University play a bigger role in providing the right strategic direction towards achieving the vision of the institution and that the leaders provide clear guidelines in regards to maximum utilization of the University human capital. Among the other key strategic leadership factors as per the majority of the respondents include basic parameters (skills and competence), positive attributes (team performance, competency, empowering juniors), and special skills (decision making, coordination, commanding).

Research findings indicated that Human resources strategy played an important role on the performance of Multimedia University of Kenya according to the respondents. The study concluded that recruitment and selection is based on equal employment opportunity principle, it recruits highly qualified and experienced employees, and that the University provides continuous training programs to update existing employee skills and knowledge.

Based on the research results, technology strategy has a positive impact on the performance of Multimedia University of Kenya. The study concluded that the institution has integrated Technology in its operations, marketing, teaching and research and that the staffs have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations. There is also increased access to technology in the University.

The research findings also indicate that innovation strategy adoption resulted to the improved performance of Multimedia University of Kenya. Based on the study findings, there is a strong relationship between strategic innovation and University performance. Innovation ranges from product, operation and market. The study concluded that the University has adopted latest technology in its operations and that it has introduced new programs that match the market demands.

The findings revealed that strategic financial management was significant contributor to the increasing performance of Multimedia University of Kenya. Further the study concluded that there are available resources, good internal controls and have adopted good budgetary practices to propel the performance of the institution.

The study concluded that there is positive and significant effect of strategic leadership, human resources strategy, technology strategy, innovation strategy and strategic financial management on performance of Multimedia University of Kenya.

REFERENCES

Afande, O. F. (2013). Effects of strategic management practices on performance of financial institutions in Kenya: A case of Kenya Post Office Savings Bank. *International Journal of Business Management and Administration.*

Altbach, P. G., and Knight, J. (2007). The internationalization of higher education: Motivations and realities. *Journal of studies in international education.*

Aswani, K. M. (2010). Effects of marketing strategies on the performance of insurance companies in Kenya. University of Nairobi.

Babalora JB (2008). *Strategic Planning: Development, implementation and the role of University Administrators. Educational Management Theories and Tasks.* Lagos. Macmillan Nigeria publishers.

Badebo, T.F. (2006). *Strategic Management Practices in Health Non- Governmental Organizations (N.G.O.'s) In Southern Sudan*. Unpublished MBA Project. School of Business. University of Nairobi.

Barlett, J. E., Kotrlik, J. and Higgins, C. (2004). *Organisational Research: Determining Appropriate Samples Size in Survey Research, Information Technology, Learning and Performance Journal,* Vol. 19 (1).

Barnley, J.B. (2012). Firm Resources and Sustained Competitive Advantage. *Journal of Management.*

Bartel A.P. (1994), *Productivity savings from the implementation of employee training programs, Industrial Relations*, 4(4): 411-425.

Becker, S., Bryman, A., and Ferguson, H. (Eds.). (2012). *Understanding research for social policy and social work: themes, methods and approaches.* Policy Press.

Best, J.W. and Kahn, J.V. (2013). *Research in Education.* Engle Wood Cliffs; MJ: The Prentice

Birinci, M. and Eren, E. (2013). The Effects of Strategic Management Practices on The Performance of The Universities in Turkey. *Journal of Global Strategic Management*

Bowen, F.E., Rostami, M., & Steel, P. (2010). Timing is Everything: A Meta-Analysis of the Relationships Between Organizational Performance and Innovation. *Journal of Business Research*, 63, 1179–1185.

Breene, T. and Nunes, P.F. (2006). Going the Distance: How the World's Best Companies Achieve High Performance. *South African Journal of economic and management.*

Busienei, J.R; (2013). E*ffect of Business Strategy and Organizational Structure on the Relationship between Human Resource Strategic Orientation and Performance of Private Manufacturing Firms in Kenya;* (Unpublished Ph.D Thesis), University of Nairobi.

Calleb, O. G., Maureen, A.O. & Ibrahim, O.O. (2011). University Expansion in Kenya and Issues of Quality Education: Challenges and Opportunities. *International Journal of Business and Social Science*.Vol.2 No. 20, 203-214.

Chacha-Nyaigotti, C. (2004). *Reforming Higher Education in Kenya: Challenges Lessons and Opportunities* URL: http://www.iucea.org/downloads/Reforming_HE.pdf (Retrieved July 06, 2018).

Chan Kim, W., and Mauborgne, R. (2005). *Blue Ocean Strategy: How to create uncontested market space and make the competition irrelevant.* Harvard Business School Press, Boston, MA.

Changes of the Last Decade, Nairobi: East Africa Educational Publishers.

Charles Williams (2007). Transfer in Contest: Replication and Adaption in Knowledge Transfer Relationships. *Strategic Management Journal.*

Chege, K. (2009). Relevant, Effective, Appropriate and Transformative Leadership in Higher Education in the 21st Century. In A Conference Paper Presented At the 1st KIM Conference on Management: *A Journal of the KIM School of Management.*

Chesbrough, H. (2003) *Open Innovation.* Boston. Harvard Business School Press.

Cisca Joldersma and Vijco Winter (2002). *Public Management Review volume 4 issue1*: Strategic Management in Hybrid Organizations.

Cisca Joldersma and Vijco Winter, (2002). Strategic Management in Hybrid Organisations. *Public Management Review volume 4 issue1*.

Clare Kelliher and Gilly Perrett (2001). "Business Strategy and Approach to Strategic Human Resource Management. A Case Study of New Developments in The United Kingdom Restaurant Industry." *Personnel Review, Vol 30 issue:4.*

Cooke, F.L., Shen, J. and McBride, A. (2005). Outsourcing HR as a Competitive Strategy? A Literature Review and an Assessment of Implications. *Human Resource Management Journal*.

Cooper, M. C., and Ellram, L. M. (2004). Strategic chain management and the implications for firm strategy. *The international journal of management.*

Crawford, L. (2014). Balancing Strategy and Delivery: The Executive View. *Procedia-Social and Behavioral Sciences*, 119, 857-866.203-214.

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th ed).* Thousand Oaks: SAGE Publications.

Dodgson, M., Gann, D.M, and Salter, A. (2013). *The management of technology innovation management: Strategy and Practice.* Oxford University Press on Demand.

Dorothy A. (2009). Financial Management, Center for Philanthropy and Nonprofit Leadership.

Du Plooy, G. M. (2009). *Communication Research: Techniques, Methods and Applications (2nd ed).* Juta & Company Ltd. South Africa.

Fariborz Damanpour (2009). Combinative Effects of Innovation Types and Organisational Performance: A Longitudinal Study of Service Organisations. *Journal of Management Studies.*

Finkelstein, Hambrick and Cannella (2008), *Strategic Leadership, Theory and Research On Executives*. Oxford University Press.

Fox W and Bayat M.S. (2007). *A Guide to Managing Research.* Cape Town: JUTA and Co Ltd. Shredding.

Gary E. Roberts, (2002). Employee Performance Appraisal System Participation: A Technique that Works. *The Public Personnel Management Sage Journals.*

Ghauri P. and K. Gronhaug (2002). *Research Methods in Business Studies: A Practical Guide*, Harlow, UK: Financial Times and Prentice Hall.

Goedegebuure, L. (Eds.) (2004). *Higher education policy: An international comparative perspective.* Oxford: Pergamon Press.

Goffee, R., & Jones, G. (2001). *Followership.* Harvard Business Review

Grant, R. M. (1991). *The resource-based theory of competitive advantage: implications for strategy formulation.* California management review.

Griffin, S. (2006). Effect of Strategic Issue Management on Organization Performance. *Transnational Journal of Science and Technology.*

Hall.Bok, D. (2009). *Universities in the marketplace: The commercialization of higher education*. Princeton University Press.

Hambrick & Carnella, 2008: strategic leadership: theory and research on executive stop management teams and boards.

Holbeche, L. (2009). *Aligning human resources and business strategy.* Routledge.

Ireland & Hitt, (2002). *Strategic Entrepreneurship: Creating a New Integrated Mindset*. Oxford, UK.

Jiang Yu, (2011). *Technology Analysis and Strategic Management: Technology evolution and path dynamics in China's mobile telecommunication sector*. China Press

Johnson, I., Scholes, H & Whittington, O. (2008). *Exploring Corporate Strategy, (8th edition).* London; Pearson Educational Limited.

Johnstone, B. (2004). Challenges of financial austerity: Imperatives and limitations of revenue diversification in higher education. *The Welsh Journal of Education*.

Kamau, (2011). A critical analysis of forums. *Internal Journal of Cultural Property.*

Kamau, S.M. (2013). *Competitive strategies adopted by private universities in Kenya.* Unpublished MBA thesis. University of Nairobi.

Kango'ro, V. N. (2008). *The state of strategic management practices in public sector organizations in Kenya.* Unpublished MBA Dissertation. School of Business, University of Nairobi.

Kaplan F., Oudeyer P. (2007). *The Progress-Drive Hypothesis: An Interpretation of Early Imitation.* Cambridge University Press, New York.

Karanja, S.W. (2009). *Research on innovation methods adopted by insurance corporations in Kenya.* Unpublished MBA School of Business, University of Nairobi, Kenya.

Kemoli, A. T. (2010). *Strategic Innovation and Performance of Commercial Banks Listed in the Nairobi Securities Exchange*. Unpublished MBA School of Business, University of Nairobi, Kenya.

Kenya. *A Journal of the KIM School of Management* Vol. 1pp 123 –130.

Kieu, M. N. (2004). *Financial Management and Profitability of SME in Vetinam.* Unpublished DBA thesis, Southern Cross University, Australia

Kigotho, W. (2001b). Inquiry blames poor living conditions for riots. *Times Higher Education Supplement,* 12, Jan; No. 1469.p.9.

Kinoti, M.W. (December, 2011). Research on Green Marketing and Sustainable Development: A Conceptual Paper. *International Journal of Business and Social Science Vol. 2 No. 23.*

Kinyanjui, N.J. and Juma, D. (2014). Effects of strategic plans, implementation on Performance in Kenya's State Corporations case of the University of Nairobi, *European Journal of Business Management*

Kipngetich, O. (2016). *Operational Strategy and Organizational Performance of Ailing Firms in Kenya.* Doctoral dissertation, University of Nairobi.

Kitonga, E. U. (2013). *Challenges in Implementation of Strategic Plans in Public Secondary School in Webuye constituency*. Bungoma County, Kenya.

Klein, P. G., Mahoney, J. T., McGahan, A. M., and Pitelis, C. N. (2010). Toward a theory of public entrepreneurship. *European management review*

Kothari, C. R. (2004). *Research Methodology: Methods & Techniques.* New Delhi: New Age International (P) Ltd.

Kull, (1984). *Coring and core Analysis, illustrated.* University of Texas at Austin. Petroleum Extension services

Lockett,A., Thompson,S. and Morgensrern,U. (2009). The development of the resource-based view of the film: A critical appraisal. *International Journal of Management Review.*

Low, D. (2008). *Performance Measurement*. Canada.

Magutu, P. O., Mbeche, I.M.,Nyamwange, S. O. & Nyaoga, R.B. (2011). *A Survey of Benchmarking Practices in Higher Education in Kenya: The Case of Public Universities.*IBIMABusinessReviewhttp://www.ibimapublishing.com/journals/IBIMABR/ibimabr.html.

Manyasi, B. (2010). OL & DE as a Means of Increasing Access to Higher Learning in

Marchington, M., and Wilkinson, A., (2008). *Human Resource Management at Work: People management and development (4th ed*). Harlow: Pearson Education.

Mata, F., Fuerst, W., and Barney, J. (1995). "Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis," *MIS Quarterly,* (19: 4).

Mathenge, P.W., & Muturi, W. (2017). Effects of Financial Management Practices On Financial Performance of Public Universities in Kenya. *International Journal of Social Sciences and Information Technology*, Vol. 3 (8), October 2017.

Mbuthia, J.M. (2015). *Influence of Adaptation of Strategic Management Practices on Performance by Technology Startup Companies in Kenya.* Doctoral dissertation, University of Nairobi.

McEvily, S. K. and Chakravarthy, B. (2002). The persistence of knowledge-based advantage: an empirical test for product performance and technological knowledge. *Strategic Management Journal* 23(4)

McWilliams, A., Van Fleet, D. D., and Cory, K. D. (2002). Raising rivals' costs through political strategy: An extension of resource-based theory. *Journal of Management Studies.*

Michael Porter, (2008). Competitive advantage, creating and sustaining superior performance, competitive strategy: *The Core Concepts.*

Miller, B. A., & Swope, S. (2007). Assessing Organizational Performance in Higher Education. *International Journal of Educational Advancement.* San Francisco, ISBN: 978-0-7879-8640-7; pp 258.

Mugambi, M. (2003). *Strategic management practices of shipping companies in Kenya.* Unpublished MBA Project, School of Business, University of Nairobi.

Mugenda, G.A. (2008). *Social Sciences Research: Theory and Principles.* Nairobi: Applied Research & Training Services, 2008.

Mugenda, M.O., and Mugenda, G.A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press, 1999.

Mukokho, A. A. (2010). *The influence of strategic planning on performance of public universities in Kenya: the case of the University of Nairobi.* Unpublished MBA Research Project Report, University of Nairobi, Kenya.

Mulili, M. B., & Wong, P. (2011). Corporate Governance Practices in Developing Countries, The Case in Kenya. *International Journal of Business Administration*, 2(1), 14–27. http://dx.doi.org/10.5430/ijba.v2n1p14

Muogbo, U.S. (2013). The Impact of Strategic Management on Organisational Growth and Development. A Study of Selected Manufacturing Firms in Anambra State. *IOSR Journal of Business and Management (IOSR-JBM)*

Mutula, S. M. (2002). University education in Kenya: current developments and future outlook. *International Journal of Educational Management.*

Mwangi, N.I. (2013). *Survey on Strategic Management Practices and Performance Of Large Pharmaceutical Firms in Kenya.* Unpublished MBA Research Project, School of Business, University of Nairobi.

Mwiria, K. & Ng'ethe, N. (2006). *Public University Reform in Kenya: Mapping the Key*

Ndung'u, K. A. (2016). *Influence of Strategic Management Practices on the Performance of Christian Churches in Nairobi.* Unpublished MBA Research Project, School of Business, University of Nairobi.

Nel, C. and Beudeker (2009). Revolution: How to Create High Performance Organization. Cape Town: *The Village of Leaders Products.*

Njenga, N. R. (2006). *Strategic management practices at Mater Hospital.* Unpublished MBA Research Project, School of Business, University of Nairobi.

Njiru, G. M. (2014). Implementation of Strategic Management Practices in The Water and Sanitation Companies in Kenya. *Strategic Journal of Business & Change Management.*

Nyakiri, R. N. (2013). *Strategic Management Practices as a Competitive Tool in Enhancing Performance of Small and Medium Enterprises in Kenya.* Unpublished MBA Research Project, School of Business, University of Nairobi.

Orodho, J.A. (2009). *Elements of Education & Social Science Research Methods (2nd ed.).* Maseno – Kenya: Kanezja Publishers.

Owolabi, A. S., and Makinde, G.O. (2012). The Effect of Strategic Planning on Corporate Performance in University Education: A Study of Babcock University. *Kuwait Chapter of Arabian Journal of Business and Management Review - Lagos.*

Pamphil, M.W., Omindo Karim, H., Amina Ndinya and Dishon M. M. (2014). The Effects of the Implementation of Strategic Practices Implementation on Performance of Organisations. *International Journal of Business and Behavioral Sciences Vol. 4, No.10.*

Paramasivan, C., and Subramanian, T. (2009). *Financial management (1st).* New Age International (P) Ltd., Publishers.

Peter F Drucker, (2001). *The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management (Collins Business Essentials).* Harper Collins Publishers, New York.

Peter Rogerson (2001). *Statistical Methods for Geography*. Sage Publications Inc.

Peteraf, M A., and Bergen, M E., (2003). Scanning Dynamic Competitive Landscape: A market-based and resource-based framework. *Strategic Management Journal, 24(10), 1027-1041*

Riccardo and Claudio Roveda, (2009). Technology Analysis and Strategic Management volume 22 issue 1. *Foresights in cooperate organizations.*

Richard Braden Robinson, (2009). *Strategic management: Formulation, Implementation and Control (11th Ed).* McGraw-Hill Irwin, Boston.

Richard M. Walker, (2004). Strategic Management and Performance in Public Organisations: *Findings from the Miles and Snow Framework.*

Rothaermel, F. T. (2015). *Strategic management.* McGraw-Hill Education.

Rowley, D.J., Sherman, H. (2004). *Academic Planning: The Heart and Soul of the Academic Strategic Plan.* University Press of America.

Sanyal, B. C., and Martin, M. (1997). Management of Higher Education with Special Reference to Financial Management in African Institutions. *IIEP Contributions, No. 28.*

Saunders, M., Lweis, P., and Thronhill, A. (2009). *Research Methods for Business Students*. (4th Ed.). Sussex, UK: Pearson Education Limited.

Sharma, R. (2007). *Leadership Wisdom: The Eight Rituals of Visionary Leaders.* New Delhi: Jaico Publishers.

Sifuna, D.N. (2010). Some Reflection on The Expansion and Quality of Higher Education in Public Universities in Kenya. *Research in Post-Compulsory Education Subramaniam.*

Teferra, D., and Altbachl, P. G. (2004). *African higher education: Challenges for the 21st century*. Higher education

Varghese, N. V. (2009). *Higher Education Reforms. Paris: International Institute for Educational Planning.*Virginia Commonwealth University

Walker, R.M. (2008). An empirical evaluation of innovation types and organizational and environment characteristics: towards configuration framework. *Journal of public administration research and theory 2008*

Wambugu, W. C., and Waiganjo, E. W. (2015). Effects of strategic management practices on organizational performance of construction companies in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration.*

Wangenge O. G., (2008). *Higher Education Marketisation and Its discontent: the case of quality in Kenya*. Higher Education 56(4), 457-471.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5, 171–180.

Wetzel, P. A. (2011). *Factor Analysis Methods and Validity Evidence.* A Systematic Review.

Wheelen, T. L., and Hunger, J. D. (2007). *Strategic Management and Business Policy (11th ed.).* New York: Prentice Hall Inc.

William, N., & Amin, G. (2006). Higher education in Sudan and knowledge management applications. *Information and Communication Technologies,* 1 (2), 60-65.

Youndt, M. A. (2005). The Influence of Intellectual Capital on The Type of Innovative Capabilities. *Academy of Management Journal.*

Zaharia, S. (2002). “A Comparative Overview of Some Fundamental Aspects of University Management as Practiced in Several European Countries,” *Higher Education in Europe.*

Zehir, C., Altindag, E., and Acar, A. Z. (2010). Learning, Entrepreneurship and Innovation Orientations in Turkish Family-Owned Firms. *In the Proceedings of 6th International Strategic Management Conference, St. Petersburg-Russia.*

APPENDIX I: LETTER OF INTRODUCTION

Dear participant,

My name is John Ndao Musee; I am a student pursuing Master of Business Administration degree at Management University of Africa carrying out a research on the influence of strategic management practices on performance of Multimedia University of Kenya. All the information you provide will be used for academic purposes and will be treated with utmost confidence.

As an employee of Multimedia University of Kenya, you have been selected to participate in the study and your contribution will be highly appreciated. Once this study is complete it will enable the management of the institution to point out ways in which strategic management practices influences on the performance of Multimedia University of Kenya. This information can also be used by the government institutions to make informed moves concerning strategic management to help in better performance of the institutions.

The questionnaire may take approximately 10-15 minutes to complete. Please don't indicate your name since the information you provide will remain confidential. Your cooperation will highly be appreciated

Thank you.

Sincerely,

John Ndao Musee.

APPENDIX II: RSEARCH STUDY QUESTIONNAIRE

Tick and fill where appropriate

Section A: Background Information

1. What is your age bracket? (Tick as applicable)

a) Under 20 years [ ]
b) 21to 30 years [ ]
c) 31 to 40 years [ ]
d) 41 to 50 years [ ]
e) Over 50 years [ ]

2. What is your highest level of education?

a) Secondary [ ]
b) Diploma [ ]
c) Undergraduate Degree [ ]
d) Postgraduate Degree [ ]

3. What is your level in the organization?

Non-management [ ]
Lower management [ ]
Mid-management [ ]
Senior management [ ]

4. How long have you served in this organization?

3 to 5 years [ ]
6 to 10 years [ ]
11 to 15 years [ ]
16 to 20 years [ ]
21 years or more [ ]

5. What is the size of your department in terms of the number of staff?

10 or less [ ]
11 to 20 [ ]
21 to 30 [ ]
31 to 40 [ ]

40 or more [ ]

Section B

Strategic leadership

To what extent do you agree with the following statements with regards to the Strategic Leadership in the university (1= Strongly disagree, 2=Disagree, 3=Neither agree or Disagree, 4=Agree, 5=Strongly Agree)

	1	2	3	4	5
Leaders provide strategic direction towards achieving the University vision.					
Leaders provides a clear guidelines in regards to maximum utilization of the University human capital					
The leaders play an important role on organization control especially on budgetary matters					

In your opinion, what other key strategic leadership factors influence the performance of Multimedia University of Kenya

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
………………………………

Human Resources Strategy

To what extent do you agree with the following statements with regards to the HRM practices in the university (1= Strongly disagree, 2=Disagree, 3=Neither agree or Disagree, 4=Agree, 5=Strongly Agree)

	1	2	3	4	5
Recruitment and selection is based on equal employment opportunity principle					
The University recruits highly qualified and experienced employees,					
The University trains its employees adequately.					
The University provides continuous training programs to update existing employee skills and knowledge.					
The University provide motivation through an active rewards system					

In your opinion, which other strategic HR factors that should be considered to help in the best performance of the University

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
……………………

Technology Strategy

To what extent do you agree with the following statements with regards to the Technology Strategy in the university (1=strongly disagree, 2=Disagree, 3=neither agree or Disagree, 4=Agree, 5=Strongly Agree)

	1	2	3	4	5
The University has integrated Technology in its operations, marketing, teaching and research					
There is increased access to technology in the University					
The University continuously and timely respond to changes in technology in the business environment by adopting contemporary technology					
The university staff have the requisite skills, knowledge and competencies to deploy the technology used in the institution operations					

Briefly explain how technological innovations can be used to enhance performance of the University

………………………………………………………………………………………………
………………………………………………………………………………………………
…………

What other factors in your opinion have made the University to be ranked as the leader in innovative technology and ICT Centre of excellence

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………

Innovation Strategy

To what extent do you agree with the following statements with regards to the Innovation Strategy in the university (1= Strongly disagree, 2=Disagree, 3=Neither agree or Disagree, 4=Agree, 5=Strongly Agree)

	1	2	3	4	5
The University has adopted latest technology in its operations					
The University is using new ways in reaching its target market.					
The University has introduced new programs that matches the market demands					

In your opinion, how has innovation contributed to the competitive advantage of Multimedia University of Kenya?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………

Strategic Financial Management

To what extent do the following affect the performance of Multimedia University of Kenya? (1=Very great extent, 2=great extent, 3=Moderate extent, 4= little extent, 5= Not at all)

	1	2	3	4	5
Resource Availability					
Internal Controls					
Budgeting					

Specify other financial management practices that have been adopted by the University ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ……………………

Section C: Performance of Multimedia University

10. How can you rate Multimedia University financial performance in terms of profitability for the last five years?

Excellent [ ] Good [ ] Average [ ] Poor [ ]

11. Please indicate in the table below the extent in which your institution has grown for the last five years in the areas listed therein. Where;

1-Not at All 2-Minimal Extent 3-Moderate Extent 4- Large Extent

	1	2	3	4
Net profit				
Growth in number of student enrollment				
Growth in number of employees				

12. Apart from strategic issues, what other factors influence the performance of Multimedia university ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………

Thank you for your time.

APPENDIX III: INFORMED CONSENT FORM

Dear Participants,

I invite you to take part in my research by filling the questionnaire. However, I wish to notify that your participation is absolutely volitional hence can withdraw out of the research anytime without offense. You are being invited to participate in the research by filling the questionnaire and the results shall be used to shed much light on the effects of strategic management practices on performance. The findings shall also be used to create major pathways that can be adopted by the management of Multimedia University to revitalize its strategy; that way benefit all stakeholders where you are part of it.

Please as a way to show you volitionally accept to be surveyed, please sign below.

Sign.