STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY AMONG BUSINESS MEMBERSHIP ORGANIZATIONS IN KENYA: A CASE OF KENYA ASSOCIATION OF MANUFACTURERS

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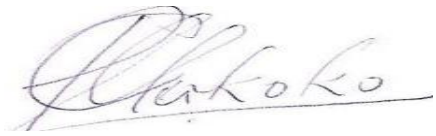
An Applied Research Project Submitted In Partial Fulfilment Of The Requirement For The Award Of Master Of Business Administration Degree In The Business School Of Africa Nazarene University.

APRIL 2024

DECLARATION

STUDENT'S DECLARATION

I declare that this applied research project is my original work and that it has not been submitted for a degree in any other University.



27/06/2024

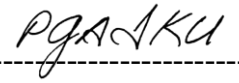
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DEDICATION

I dedicate this research project to my dear mother Elizabeth Mukoko who has been my rudder and cheerleader in this journey of life.

ACKNOWLEDGEMENT

I take this opportunity to recognize the presence of the Almighty God for always seeing me through and his grace, I would not have made it without his intervention. I would like to acknowledge my supervisor, Dr. Peter Gaiku (Ph.D.) for his constant assistance and for giving me sufficient guidance during the process of developing my research proposal. I also would like to acknowledge my brothers, sisters, nieces, and nephews for their unwavering support and constant prayers. My close friends Edith Moroti, who made sure that I enrolled in the Master's Program even when it seemed impossible, and Linet Kiguru who monitored my study schedule. Finally, I would like to acknowledge my MBA classmates at Africa Nazarene University, who became family and offered me support and motivation to forge ahead even when the going was getting tough.

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ABSTRACT

Strategic management is managerial decisions and actions that determine the long-run performance of a corporation about the service being offered. The main objective of the study was to establish strategic management actors affecting service delivery among business membership organizations in Kenya; a case of the Kenya Association of Manufacturers. The specific objectives of the study were to examine the effect of strategic management variables namely leadership, innovation, and service monitoring and evaluation on service delivery. The study was guided by strategic choice theory and stakeholders theory which informed the study variables. The main research design that was adopted in the study was descriptive in trying to establish the relationship between strategic management practices and service delivery. The target population for the study was 200 employees and members of KAM. A sample of 133 was considered using a random sampling technique in the study that consisted of employees and members of KAM. Primary data was collected through the use of semi-structured questionnaires. Drop and pick method was used to distribute questionnaires to the respondents. The pilot study was conducted to test the reliability of the questionnaires using Cronbach-alpha. Data was cleaned, coded, and entered into the SPSS version then analyzed using descriptive statistics; mean, standard deviation, frequency, and percentages. Inferential statistics such as ANOVA, F-statistic, correlation, and regression analysis were conducted to examine the strength and significance of strategic management variables on service delivery among membership organizations in Kenya. The findings show that strategic leadership significantly influences service delivery among BMOs ($B = .646$, $p < .001$); strategic innovation has a significant and positive influence on service delivery ($B = .528$, $p < .001$), and; strategic monitoring and evaluation has a significant and positive influence on service delivery ($B = .618$, $p < .001$). The study findings will be significant to the management of KAM, policy makers, and academicians.

ABBREVIATIONS/ACRONYMS

ANOVA: Analysis of Variance

BDP: Business Development Plan

BMOs: Business Membership Organizations

FKE: Federation of Kenya Employees

IT: Information Technology

KAM: Kenya Association of Manufacturers

KBA: Kenya Bankers Association

KNCCI: Kenya National Chamber of Commerce and Industry

NPM: New Public Management

SACCOs: Savings and Credit Co-operatives

SPSS: Statistical Package for Social Science

DEFINITION OF TERMS

Strategic Leadership: Strategic leadership refers to a manager's potential to express a strategic vision for the organization, or part of the organization and to motivate and persuade others to acquire that vision (Covin & Slevin, 2017)

Strategic Monitoring and Evaluation: It refers to the process in which the organizations to control the formation and execution of strategic plans, it is specialized form on management control, and differs from other forms of management controls (Caruth & Humphreys, 2008)

Strategic Innovation Techniques: It refers to an intentional and rational thought process that focuses on the analysis of critical factors and variables that seek to influence the long-term success of a business, team, or individuals (Baumgartner & Korhonen, 2010)

Service delivery; It refers to the mechanisms through which public service are provided to citizens and other stakeholders. It involves a wide array of activities and is critical components of governance affecting KAM.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This research investigated strategic management practice on service delivery among business membership organizations in Kenya; a case of Kenya Association of Manufacturers. This chapter therefore will provide a foundation of the study by addressing the background of the study, statement of the problem, research objectives (general and specific), purpose of the study, research questions, significance of the study, scope of the study, limitation of the study, delimitation of the study, assumption of the study, conceptual framework and theoretical framework.

1.2 Background of the Study

The complexity and volatility of business environment has forced many organizations to develop contingency plans or strategies necessary for the business unknowns in the organization (Reji, 2020). Further, success of the organization is based on the complex decisions that strategic management team must make in the company (Block, Friebel, Heinz, & Zubanov, 2023). Therefore, the challenge for many business organizations in today's competitive market environment is how to develop market niche and segmentation/differentiation so as to provide high quality products and service delivery to the consumers, and also protecting them from the counterfeit products in the business environment (Block, Friebel, Heinz, & Zubanov, 2023). Fuertes, et al., (2020) clearly highlighted that strategic management practices are integral to the success of any organization. By systematicallu analyzing their environment, formulating effective strategies, implementing them efficiently, and continuosly monitoring and adjusting their approach. On the other hand, Ketchen Jr and Craighead, (2020) further claimed that strategic management practices is indeed a model of the objectives, policies,

purposes, goals, and plans to achieve them addressed in such a way that they define in which business the company is or will be. Therefore, strategic management practices are crucial for the success and sustainability of the organization. Normally, these practices involve the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Henry, (2021) anchored the fact that a strategic management framework is useful to help the management in establishing thoughts and navigating around the different aspects. Moreover, the adoption of strategy is to enable an organization to achieve a sustainable competitive advantage, then a framework needs to address the process necessary for this. However, all managers need a clear sense of direction, and this is provided by a company's values. These values will determine the objectives managers set and, therefore, the strategy necessary to achieve them. It is in this respect that strategy can be seen as the lynchpin between the organization and its environment. Strategic management is by extension a systematic approach to a major and increasingly important responsibility of general management to position and relate the firm to its environment in a way that will assure its continued success and make it secure from surprises (Silvius & Marnewick, 2022).

Bromiley and Rau, (2022) argued that strategic management provides better guidelines to the entire organization on the crucial point of what is it that is trying to do and to achieve. It enables the managers to be more alert to the winds of change, new opportunities, and threatening developments. Moreover, it provides the managers with a rationale for evaluating competing budget requests for investment capital and new staff. It helps to unify the strategy-related decisions by managers across the organisation

and creates a more productive management posture and counteracting tendencies for decisions to be creative and defensive. On the other hand, Boxall and Purcell, (2022) claimed that strategic management is that set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning, strategy formulation, strategy implementation, and evaluation.

Raza, Shah, and Sarwar, (2019) conducted a study on the impact of education service quality and management practices at the Universities of Pakistan, from the perspective of service delivery staff. Moreover, it is evident that in a few decades, the trend of service and marketing in higher education is noted to be self-evident and attributed to strategic management practices. In Malaysia, the adoption of strategic management practices in the Malaysian hotel sector has resulted in the uniqueness of the service delivery system brought about by the constant advancement of technology (Razalli, 2020). As a strategy to outdo the competitors, the adoption of IT has greatly contributed to a series of dimensions such as new products/services, customer participation, hotel operation layouts, push/pull orientation, level of standardization, and human resource specialization. In China, the recent emergence and growth of new financial services by financial technology companies have driven the banking sector to adopt strategic management dimensions, to gain a sustainable competitive advantage (Zhao, Tsai, & Wang, 2019).

Ayanoore, (2021) did a study on the management strategies adopted by Elite Kingdom Investment and Consulting Company based in Ghana in service delivery, customer satisfaction, and customer delight. It was indeed noted that customer delight and customer satisfaction are dependent on service delivery as such, a proper strategic management practic should be based on moving from the basic understanding of customer satisfaction but instead pave the way for a repeat purchase. Moreover, Ekon

and Isayas, (2022) conducted a study on factors impacting strategic management practices among SMEs in Nigeria. Notably, they noted that strategic management practices as complex and participative techniques used in scanning the business environment and necessary for the formation of organizational mission, vision, strategies, and tactics to improve organizational performance which is relevant for ensuring the competitiveness of business firms. They also pointed out the fact that strategy dictates how the internal resources of a firm are utilized and consequently the determination of the economic position of a firm in the business environment.

Ogeto, (2020) noted a study on strategic management practices and organizational performance in the Construction Industry in Kenya; the case of Aliied Plumbers Limited. For organizations to achieve performance and sustain it in tandem with objectives and goals, the right practices of integrating and executing activities within the organization have to be adhered to. As the construction market becomes increasingly global, construction companies must learn to survive and thrive in today's competitive and intense international business environment. To achieve superior performance and competitive advantage in the globalized construction market, executives must learn how to design business models that will enable their companies to successfully navigate in this complex, high-pressure business environment.

1.2.1 Business Membership Organizations (BMOs)

BMOs are a tool for promoting organizational growth across different industries in a country (Lee & Nowell, 2015). BMOs can be defined as voluntary associations that bring together different companies to form or pursue common objectives in the market. The reason why organizations form associations or organization bodies is to have one voice in addressing market challenges. In addition to providing representation on wider

policy and practice, BMOs also provide services to their members that are sufficiently attractive to encourage them to keep their subscriptions high (Di Fabio, 2017).

BMOs can also be seen as a membership body created to allow individuals or businesses to subscribe by paying a membership fee or subscription to the organization. In most countries, developed and developing nations, BMOs are tied along the industries or professions, activities, interest or geographical areas (Saebi, Lien & Foss, 2017). Over the years, BMOs has been perceived as not-for-profit making institutions. However, with the growing technology and economic challenges that has resulted to increased consumer awareness and needs, BMOs play a key role in enhancing service delivery so as to achieve high quality in the market. BMOs vary in size and example could be professional associations, trade unions, political parties or voluntary associations (Maier, Meyer & Steinbereithner, 2016).

BMOs are effective in the organization if they add value to their members and meet their expectation, advocacy and needs. Also, BMOs integrate subscribers into the organization, usually for a fee (Odhek, 2011). Organization members in some instances may not have the interest in governing of the membership body but are normally interested in the mission so as to improve the quality of services offered by the body (Oyemomi, Liu, Nega & Alkhuraji, 2016). However, other membership body grant their members specific rights to participate in the internal affairs. Kenya has various BMOs starting from private to public sector. These are not limited to Kenya Association of Manufactures (KAM), Federation of Kenya Employers (FKE), Kenya Bankers' Association (KBA), Kenya National Chamber of Commerce and Industry (KNCCI) among others and they are over 200 registered BMOs in the country as indicated in the website of Business Advocacy Fund (Odhek, 2011).

One organization that has been on the limelight due to its positive contribution to the economy is KAM whose mandate is within the manufacturing sector. Economic growth of many countries is pegged on the level of manufacturing industry that it has. Kenya has been tipped as one of the countries in Africa with a possibility of a fast-growing economy, and to maintain this position, the level of manufacturing industry must be looked at critically. As such, increasing subscription volume and retaining the existing members require BMOs to develop leadership, innovation, and service monitoring and evaluation, that may enhance quality service delivery as the study seeks to investigate.

1.2.2 Kenya Association of Manufacturers (KAM)

KAM is a leading business organization representing the manufacturing sector in the country. The organization was established in 1959 with the main agenda of advocating and lobbying for the interest of the manufacturers, industrialists, and exporters so as to improve or create an enabling business environment for them. For the last 18 years, the organization has embarked on business development plan (BDP) directed towards improving the quality of manufacturing sector in the country. The main goal of the BDP has been to guide the work and activities, and this has seen changes in the internal structures of the organization to ensure that employees drive operational strategy effectively (this occurred in 2000 – 2004) (KAM, 2017).

For the period between 2005 and 2010, the organization strategized in utilizing secretariat capacity so as to increase its membership, provide robust advocacy business services and to provide a fair-trading environment for all the members in the industry. With the development in the market such as market integration and formation of regional trading block by East African (EA) countries, the organization has had plenty of success in pursing and enhancing the regional agenda with structured engagement

not only with the government but also with other structured BMOs to develop strong relationship aimed at providing quality service delivery (KAM, 2017).

In addition, the purpose of implementing BDP to the organization were not only grounded on advocacy alone but also in enhancing focus on improved service delivery, strategic and progressive movement on the aspiration of membership, exploitation of technology, innovation, and research development, proactively drive a coherent industrial strategy as well as to develop various manufacturing models aimed at increasing high-quality service delivery in the country. Also, the organization developed a plan to drive industrial growth and realization of the sector's contribution to GDP growth by 15% in 2019 through training awareness, partnerships, communication, mediation, advocacy, and research in the industry (Odhek, 2019).

With the government focusing on manufacturing as one of its Big 4 agenda, KAM has now been tasked with developing policy frameworks aimed at expanding the industry to create jobs. Quality service delivery is one area that the organization must address to realize its goal. Through operational function, the goal has been to improve the excellence of service delivery innovation, value for money, monitoring, controlling, and evaluation as well as ethical culture to achieve high-quality service delivery (Opere & Mwanzia, 2024). While these strategies could be effective in describing quality service delivery, more studies on other strategic management practices such as leadership, thinking, and control are also needed to provide additional literature on service delivery in BMOs.

1.3 Statement of the Problem

Business Membership Organizations (BMOs) like KAM, play a pivotal role in representing and supporting businesses, advocating for favorable policies, and enhancing industry standards (Wanyagah, Ouma, & Okello, 2023). However, these organizations often face challenges in implementing effective strategic management practices that can directly impact their service delivery and, consequently, their members' satisfaction and overall economic contribution. In Kenya, the dynamic and competitive business environment necessitates robust strategic planning and execution. KAM's ability to deliver value to its members hinges on its strategic environment management capabilities, including leadership, resource allocation, stakeholder engagement, and adaptability to regulatory changes (Amburuka, 2019). Inefficiencies or gaps in these practices can hinder KAM's effectiveness in advocating for its members, providing essential services, and fostering a conducive business environment.

A few studies have been conducted on strategic management practices, for example, Wenzel, Stanske, & Lieberman, (2020) noted selected factors of strategic management in the SME sector in the Czech Republic. Emphasis was that the quality of strategic management enhances the competitive ability of the enterprise. Further studies by Phornlaphatrachakorn & NA-Kalasindhu, (2020) noted the effect of strategic management practices on the firm performance of finance businesses which was proclaimed to be a major booster for sustainability. The studies deduced that environmental scanning positively affects excellence, organizational effectiveness, and firm performance. Secondly, competitor's orientation positively relates to managerial efficiency and organizational effectiveness. Finally, forward-looking information has a positive influence on operational excellence, managerial efficiency, organizational effectiveness, and firm performance. However, the cited studies and many others have

not focused on the influence of strategic management practices on service delivery among business membership organizations in Kenya using leadership, innovation, and strategy monitoring and evaluation as predictor variables. The knowledge gap in this area among business membership organizations in Kenya therefore motivated this study.

1.4 Purpose of the Study

The main purpose of strategic management practices and service delivery among business membership organizations in Kenya, with a specific focus on the Kenya Association of Manufacturers (KAM), can be multifaceted. Ideally, the main purpose is to assess the effectiveness of the strategic management practices employed by KAM. This includes examining how strategies are formulated, implemented, and evaluated within the organization.

1.5 Objectives of the Study

This study was guided by general and specific objectives.

1.5.1 General Objective

The general objective of the study was to establish the influence of strategic management practices on service delivery among business membership organizations in Kenya: a case study of Kenya Association of Manufacturers

1.5.2 Specific Objectives

The specific objectives of the study were:

i) To establish the influence of strategic leadership on service delivery among business membership organizations in Kenya.

ii) To examine the influence of strategic innovation management service delivery among business membership organizations in Kenya.

iii) To find out the influence of strategic monitoring and evaluation practices on service delivery among business membership organizations in Kenya.

1.6 Research Hypothesis

H_{01}: Strategic Leadership has no significant influence on service delivery among business membership organizations in Kenya.

H_{02}: Strategic Innovation management has no significant influence on service delivery among business membership organizations in Kenya.

H_{03}: Strategic monitoring and evaluation practice has no significant influence on service delivery among business membership organizations in Kenya.

1.7 Significance of the Study

Easterby-Smith, Thorpe, and Lowe (2014) claimed that the significance of the study is noted as a statement that describes the value of the study to several individuals or corporations who may be interested in the findings. Notably, the study was of significance to the management of the Kenya Association of Manufacturers in enhancing organizational efficiency. The study revealed how strategic management practices help in the optimal allocation and utilization of resources within the Kenya Association of Manufacturers (KAM), enhancing efficiency and effectiveness. By understanding strategic management, KAM can improve its decision-making processes, leading to better service delivery.

The study was of significance to the policymakers and advocacy. Outstandingly, the study can provide insights into how strategic management can enhance KAM's ability to advocate effectively for favorable policies and regulatory frameworks for manufacturers. The research informed the need for the development of internal policies that align with the overall strategic goals of KAM. The study may also prove essential for academicians and scholars as it provided an additional source of literature review in

the field of strategic management in emphasizing leadership, innovation, and service monitoring and evaluation.

1.8 Scope of the Study

According to Easterby-Smith et al., (2014) indicated that scope of the study describes all the elements that the study seeks to gather information with, on and from such variables, place, and methodologies. The study scope was Kenya Association of Manufacturers in Nairobi and focused on various levels of management to get the desired information. On the study variables, it covered leadership, innovation and service monitoring and evaluation, as independent variables, and service delivery as a dependent variable.

1.9 Limitations of the Study

Limitation refers to the general factors that seek to put restrictions and influence the research study and which the researcher does not have control over. Since BMOs are privately owned institutions, accessing the information required for this research might be a challenge (Robson, 2017). The respondent may not be willing to give out information for fear of being misused or may not be used for academic research purposes. To overcome the challenge already experienced, the research assistant will be entitled to carry an introduction letter and research permit which was used to approach the management to assist in data collection. Also, this study may not cover all BMOs in the country due to various reasons that the researcher does not have control over. As such, the findings obtained may not be effective in providing adequate generalized in other BMOs. However, the researcher ensured that the study instruments of data collection are reliable and valid enough to provide accurate and consistent results when applied in other sectors over time.

1.10 Delimitations of the Study

According to Easterby-Smith et al. (2014) defined that delimitation refers to the existence of certain prevailing issues that the researcher basis critical focus and by extension giving an indication that they will not be covered. The study typically focuses on the BMOSs in Kenya that was relevant to the study. The information gathered from the BMOs was useful for the study. The study based its focus on leadership, innovation, and service monitoring and evaluation in service delivery of BMOs in Kenya.

1.11 Assumptions of the Study

The study assumption was that the target respondents of the study consisted of employees at the Kenya Association of Manufacturers. Valid and effective for the study. Moreover, the information collected was reliable because it obtained from people who have been employees and members of KAM. The study has the assumption that the respondents will be in a position to complete the questionnaires in due time.

1.12 Theoretical Framework

The study was guided by the following theory:

1.12.1 Strategic Choice Theory

Strategic Choice Theory was initially developed and advanced by Child in 1972. According to the theory, it is noted the main goal of the organization majorly is to focus on techniques aimed at achieving high performance that is characterized by an increase in efficiency to the limits of economic constraints. Manufacturing companies need to consider contextual factors as very important if they need to perform well. For instance, the fact that managers are bound with the responsibility of making sound decisions for the organization by extension will adopt technology to facilitate service delivery upon analyzing risk to remain competitive. The strategic decisions in the organizations tend to have a comprehensive significant effect on the organizational outcomes. In line with

an article that was drafted by Child (1972), it based its emphasis more on the role of strategic choice and provided a theoretical framework for this theory. Strategic Choice Theory, according to Child's perspective is less concerned with the functional operation of the organization and has more to do with the governance structure and political actions in the organization.

The managers are supposed to come up with a series of structural reforms, environment manipulation, and the selection of relevant performance standards in achieving service delivery. The theory depicts some emphasis on the aspect that managers are considered the main proactive agents who are downstream decision makers and thus focus on the need for directing major decisions and change processes in the organization. The theory is considered useful to managers since managers tend to play an important role in achieving organizational objectives. For instance, managers of the BMOs must come up with a technique that is directed towards continuous commitment to communication and collaboration at different levels across, within, and between the organizations, associating all the employees from different departments, supply chain members, and organizational levels in strategic planning and establish risk awareness through training and education, if they indeed perform. Strategic Choice Theory will be used to anchor hypotheses no 1 and 2 namely Leadership has no significant effect on service delivery among business membership organizations in Kenya and innovation has no significant effect on service delivery among business membership organizations in Kenya Service strategy monitoring and evaluation has no significant effect on service delivery among business membership organizations in Kenya.

1.12.2 Stakeholder's Theory

Stakeholder Theory is a theory that focuses on the organizational management and ethics in the business which by extension deals with principles and actual values in

managing an organization (Freeman, 1983). The founder further depicted the existence of stakeholders as a group or individuals who can affect or are affected by the achievements of the organization's objective which is service delivery. In line with the theory, stakeholders are perhaps recognized as the group or individual who can affect or are affected by the achievements of the organization's objectives. According to this theory, stakeholders are recognized as the group of people interested in the company's activities. Freeman (1983) identified stakeholders as customers, employees, local communities, suppliers, and distributors as well as shareholders.

In the Stakeholder Theory, the company's major objective is to have a balance on the actual expectations of the shareholders through their operating activities (Ansoff, 1965). The way BMOs will have a direct involvement of the shareholders, employees, customers, suppliers, governments, and other stakeholders is a key feature of the quality management concept. Clarkson (1995) stated that the major fundamental aspect of Stakeholder Theory is determined by the stakeholders of an organization and reveals the organization's responsibility for them, in addition, it is very important for the organization because their investment is subject to risk due to the activities of the organization. According to the modern view of strategic quality management and stakeholder theory, organizations have a responsibility that requires them to consider the interests of all parties affected by their actions. Stakeholder will be used to anchor hypothesis no 3 namely Leadership has no significant effect on service delivery among business membership organizations in Kenya.

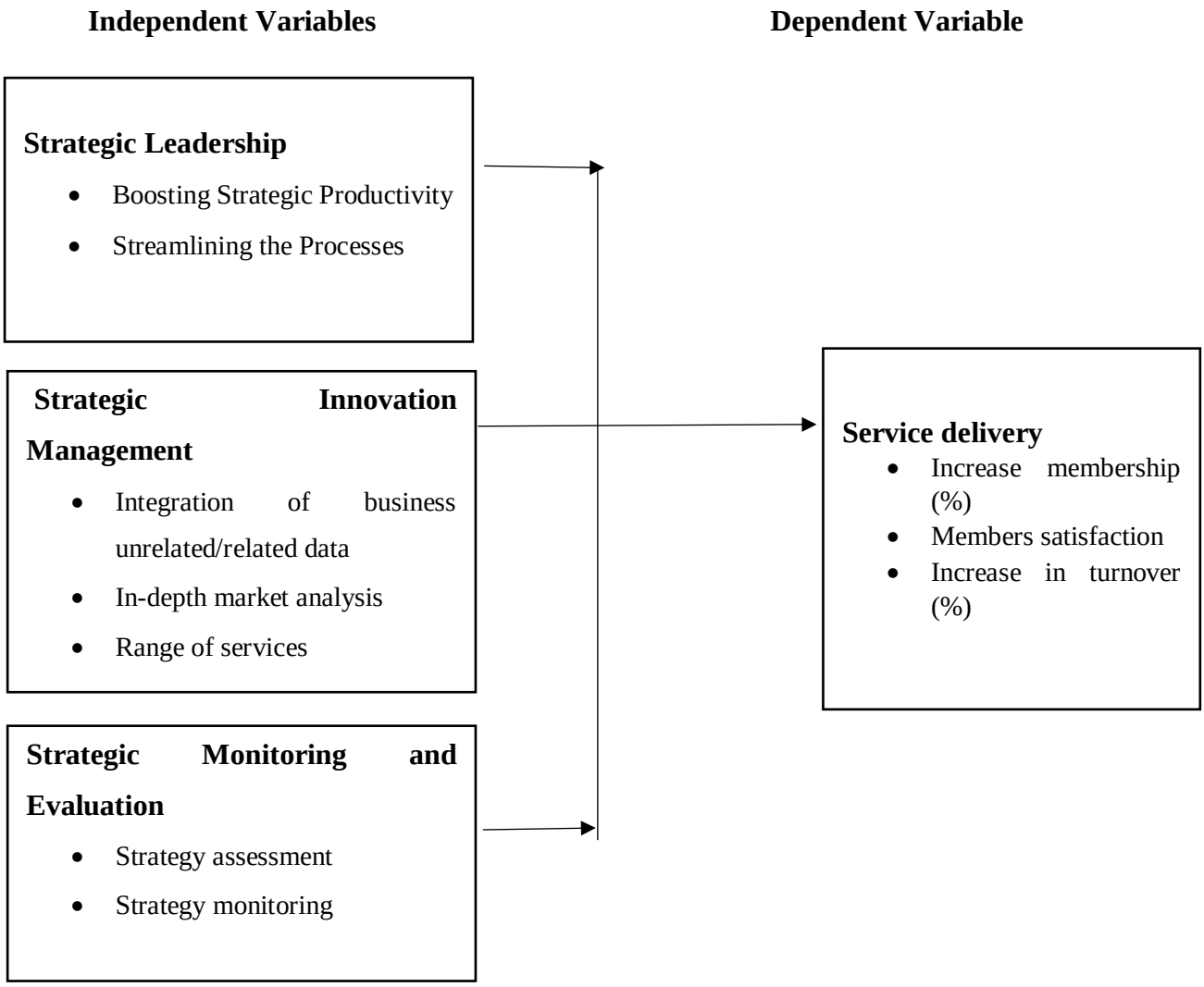
1.12.3 Schumpeter Theory of Innovation

Schumpeter (1942) developed the Schumpeter theory of innovation which asserts that innovation is not an isolated act but instead a composition of collective and interactive interfaces that seek to generate inventions despite existing resistance. As such, innovation is noted to be a social part of a company as well as a routine, institutionalized practice among large firms (Kohler, 2008). Schumpeter, suggests that innovation is known to be a process of industrial change that is constantly revolutionizing the economic structure internally, constantly doing away with the existing one and making a new one (Sledzik,2013). In line with this theory suggests that innovation is categorized into three sections. The initial part is an inventive process in which the actual generation of new concepts (Kaya, 2015). Normally, this phase of invention or fundamental innovation has a lesser effect, while the imitation and diffusion process have a greater impact on the state of the economy (Sledzik, 2013).

The model suggests that organizations are mandated with the responsibility of adopting an innovation technique that encompasses product, market, and process innovation. Normally, the innovation approach can be described as simple, as entities that adopt a specific form of innovation (Karlsson & Tavassoli, 2015). The arguments that are highlighted in the theory seek to offer insights into the ability of an entity to earn profits which is attributed to innovative techniques that result in a different use of the existing means of production. The theory is based on the idea that innovation is portrayed as a key driver for economic dynamism and competitiveness (Sledzik, 2013). The theory basis emphasizes the need for companies to create new prospects that are attributed to the use of innovation (Molaschi, 2010). As such, the study explains that innovation is an essential component for real estate firms since it constitutes the enhancement of success, competitiveness, and firm survival not forgetting the art of doing things effectively.

1.13 Conceptual Framework

Figure 1.1 demonstrates or conceptualizes the relationship between the independent variables of the study namely; Strategic Leadership and Strategic Innovation, and the dependent variable namely Strategic Monitoring and Evaluation delivery in BMOs; a case of KAM.



Source: Author (2022)

Figure 1.1 Conceptual Framework

Strategic Leadership entails providing a roadmap and guiding strategic team members and all employees in the organization toward the organization's objective. Strategic leadership and service delivery is pivotal for the success of organization, especially in business membership organization. Therefore, strategic leadership constitute to the alignment with service delivery objectives. Clear vision and strategy guide the type and quality of services offered. Meanwhile, strategic innovation management plays a crucial role in enhancing service delivery among BMOs in Kenya. Notably, strategic innovation management involves adopting new technologies, methodologies, and processes to improve the quality of services offered to members. For instance, KAM can leverage digital platforms to provide more efficient and accessible services such as member communication, training, and networking events. Finally, strategic monitoring and evaluation involves systematically tracking and assessing the progress and outcomes of KAM strategic plans. These practices are designed to ensure that activities are aligned with the strategic goals and to provide feedback for continuous improvements.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will mainly focus on the empirical literature and research gap. The empirical review tends to provide a literature on the existence of past studies which are then reviewed based on the research objectives. This chapter also has the research gap which is the main aim of the study that seeks to fill.

2.2 Empirical Review

The above section presents an overview of the empirical literature that seeks to establish the effect of strategic management practices on service delivery among business membership organizations in Kenya. The section consists of the empirical literature on Strategic leadership, Strategic Innovation, and Strategic Monitoring and Evaluation of service delivery among the BMOs.

2.2.1 Strategic Leadership in Service Delivery

Gaitho, (2019) conducted a study on the effect of ethical practices and organizational structure on the relationship between strategic leadership and service delivery. However, the study's key focus was the contentions over the applicability of strategic management concepts such as strategic leadership, ethics, organizational structure, and service delivery considering the existence of politically driven and tribal nature of public entities in Kenya. Indeed, the study was guided by four objectives that are; to determine the influence of strategic leadership on service delivery in Kenya County Governments; to establish the influence of ethical practices on the relationship between strategic leadership and service delivery in Kenya County Governments; to establish the influence of organizational structure on the relationship between strategic leadership and service delivery in Kenya County Government and determine the joint

effect of strategic leadership, ethical practices and organizational structure on service delivery in County Governments of Kenya. The study was guided by three theories; Institutional Theory, the New Public Management (NPM) theoretical perspective, and the Agency Theory. The study used quantitative approaches which were utilized by cross-sectional survey. The study analysis was 47 counties in Kenya as per the 2010 constitution in Kenya and thus the target population was identified through census. At least 6 respondents were purposively selected from six departments that had a sample size of 282. The study used primary data collected using questionnaires administered to the county chief officers in the six departments namely, Education, Health Services, Public Works, Economic Planning, Natural Resources, and Agriculture. Data analysis was done through inferential and descriptive statistics levels. The study adopted multiple regression analyses and the study findings showed that strategic leadership has a significant influence on service delivery. The study based its focused on the 47 counties in Kenya while the current study is focused on leadership as an attribute that constitutes service delivery in BMOs; a case of the Kenya Association of Manufacturers.

Alayoubi, Al Shobaki, and Abu-Naser, (2020) examined a study on strategic leadership practices and their relationship to improving the quality of educational services in Palestinian Universities. The study aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in the Gaza Strip. The researcher the analytical descriptive method. The study population consists of all the supervisors working in three universities in the Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study

showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service, Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, and implementation of balanced regulatory control. Educational service for universities.

Palladan, (2020) examined a study on knitting the web of leadership styles and strategies on service delivery and the economic well-being of citizens in Nigeria. The study centers on the Nigerian experience in leadership styles and strategies in the 21st century. The study covered 1999-2020. The population of the study is the entire staff of the 43 Federal Ministries in Abuja, Nigeria. The sample size was two hundred and thirty-six (236) respondents. The study adopted both primary and secondary sources of data, correlation and regression analysis were used to determine the existing relationship using SPSS Package. The findings revealed that a positive relationship exists between leadership styles and strategies and service delivery of citizens, but not significant in achieving service delivery with the std. error of 1.240, and a p-value of 0.387 which is greater than 0.05(5%) level of significance. The second finding also reveals that there is a positive relationship exists between leadership styles and strategies and the economic well-being of citizens in Nigeria but not significant in achieving the economic well-being of citizens with a standard error of 2.312, and a p-

value of 0.673 which is greater than 0.05(5%) level of significance. The study concluded that the different leadership styles and strategies to be adopted are based on the prevailing situation the leader finds him or herself. The study recommended that the government should from time to time organize leadership seminars and workshops for leaders at all levels both in the public and private sectors to educate them on the need for quality leadership and the provision of citizens' well-being in the 21st century in Nigeria.

Chewa, Minja, and Gakeinia Njoroge, (2021) examined service delivery as an outcome of leadership hierarchy; a perspective of state-owned enterprises in the energy sector in Kenya. Government and private institutions all over the world greatly recognize the cardinal role of service delivery in attaining competitive success in a dynamic market. State-owned enterprises in the energy sector are a major foundation upon which strategies for economic, social, and political development are anchored. However, even with various reforms and the commitment of huge amounts of resources, there are unending public concerns over the delivery of services among state-owned enterprises in Kenya. This study therefore sought to examine the effect of leadership hierarchy on service delivery in state-owned enterprises within the energy sector in Kenya. The target population was 124 suppliers, 5,107 end-user consumers, 1,817 employees in KPLC, 480 employees in REREC, and 30 employees in the Energy Regulator (EPRA). A sample of 380 individuals/households was selected using a two-stage random sampling procedure comprising proportionate stratified and simple random sampling techniques. Empirical data for this analysis were gathered using a semi-structured questionnaire. The validity and reliability of the data collection tool were assessed to confirm the suitability of the tool for use in the study. Descriptive analysis, and inferential analysis were conducted on the data set that had been gathered from the field.

The findings of the study demonstrated that leadership hierarchy positively affects the delivery of services. Management of state-owned enterprises should enact policies to reinforce practices on aspects of leadership power, leadership motivation, and leadership delegation. As far as leadership power is concerned, the senior management in charge of strategy should guide the enactment of policy guidelines to strengthen activities that create an enabling environment, enhance communication of the strategic intent, and enhance alignment of service delivery with actors' interests. Senior management in different functional areas should be open and receptive to suggestions, contributions, complaints of actors, and should been seen to exercise fairness on all actors. Delegation of duties should strengthen so as to provide effective mechanisms for learning, transmission knowledge, development of new skills, and confidence building among actors in state owned enterprises for enhanced productivity and for effective succession planning.

Palladan, Abdulkadir and Chong, (2019) conducted a study of the effect of leadership, information technology capability on effective strategy implementation; a case of Tertiary Institution in Nigeria. Moreover, a number of study have only based focus on profit oriented by the organization not putting into consideration the significance of service delivery from a different context. The study adopted a survey study of cross sectional nature that was conducted among selected 13 tertiary institutions located in Kaduna State. The study adopted primary data collection instruments such as administration of questionnaire. The study examined that the institutions located in the state are a major elements towards enhancing service delivery and quality. The findings suggests that contextual performance is attributed by leadership behavior which by extension contributes to effectiveness of the institutions. The study was carried out in Nigeria which focused on leadership styles in relation to profits contribution to the

organization while the current study is in Kenya which bases focus leadership as a factor that constitute to service delivery.

Teibowei, (2023) examined a study on leadership skills and quality service delivery in medical tertiary institutions in Bayelsa State, Nigeria. As the global medical landscape expands, stakeholders are realizing that their main assets are their people and that remaining or becoming competitive depends increasingly on the development of a workforce that is skilled in all interpersonal endeavors. The study investigated Leadership skills and quality education service delivery in medical tertiary institutions in Bayelsa State, Nigeria. A correlational survey design was adopted for the study. One research question and hypothesis were raised to guide the study. The population of the study consists of all lecturers of the three medical tertiary institutions in Bayelsa State. A sample of 299 which consist of 109 males and 190 females randomly drawn from the population was used in the study. The instrument for data collection was a Leadership Skill and Quality Education Service Delivery Questionnaire (LSQESDQ) developed by the researcher and validated by a specialist. The reliability of the instrument was established using Cronbach Alpha Formula and a coefficient value of 0.72 was obtained. The research question was answered and the hypothesis was tested using Pearson Product Moment Correlation (PPMC). It was revealed that leadership skill has a strong relationship with quality education service delivery in medical tertiary institutions in Bayelsa State. It was recommended that Stakeholders in the medical field should ensure that effective leadership skills are acquired for quality medical service delivery.

Ogalloh, (2023) examined a study on technological innovation strategies and service delivery of commercial banks in Kenya during the Covid-19 pandemic. The focus of this study was to examine how commercial banks in Kenya responded to the COVID-

19 pandemic by utilizing technological innovation strategies to enhance their service delivery. The aim was to investigate the correlation between the implementation of these strategies and the banks' capacity to offer high-quality service amidst the pandemic. The research was anchored on the Technology Acceptance Model and Service Quality Theory. The extent of technological innovation adoption among 38 commercial banks in Kenya was examined through a survey therefore a census survey was conducted. With the aid of semi-structured questionnaires, primary data was gathered. Google Forms questionnaires were sent to managers in various departments via email and WhatsApp, and 31 responses were analyzed via SPSS. The results indicated moderate adoption of technological innovation strategies by the banks. It also revealed a positive link between the use of Digital self-service management, Virtual Assistant, Digital Account Opening, and API strategies and the banks' service delivery. However, the composite impact of these strategies on service delivery was only 62.4%, indicating the need for improvement. The research suggests that managers should exercise caution when implementing new technologies to ensure they meet the needs of both employees and customers. Banks should also make consistent efforts to improve their service delivery. The technological innovation strategies put into practice might not fully adhere to the quality service standards and criteria outlined in the SERVQUAL scale: tangibles, reliability, responsiveness, assurance, and empathy. An approach utilizing a mixed-method approach will be needed to better understand innovation in banking and service delivery. The reasons behind the unexpected negative relationship between innovation and service delivery should also be examined, despite the expectation that innovation will improve services. The study's findings demonstrated that technological progress has had significant effects. The study is anticipated to advance local understanding of organizational structure, strategic leadership, and

strategy execution ideas. Researchers now have the chance to look at the efficacy of technology advancements embraced by Kenyan commercial banks. As a result, decision-makers and other interested parties in the banking sector should utilize the research results and profit from the application of the right kind of innovation to enhance service delivery.

Rutere and Kori, (2023) examined a study on strategic innovation and performance of the insurance sector in Nairobi, Kenya. The general objective of the study was to determine the effect of innovation strategies on the performance of insurance firms in Nairobi County, Kenya. The specific objectives were; to determine the effect of product innovation and technology innovation on the performance of insurance firms in Nairobi City County, Kenya. The study was based on the innovation theory of entrepreneurship and technology acceptance theory. The study employed a descriptive research design. The study targeted 56 insurance firms and 280 departmental heads. Yamane's (1973) sampling formula was used to get a sample of 165 departmental heads. The researcher employed a stratified purposive sampling technique. The various departments served as strata. Primary data was collected using questionnaires. The pilot test was carried out with 17 staff representing 10% of the sample. The study employed content validity. Reliability was tested using the Cronbach Alpha coefficient. Statistical Package for Social Science (SPSS) version 28 was used for analysis. Descriptive statistics were used to describe the main features of the entire set of data collected while Inferential statistics were used to conclude the representative sample. Findings were tabulated and interpreted using a multiple regression showing the relationship between the independent variables to the dependent variable cited on the topic. Findings showed that there is a strong significant relationship between product innovation and firm performance ($r=0.502$, $p=0.000$), and a conservative relationship between technology

innovation and firm performance (r=0.378, p=0.000). The recommendations are; the management should make efforts to ensure that the staff who introduce successful ideas are rewarded, insurance companies should focus on empowering the research and development sector by availing sufficient resources at their disposal, and the management of insurance firms to consider partnership with insurance technology startup (Insur-tech) companies to improve performance.

2.2.2 Strategic Innovation on Service Delivery

Mathinji and Waithaka, (2019) conducted a study on the strategic innovation and performance of milk processing firms in Nyeri County, Kenya. The study established that milk processing firms are in different stages of development with the undertaking of diverse strategic initiatives aimed at developing and improving their performance based on a convoluted value chain ranging from milk collection, processing, and marketing. The study established that milk processing firms are experiencing a challenge in terms of performance attributed to poor response to market changes, lack of innovations, and inefficiencies. The study's target population was five milk processing firms which constitute a total of 76 officers. Data collection was primary and administration of structured questionnaires was used in the study. The data was coded and entered into Statistical Software of Social Science (SPSS), in which descriptive and inferential analysis of multiple regression analysis was done. The study findings established that strategic innovation had a significant and positive effect on the performance of milk processing firms in Nyeri County while the current study base focuses on service delivery among BMOs in Kenya

Tajpour, Hosseini, & Moghaddm, (2019) conducted a study a the effect of managers' strategic innovation on opportunity exploitation in Iran. It is known that in today’s world, successful managers are noted to be those who have developed the technique of

understanding and exploiting opportunities to comfortably adapt to environmental changes. Existing phenomena that contain opportunity but can't recognize it because the mind set isn't sensitive to that. However, they further claimed that there is no general research on managers' strategic innovation effect on opportunity exploitation. The statistical target population for the study was 150 technical managers of travel and tourism agencies and companies. The study used the Cochran formula, which obtained a sample size of 50 people. Data collection was primary and researchers opted to administer a structured questionnaire that consisted of open and closed questions. A descriptive research design was also administered in the study. The study findings claimed the existence of a relationship between managers' strategic thinking and the existence of opportunities by extension ability to respond to threats.

Akpa, Akinosi, Nwankwere, Makinde, and Ajike, (2022) examined a study on strategic innovation, digital dexterity, and service quality of selected quoted deposit money banks in Nigeria. A company's approach to enhancing service quality through the digitalization of services aims to produce digital-based services that respond to consumers' increasingly digital requirements. Similarly, the banking industry keeps innovating to improve the quality of its services. Adoption, execution, and proper use of innovation and digitalization in financial services are techniques that can address issues that arise in terms of increasing banking service quality. However, in recent years, difficulties such as bank service reliability, reduced service responsiveness, a lack of empathy, and insufficient service assurance have been identified as significant factors negatively influencing bank service quality. Despite several research on strategic innovation and service quality in developed economies, few studies have been conducted in Nigeria. Hence, this study examined the effect of strategic innovation and digital dexterity on the service quality of selected Quoted Deposit Money Banks in

Nigeria. A survey research design was adopted. The population was 6,975,037 corporate customers and 4,873 employees of eight systemically important deposit money banks operating in Lagos, Nigeria. A sample size of 501 corporate customers and 464 bank employees was determined using the Raosoft calculator. The convenience sampling technique was adopted in the selection of bank corporate customers, while the stratified random sampling technique was adopted for the bank employees. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.79 to 0.92. The response rate was 95.4%. Data were analyzed using descriptive and inferential statistics. Findings revealed that strategic alignment (β = .872, t = 8.611, p = .000), strategic foresight (β = 0.941, t = 10.295, p = .000), organizational readiness (β = 0.983, t = 11.656, p = .000), and organizational responsiveness (β = 1.046, t = 15.263, p = .000) have positive and significant effect on service quality. While organizational pro-activeness (β = -.035, t = -.517, p = .605) and organizational flexibility (β = -.099, t = -1.573, p = .116) have negative and insignificant effects on service quality of the selected Quoted Deposit Money Banks in Nigeria. The study concluded that strategic innovation dimensions and digital dexterity dimensions had a significant effect on the service quality of the selected Quoted Deposit Money Banks in Nigeria. The study therefore recommends that bank management should insist on and practice continued strategic innovation and digital dexterity to improve the overall service quality of their Banks.

Ochieng Ayodo and Deya, (2023) examined the role of strategic innovation on service delivery among airlines in Kenya. The study sought to investigate the relationship between strategic innovations and the performance of airlines in Kenya. The study was guided by the following specific objectives: to determine the influence of technological innovations on the performance of airlines in Kenya, and to ascertain the influence of

service innovations on the performance of airlines in Kenya. The population of the study was all the registered 59 local airline companies in the aviation industry in Kenya. The respondents of the study were composed of Top Management level, Middle/ Business Management level, and Lower/Functional Management level of all the 59 airline firms registered in Kenya, by use of stratified and purposive sampling. The study used a descriptive research design to measure the influence of strategic innovations on the performance of airlines. The study used a structured questionnaire to collect primary data and audited reports from the airline industry in Kenya for secondary data. The Statistical Package for Social Sciences version 23 was used to analyze data. Inferential statistics was used to establish the relationships that existed between the variables. The correlation coefficient was used to measure the relationship between independent variables and dependent variables while the regression analysis was used to measure the strength between the independent and dependent variables. Data was presented in the form of tables, graphs, and charts. The study found a strong positive correlation between strategic innovations (technological innovations and service innovations) and with performance of airlines in Kenya. The correlation determination indicated that strategic innovations jointly accounted for 41% of the performance of airlines in Kenya. From the findings, the study concludes that strategic innovations (technological innovations and service innovations) have a significant positive correlation with the performance of airlines in Kenya. The study recommends that there is a need for the management of airlines in Kenya to adopt modern technologies in the airline industry.

Kadenyeka and Washika, (2023) examined a study of innovation strategy and performance of selected supermarkets in Nairobi City County, Kenya. The purpose of the study was to assess the extent to which is differentiation strategy influences selected supermarkets' performance in Kenya's County of Nairobi City. A descriptive research design was used. The study's unit of analysis was nine supermarkets situated in Nairobi City County. The study respondents included 63 employees from selected supermarket's functional departments including the following functional managers (Managing Director, Purchasing and Supply Chain, Operations, ICT, Finance, Human Resources, Business Development, and Marketing). The study employed census method. The questionnaire which comprised of semi-structured questions was the instrument applied during collection of both quantitative and qualitative data. Validity and reliability results were tested in the study. Expert judgement was used to test validity while reliability was tested using Cronbach's alpha. All the study variables were found to be reliable and valid. SPSS software analyzed qualitative data through descriptive statistics like means, standard deviations, and inferential statistics of regression analysis. Presence of a positive and significant link between performance and differentiation strategy (with $\beta=0.629$ and $p=0.000$) was recognized. Differentiation strategy was also found to significantly and positively impact performance. Higher differentiation levels lead to increased performance of selected supermarkets. Innovation and new product introduction by supermarkets enhanced its performance. Functional managers should create and implement strategies to minimize operational costs and reduce commodity prices. Product innovation should be sustained to fast-track product differentiation, enhance competition, and create barriers to entry in the market. Technology adoption should also be fast-tracked in all supermarket processes to enhance efficiency as well as effectiveness.

Kiasi, et al., (2019) examined a study on the relationship between strategic innovation and hospital managers' productivity in Teaching Hospitals of Shiraz, Iran. Morever, the study aimed at establishing whether strategic innovation is an essential consideration in organizations such as hospitals which by extension determines their survival. Due to the significance of strategic management in organizational productivity, the study was conducted with the goal of assessing the relationship between strategic innovation and hospital manageres productivity. The study adopted descriptive correlational research design. The target population for the study ws 170 employees. A sample of 119 was selected through the use of Cochran's formula and a simple random sampling ethod. Data collection was primary, thus administration of structured questionnaires aimed at addressing strategic thinking based on Liedtka's Model and Hersy na Blanchard's Theory. Analysis of data was done through the use of SPSS version 20 using descriptive and analystic statistics such Analysis of variance(ANOVA), Pearson's Correlation test and t-test. The study findings showed that existence of strong correlation between strategic innovation and productivity, as such, need for educating and train managers in the used of strategic innovation and to properly understand its importance to productivity. The study was conducted in Iran, majorly emphasis was on the significance of strategic innovation on performance while the current study is focused emphasis is on service delivery among BMOs in Kenya.

Poku, Owusu-Ansah and Zakari, (2019) conducted a study on the relationship between strategic innovation and performance of financial sector in Ghana. However, a number of studies have linked strategic innovation to have a great impact on organizaional culture which by extension enhances performance of the organizations. The study was guided by Denison's Organizational Model, due to its interactive nature as well as emphasis on both interna and external factors. Data collection was primary and thus

adminstration odf five point likert scae and use of the Denison's Organizational Survey Instruments. Data was obained from nine banks in Ghana constituting about 60% of the banking industry's market share. Data analysis was on the basis of 296 respondents from various departments with varied positions. The study findings revealed that there is a positive relationship between strategic innovationand the performance of banking sector in Ghana. The study was done in Ghana while the current study was conducted in Kenya and clearly revealed that innovation as a factor of strategic management constitute to service delivery.

2.2.3 Strategic Monitoring and Evaluation on Service Delivery

Szmigiel-Rawska, Katarzyna, Kukomska, and Antonio, (2020) did a study on the anatomy of choice; an analysis of the determinants of local service delivery in Poland. The aim of the study was to establish the various determinants of monitoring and evaluation on service delivery by the local government of Poland. The original choice model proposed by Ferris and Graddy predicts that local officials seek to minimise service delivery costs, subject to political and fiscal constraints. The study majorly relied on primary data collection technique. The study adopted descriptive survey design. Moreover, the production efficiency and transaction costs hypotheses in relation to the modes of service delivery adopted by ocal governments in Poland; in house, corporations, cooperation, contracting out. It explores that delivery choices of three different services water supply, local transportation, and home care for elderly people. The study findings concluded that need for monitoring and evaluation is of significance in service delivery by the local officials attempts to minimise the sum of production and transaction costs subject to fiscal and political constraints. Notably, the current study is focused on monitoring and evaluation as an aspect of service delivery among BMOs.

Marumahoko, Afolab, Sadie, and Nhede, (2020) conducted a study on governance and urban service delivery in Zimbabwe. Moroever, the study focused on monitoring and evalution of local public service delivery. They further noted that service delivery is the core function of developmental local governments. That is, the provision of services is closely associated wih the well being of urban dwellers. In the period leading to the adoption of Zimbabwe's 2013 Constitution, many people supported the devolution of services and functions to local government. The study relied on primary data collection in which open-ended questionnaires, closed-ended questionnares and focus groups discussions. The findings of the study underscore that the causes of insufficient service provision are multi-pronged and not necessarily limited to inefficiencies and ineffectiveness on the part of urban councils. A major recurring finding is that national government policies are big factors contributing to the decline of urban service delivery. However, the current study is focused on service delivery among BMOs noting monitoring and evaluation as main factors.

Makanyaza, Kwandayi, and Ikobe, (2019) examined a study of monitoring and evaluation aimed at improving service delivery in local authorities; a case of Kajiado Local Authority. The study sought to establish the causes of poor service delivery and strategies aimed at improving service delivery. The study adopted primary data collection, in which the questionnaires were distributed into two groups that is; the employees in the local government and the service users. Questionnaires were conveniently distributed to 150 service used, and 100 were returned for analysis. On the other hand, 20 questionnaires were distributed to the employees working in the local authority, all were returned. The study adopted a mixed approach, that is, a combination of quantitative and qualitative methods was subjected to analysis. The findings of the study established that the major causes of service delivery were brought about by the

lack of a proper strategy aimed at controlling political manipulation, corruption and lack of accountability, lack of transparency, inadequate citizen participation, poor human resource policy, lack of employee capacity, poor planning and poor monitoring and control. On the other hand, the current study focuses majorly on service delivery.

Danforth, et al., (2023) examined a study on monitoring and evaluation in the implementation of essential packages of health services. Essential packages of health services (EPHS) are a critical tool for achieving universal health coverage, especially in low-income and lower-middle-income countries. However, there is a lack of guidance and standards for monitoring and evaluation (M&E) of EPHS implementation. The study focused on reviewing experiences using evidence from the Disease Control Priorities, third edition publications in EPHS reforms in seven countries. The study assessed current approaches to EPHS M&E, including case studies of M&E approaches in Ethiopia and Pakistan. The study proposed a step-by-step process for developing a national EPHS M&E framework. Such a framework would start with a theory of change that links to the specific health system reforms the EPHS is trying to accomplish, including explicit statements about the 'what' and 'for whom' of M&E efforts. Monitoring frameworks need to consider the additional demands that could be placed on weak and already overstretched data systems, and they must ensure that processes are put in place to act quickly on emergent implementation challenges. Evaluation frameworks could learn from the field of implementation science; for example, by adapting the Reach, Effectiveness, Adoption, Implementation and Maintenance framework to policy implementation. While each country will need to develop its own locally relevant M&E indicators, we encourage all countries to include a set of core indicators that are aligned with the Sustainable Development Goal 3 targets and indicators. Our paper concludes with a call to reprioritize M&E more generally and

to use the EPHS process as an opportunity for strengthening national health information systems.

Njeru and Luketero, (2019) conducted a study on the influence of monitoring and evaluation strategies on the performance of medical camps projects in Kenya; a case of Embu North Sub County. The study is guided by the following objectives: to determine the influence of skills in monitoring and evaluation teams on the performance of medical camp projects and to establish the influence of stakeholders' involvement on the performance of medical camp projects in hospitals; to determine the influence of resource allocation on the performance of medical camp projects in hospitals. The study's target population was 1225, who are stakeholders and include project directors, coordinators, project field officer's sponsors, patients, and partners who are involved in sponsoring and partnering with hospitals and medical centers in the provision of free medical checkups in Embu County. The study sample size was 167, from which 159 filled in and submitted the questionnaire accounting for a rate of 95% while 8 respondents which accounts to 5% never filled.

2.3 Summary of Reviewed Literature

The literature review is focused on strategic management practices and how they influence service delivery on business membership organizations in Kenya. In addition, the literature has revealed that the highlighted variables affecting service delivery among BMOs include; leadership, innovation, and service monitoring and evaluation. The BMOs ensure effective measures that seek to give them the best service delivery. Thus, to stay afloat, BMOs require the need for integration and mix of variables to be considered so that appropriate measures are implemented. Many BMOs in Kenya are currently facing a major setback as to how to prioritize the best control measures that influence the overall service delivery. The resources to be dedicated to the implementation of any variables are scarce. There is also the risk that is greatly involved

in any chosen control measure because the environment is dynamic, and technology is changing rapidly.

2.4 Knowledge Gap

The results of the empirical review of past studies on strategic management practices and service delivery is mixed. These outcomes of the review suggest no single dimension of strategic management practices measure by itself is an effective proxy for strategic management practices; thus the measures will need further investigation. Most of the studies reviewed had examined the relationship between strategic management practices and service delivery but did utilize only a few practices of strategic management. Based on the empirical literature reviewed, the following research gaps were identified. The aspect of strategic management practices affecting service delivery cannot easily be identified until such BMOs start facing constraints and failures. An organization that lacks proper strategic management is directly exposed to poor decision-making, lack of a proper roadmap for the organization, and lack of capacity to handle the operations within the organization. Studies that have been conducted globally, regionally, and locally have established an existing relationship between strategic management practices affecting service delivery. Indeed, from the above literature review, it is deduced that strategic management practices which include innovation, leadership, and service monitoring & evaluation greatly impact service delivery among organizations.

Kias et al., (2016) noted the existing relationship between strategic innovation on service delivery at the health center which is a key determinant for survival. In Iran, Tajpour, Husseini and Moghaddn (2018) noted the existing opportunities attributed by managers in establishing opportunities for service delivery. Zakari (2015) noted the existing relationship between innovation and the performance of financial institutions

in Ghana. Juma, Minja, and Mageto (2016) clarified that the downfall of the giant retail supermarket Uchumi was attributed to a lack of proper innovation. Minji and Waithaka (2019) noted that strategic innovation is linked with the general performance of milk processing firms in Nyeri.

Szmigiel-Rawska, Katarzyna, Kukomska, and Antonio (2020) established that monitoring and evaluation are the key determinants of service delivery. Further, Marumahoko, Afolab, Sadie, and Nhede (2020) outlined that monitoring and control are of significance in the governance and urban service delivery in Zimbabwe. Makanyanza, Kwandayi, and Ikobe (2019) examined why monitoring and evaluation are of significance to service delivery. Njeru and Lukereto (2019) supported the influence of monitoring and evaluation on the performance of projects. Palladan, Abdulkadir, and Chong (2016) clarified the need for strategic leadership in the performance of tertiary institutions in Nigeria. Gaitho (2019) showed an existing relationship between leadership and service delivery. Moroa and Muturi (2015) also supported the need for success in the floricultural firms in Kenya.

The majority of the studies reviewed here have only focused on single institutions and mostly on firms in banking, agriculture, education, technology, and telecommunication. By so doing there is no sufficient information to compare firms in different sectors. Subsequently, the current research intends to expand the scope studied by investigating the effect of strategy management practices on service delivery in business membership organizations. Despite existing literature choosing to study some of the strategic management practices, several studies have considered these practices independently hence the call for this study to examine the joint effect of strategic management practices. Furthermore, in the review, there are contextual conflicts in empirical studies and there seems no consensus on the effects of strategy management practices variables

namely Strategic Leadership, Strategic Innovation, and Strategic Monitoring & Evaluation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLGY

3.1 Introduction

This chapter will present the research design and methodology that will be applied in the study. Moreover, this included research design, study site, target population, sampling design, data collection, data collection instruments, and methods of data analysis and presentation. Finally, the ethical and legal issues was also considered in the study are presented in this chapter.

3.2 Research Design

A research design is the overall plan or framework used to conduct a research study (Pathiranage, Jayatilake, & Abeysekera, 2020). Further, it involves outlining the approach and methods that are used to collect and analyze data to answer research questions or test hypotheses. For the study, the researcher opted for a mixed-methods research design would be optimal. The approach combines quantitative and qualitative research methods to provide a comprehensive understanding of the relationship between growth strategies and financial performance. In line with the quantitative design, the researcher utilized structured questionnaires distributed to a sample of KAM member firms. The questionnaire should include items measuring different growth strategies (e.g. market penetration, market development, product development, and diversification) and financial performance indicators.

Moreover, qualitative research design conducts in-depth interviews with senior management and strategy officers from selected KAM member firms. This was to provide detailed insights into the implementation of growth strategies and their perceived impact on financial performance.

3.3 Research Site

This study will be conducted at Kenya Association of Manufacturers head office in Westland's and its satellite offices in Industrial Area, Lower Eastern Region in Mlolongo, Central Region in Thika, South Rift Region in Nakuru, North Rift Region in Eldoret, Nyanza Western Region in Kisumu and Coast Region in Mombasa respectively. The site was chosen since it offered accessibility to relevant data, including documents participants, and event necessary for the study. It was essential to consider the feasibility of collecting data at the site.

3.4 Target Population

The target population of the study was 200 employees in the KAM head and satellite offices. The target population consisted of senior management, middle level managers, supervisory staff, and operational staff, committees and groups as these engage daily with strategic management practices. According to Creswell (2017), a population refers to the entire group of people, events, or organization that a researcher wants to study. The target population was shown in table 3.1 (KAM Database, 2023).

Table 3.1: Target Population

Categories	Target Population
Board of Directors	20
Management Team (Leadership Team)	9
Middle-Level Management	8
Specialized Officers	32
Regional Committee Members	84
Sectorial Working Group Members	47
Total	**200**

Source: Author (2023)

3.5 Sample Size

This study was drawn from a sample from the target population. Grag and Kothari (2014) claimed that sample size is the number of specific items that have been selected from a population to constitute a sample. The sample size is a portion of the population that is used for a research investigation, it's a proportion that possesses a similar characteristic to that of the entire population that the research is investigating.

3.5.1 Sampling Procedures

The sampling procedure is noted to be the technique that is used in the selection of a particular sub-group from a population to participate in the study (Ngala, 2018).

The general rule is to select as large a sample as possible from the population. The larger the sample, the less the potential error is that the sample was different from the population. A good population sample is between 10% and 30% of the entire population (Mugenda and Mugenda, 2013). There is a need to have a stratified procedure that is used in identifying a group of management staff and managers. The researcher aims to have strata that enable the researcher to find answers relating to the objective questions. For the proportional allocation strategy, the size of the sample in each stratum was taken

in proportion to the size of the stratum. KAM has over 200 employees and other stakeholders combined. Out of this, 10% of the population from the KAMs was sampled. The researcher opted for a census since the number was known.

3.6 Data Collection

Primary data was collected in this study using appropriate data collection instruments.

3.6.1 Data Collection Instruments

Data collection was collected through key informant interviews as well as closed and open-ended questionnaires. Data collection instruments refer to techniques that are used for measurement purposes (surveys, tests, and questionnaires), etc. (Garg & Kothari, 2014). Notably, the key informant interview included selecting a group of key individuals who were considered to offer the required information concerning the study problem. An interview guide was of significance to direct the exercise. Further, the questionnaires were distributed to all the staff allowing them to offer anonymous feedback on the experience of strategic management practices on service delivery.

3.6.2 Piloting of Research Instruments

The questionnaire will be pre-tested with about 20 participants from the Kenya Association of Manufacturers. Indeed, the researcher will be critical of the extent to which the respondents will be answering questions considering that the respondents will interpret and answer the questions in the way with the anticipation of the study. The pilot study will be administered at the Horticultural Sector in Kenya.

3.6.3 Instruments of Reliability

The study reliability is considered as the ability to have data collection tools to obtain results over time. A good research instrument should be effective in obtaining a consistent result even if the actual tool does differ with time to answer research questions over a particular period. Research is considered reliable to the extent that whatever it measures, it does measure it consistently (Bryman & Bell, 2015). The use

of Cronbach's coefficient alpha is a technique that was used in determining the reliability of the questionnaires. Therefore, the researcher applied effective research instruments such as research questionnaires and key informant interviews for triangulation.

Reliability of the study instrument was conducted to record whether the instrument of data collection can produce consistent results when used severally. The study used Cronbach's Alpha coefficients to measure internal consistency between different items of the same research question/constructs. According to this measure of consistency, an alpha coefficient of +0.7 and above is considered reliable while below +0.7 is considered unreliable – does not give consistent results. As presented in Table 3.1 of the study, results show all four variables of the study had Cronbach's alpha of +0.7 and above. For instance, the study established Cronbach's alpha of 0.794, 0.808, 0.799, and 0.701 for strategic leadership practices, strategic innovation management practices, and strategic monitoring and evaluation and service delivery. The findings reveal that the instrument is reliable for giving consistent results when used severally.

Table 3.2 Cronbach's Alpha Reliability Statistics Outcome

Variables	Cronbach's alpha	No. of items
Strategic Leadership	0.794	9
Strategic Innovation Management Practices	0.808	12
Strategic Monitoring and Evaluation	0.799	9
Service Delivery	0.701	4
Combined	0.808	34

Source: Author (2024)

3.6.4 Instruments of Validity

Instruments of validity refers to the extent in which the research instruments that will be used in the study are relevant in relation to the study objectives. According to

Bryman and Bell (2015), obtained a suggestion that the empirical review and the theoretical rationale seeks to offer sufficient support the adequacy and appropriateness of interpretations and actions based on the test scores. It is denoted as the extent to which the actual interpretation of results of the test are warranted, which depends on the particular use the test is intended to serve (Bryman, 2016). As a process, validation involves collecting and analyzing data to assess the validity of the quantitative instruments, which generally involve pilot testing. Validity, therefore, focuses on the accuracy of the data being collected which is a clear representation of the study variables.

3.6.5 Data Collection Procedures

The data collection procedure involved seeking permission letters first from Africa Nazarene University and then using the same letter to get permission from the Kenya Association of Manufacturers to collect data. However, the researcher needed to drop and pick the question for the respondents. The researcher presented a research permit (NACOSTI) that acted as a guarantee of proving to the respondents that the process was purely for academic purposes.

3.7 Data Processing and Analysis

Data collected by the use of questionnaires was entered on SPPS version 21, coded, and edited and any data requiring cleaning was carried out before any further analysis took place in accordance to suggestion laid by Sekaran and Bourgie (2013). The study used descriptive statistics, inferential statistics and regression to analyze data and test the research questions. For descriptive analysis, the mean and standard deviations for strategic management practices will be derived. Mean scores showed the ranking of the various aspects describing strategic management practices existing in KAM, this indicated the aggregate relative prevalence of each strategic management practices in

KAM. Standard deviation showed the variation among respondents with regard to the various aspects describing each strategic management practices. The Statistical Program for Social Sciences (SPSS) version 21 was used to transform and analyze data in order to obtain the results of the study. SPPS offers a broad range of highly flexible statistical models adequate for data analysis requirements of this study. The data analysis consisted of descriptive and inferential statistics. The influence between independent variables (strategic management practices) and dependent variables which is in the study will be measured through multiple regression analysis, to find out the influence on each other. The findings were presented in tables, graphs, and charts to present the information gathered. The regression model was of the form;

$SMP = \beta o + \beta_1 SL + \beta_2 SIM + \beta_3 S\ M\&E + \beta_4 SD + \varepsilon$

Where, STS = Strategic Management Practices

β_0 = Constant

βi= Regression coefficients relating to the PMLC processes

SL = Strategic Leadership

SIM = Strategic Innovation Management Practices

S M&E = Strategic Monitoring and Evaluation

SD = Service Delivery

ε = Error term

The regression coefficients computed indicated the magnitude or strength of the effect of the independent variables on the dependent variable. The presentation of results for both the descriptive and inferential statistics was through tables and figures.

3.8 Ethical Consideration

Ethics is considered as the norms, beliefs, or standards that seek to offer guidelines on the actual moral choices about how individuals behave and with others. In this study, approval was sought both from Africa Nazarene University and from the National Commission for Science Technology and Innovation (NACOSTI). The approvals were presented to the human resources officer at KAM to allow data collection. In the actual data collection respondent's confidentiality was guaranteed and they were assured that information sought was used purely for academic purposes. Moreover, respondents' participation was voluntary and there was uniquely identified using random numbers.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the results of this study after a comprehensive analysis of the data collected from the respondents. The chapter covers general information, descriptive analysis, inferential analysis, and a summary of the research hypothesis.

4.2 Response Rate

Generally, this study expected a total of 133 responses using an online survey. However, a total of 72 questionnaires were filled out and returned online using Google Form. From the returned online questionnaires, there was no missing data. Thus, this study reports a response rate of 54%. Mugenda and Mugenda (2003) noted that a response rate of 50% and above is good for making conclusions of the study. The response rate will be shown in Figure 4.1.

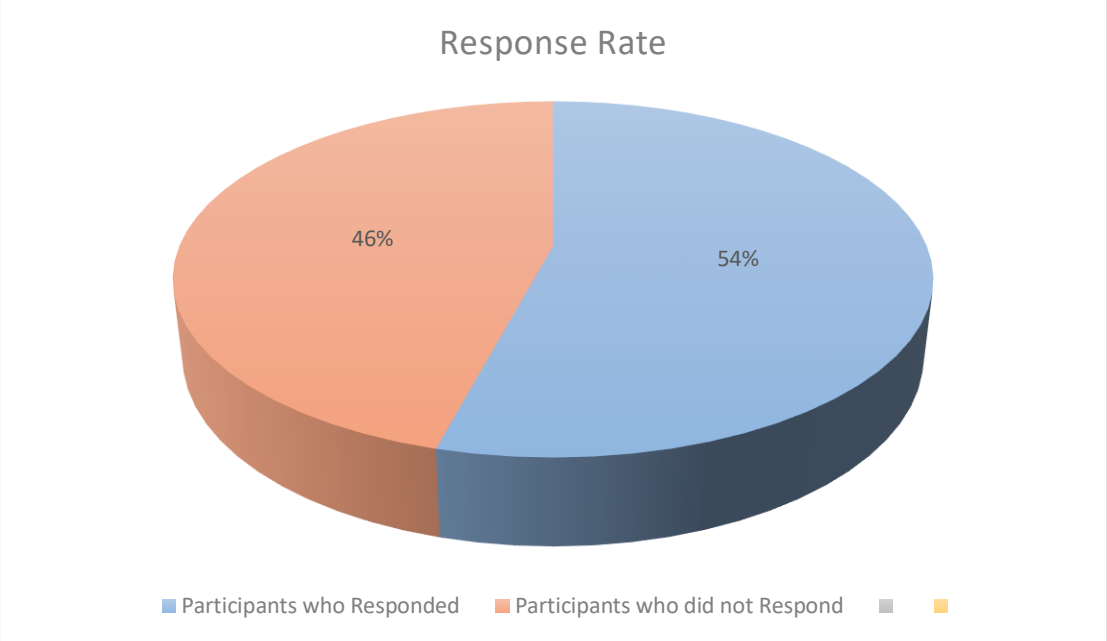


Figure 4.1 Response Rate

4.3 Demographic Information of the Respondents

This study collected data to understand respondents' demographic and how this information relates to strategic management practice on service delivery among

Business Membership Organization in Kenya; A Case of Kenya Association of Manufacturers findings are provided in Table 4.1.

Table 4.1 Summary Demographic Information of Respondents

Variable	Category	Frequency N	Percentage (%)
Gender	Male	32	44.4%
	Female	40	55.6%
	Total	**72**	**100%**
Role in the Organization	Board of Directors	3	4.2%
	Management Team	11	15.3%
	Middle-Level Management	19	26.4%
	Specialized Officers	21	29.2%
	Regional Committee Members	6	8.3%
	Sectoral Working Group Members	12	16.7%
	Total	**72**	**100%**
How Many Years Worked in Organization	Less than 5 Years	14	19.4%
	5-10 Years	34	47.2%
	11-15 Years	19	26.4%
	Over 15 Years	5	6.9%
	Total	**72**	**100%**

Source: Author (2024)

4.2.1 Gender

The results provided that there are about 32(44.4%) of the respondents were male participants, compared to 40 (55.6%) of the respondents were female participants as shown in Table 4.1 and Figure 4.2. These findings suggest that somehow, women are more involved in the strategic management and service delivery among BMO's in Kenya. Thus, good for gender inclusion.

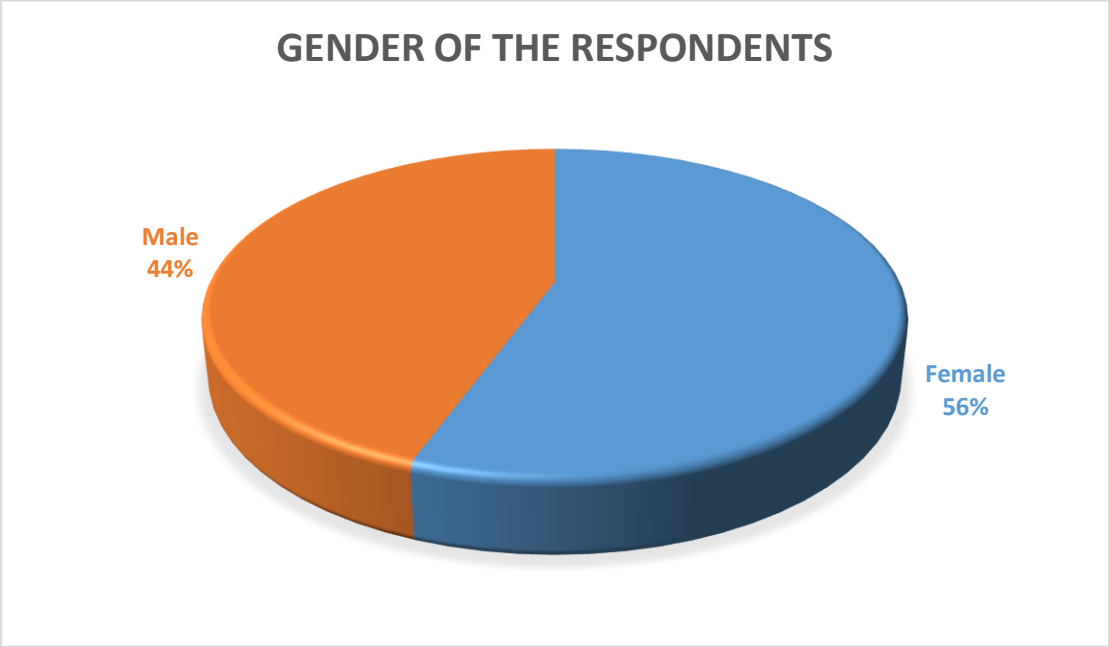


Figure 4.2 Gender of the Respondents

4.2.2 Role in the Organization

Concerning the role in the organization, the results reported that 3(4.2%) of the respondents were board of directors, 11(15.3%) of the respondents were in the management team, 21(29.2%) of the respondents were specialized officers, 6(8.3%) of the respondents were regional committee, and finally, 12(16.7%) of the respondents were in the sectoral group and this is shown in Figure Table 4.1 and Figure 4.3 of the Study. And so, the findings indicated that the majority of the employees were located in the specialized officers.

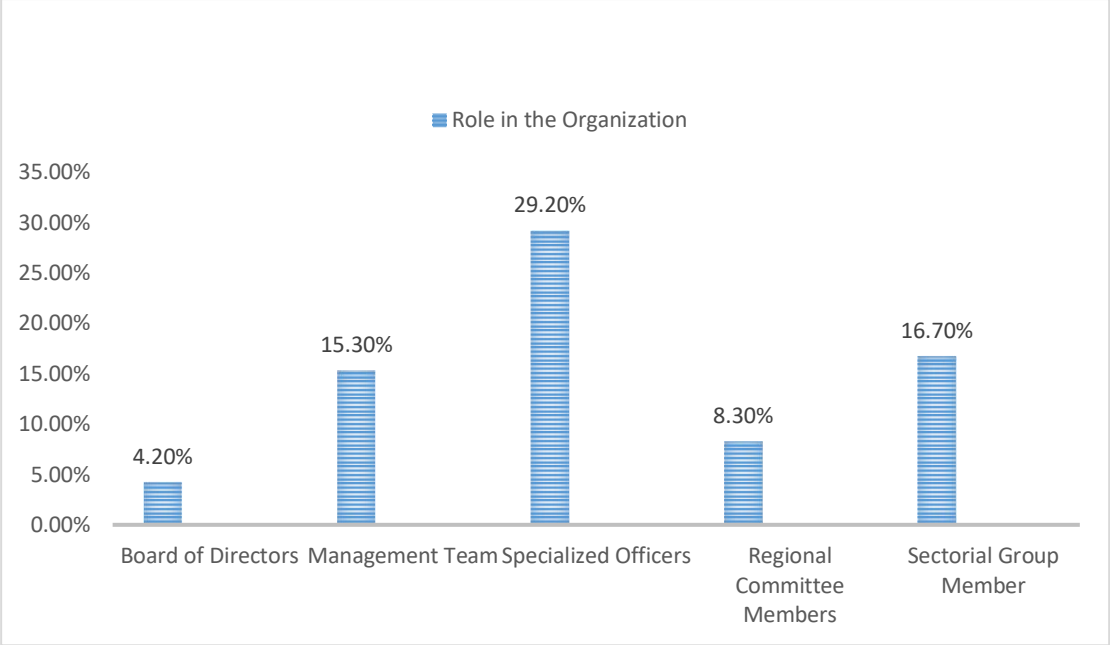


Figure 4.3 Role in the Organization

4.2.3 Years Worked in the Organization

The results in Table 4.1 and Figure 4.4 established that less than 14(19.4%) of the respondents' years worked was less than 5 years, 34(47.2%) of the respondents' years of experience was 5-10 years, 19(26.4%) of the respondents were between 11-15 years while 5(6.9%) of the respondents were over 15 years. This finding therefore shows that majority of the respondents' level of experience was between 5-10 years.

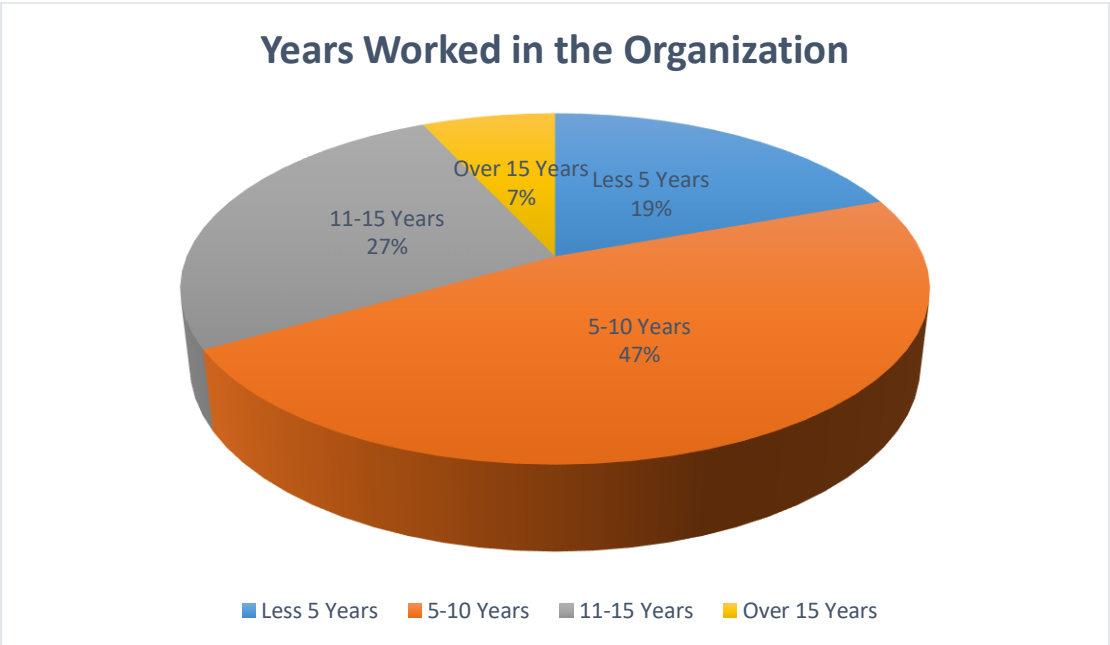


Figure 4.4 Years Worked in the Organization

4.4 Descriptive Statistics

This section of the analysis provides descriptive findings on respondents' level of agreement with various items of the same constructs' variables using frequency, means, and standard deviation. A composite mean equal to or greater than 3.0 implies that respondents agree while below 3.0 implies that respondents disagree with various items that denote strategic management practices on service delivery. The discussion was as follows;

4.4.1 Influence of Strategic Leadership Strategy on Service Delivery among BMO's in Kenya.

This study further provided results on participants' level of agreement with various statements related to the influence of strategic leadership on service delivery among BMOs in Kenya. The "agree" results were established by finding the average of strongly agree and agree data while "disagree" results were established by determining the average of strongly disagree and disagree. The results as shown in Table 4.2 with a composite mean of 4.57 indicated that respondents highly agree that strategic leadership is useful in-service delivery among BMOs in Kenya.

Table 4.2 Influence of Strategic Leadership on Service Delivery Descriptive Results

Constructs	Agree N;%	Neutral N;%	Disagree N;%	Mean	Std. Dev
The organization has a distinct culture that is fostered among members and employees	57(79.2%)	9(12.5%)	6(8.4%)	4.42	1.123
A strategic purpose and vision has been developed	62(86.1%)	7(9.7%)	3(4.2%)	4.63	0.879
All actions are underlined by ethical considerations	58(80.6%)	9(15.5%)	5(7%)	4.51	1.007
There is an established balance between strategic and financial control	63(87.5%)	6(8.3%)	3(4.2%)	4.64	0.861
There is adequate communication of changes and development to members and employees	58(80.6%)	10(13.9%)	4(5.6%)	4.50	0.976
There is a relationship between the members, employees, and the leadership	62(86.1%)	7(9.7%)	3(4.2%)	4.60	0.883
Members' and employees' grievances are usually settled promptly	54(75%)	11(15.3%)	7(9.7%)	4.66	0.881
Composite Mean/Standard Deviation				**4.57**	**0.944**

N – Frequency; % - Percentage; Brackets represent %

Independently, the results revealed that 57 (79.2%) of the respondents agreed that the organization has a distinct culture that is fostered among members and employees (*M = 4.42, SD = 1.123*). Moreover, on the statement "their leaders ensure a strategic purpose and vision has been developed," nearly all respondents 62 (86.1%) agree, seven (9.7%) are neutral, and 3 (4.2%) disagree (*M = 4.63, SD; .879*). The majority 58 (80.6%) of the respondents also agreed on ensuring that all actions are underlined by ethical considerations, nine (15.5%) are neutral, while 5 (7%) disagree (*M = 4.51, SD = 1.007*). Almost all participants 63 (87.5%) agree that leaders ensure an established balance between strategic and financial control, six (8.3%) of the respondents remained

neutral, and only 3 (4.2%) of the patients disagree (*M = 4.64, SD = .861*). About 58 (80.6%) of the respondents also agree that there is adequate communication of changes and development to members and employees, 10 (23.9%) are neutral, and 4 (5.6%) of the participants disagree (*M = 4.50, SD = .979*). Finally, the Table 4.2 results show that around 62 (86.1%) of the study participants agree that there is a relationship between the members and employee grievances are usually settled promptly, seven (9.7%) are neutral, and 3 (4.2%) of the respondents disagree (*M = 4.60, SD = .883*). A composite mean of 4.57 and a standard deviation of 0.944. greater than 3.0 suggests that the majority of the respondents agreed strategic leadership influences service delivery among business membership organizations in Kenya.

4.4.2 Influence of Strategic Innovation on Service Delivery among BMOs in Kenya

In establishing participants' opinions on the influence of strategic innovation on service delivery among BMOs, findings in Table 4.3 indicated that majority of the respondents 52(72.3%) of the respondents agreed that innovation tends to simplify communication by extension streamlines the types of data relay that occur between departments and the members with (*M=3.67, Std Dev=1.106*). On the other hand, 63(87.5%) of the respondents that the advancement of technology has enhanced streamlines in decision-making on service delivery with (*M=4.16, Std Dev=0.895*). 59(81.9%) of the respondents noted that the adoption of technology in service delivery enables the association to be competitive enough to stay relevant in the market (*M=3.71, Std Dev=1.079*).

Table 4.3 Influence of Strategic Innovation on Service Delivery Descriptive Results

Constructs	Agree N; %	Neutral N; %	Disagree N; %	Mean	Std. Dev
Innovation tends to simplify communication by extension streamlines the types of data relay that occurs between departments and the members	52(72.3%)	14(19.4%)	6(8.3%)	3.67	1.106
Innovation has enabled the Association to propel marketing and business growth	55(76.4%)	10(13.9%)	7(9.7%)	4.01	.742
The advancement of technology in the Association enhanced streamlines in decision-making on service delivery	63(87.5%)	5(6.9%)	4(5.6%)	4.16	.895
The adoption of technology in service delivery has enabled the Association to be competitive enough to stay relevant in the market	59(81.9%)	9(12.5%)	4(5.6%)	3.71	1.098
Innovation has enabled the Association to be in a position to enhance customer relationships through various systems	56(77.8%)	11(15.3%)	5(6.9%)	3.96	1.031
Composite Mean/SD				**3.9**	**0.974**

N – Frequency; % - Percentage; Brackets represent %

Majority of the respondents, 56(77.8%) innovation has enabled the association to be in a position to enhance customer relationships through various systems (*M=3.96, SD=1.031*). A composite mean of 3.9 and standard deviation of 0.974 is higher than 3.0. A composite mean greater than 3.0 suggests that the majority of respondents agreed that strategic innovation influences service delivery among business membership organizations.

4.4.3 Influence of Strategic Monitoring and Evaluation on Service Delivery

Similarly, this study investigated participants 'level of agreement with different constructs related to strategic monitoring and evaluation. The results were presented in the form of agree, disagree, mean, and standard deviation. The results for agree are established after finding the average of strongly agree and agree responses while those of disagree come from establishing the average of strongly disagree and disagree responses as shown in Table 4.4. the study findings noted that the majority of the respondents agreed that 63(87.5%) of the respondents claimed that KAM was aware of the BDP schedule and slippage that might affect deliverables or outcomes. The respondents noted that 62(86.1%) of the respondents' association ensured that the annual work plan was in scope and raised issues of members and employees. Moreover, a number of the respondents 61(84.8%) that KAM continued monitoring the related strategy and reported expenditures to members and employees.

Table 4.4 Strategic Monitoring and Evaluation Descriptive Results

Constructs	Agree N; %	Neutral N; %	Disagree N; %	Mean	Std. Dev
There was effective tracking of activities and tasks required to produce deliverables	43(59.7%)	17(23.6%)	12(16.7%)	3.63	1.106
The Association ensured that Annual Workplan is in scope and raised any issues of to members and employees	62(86.1%)	7(9.7%)	3(4.2%)	4.11	0.742
KAM was aware of the BDP schedule and any slippage that might affect deliverables or outcomes.	63(87.5%)	5(6.9%)	4(5.6%)	4.14	0.775
KAM monitored spending related to the strategy and reported expenditures to members and employees	61(84.8%)	10(13.9%)	1(1.4%)	4.14	0.698
There was effective monitoring of costs and risks that would pose a risk to association's sustainability	58(80.6%)	12(16.7%)	2(2.8%)	4.03	0.731
There were frequent reports on progress, issues, and upcoming activities to the members and employees	49(68.1%)	17(23.6%)	6(8.3%)	4.07	0.717
Composite Mean/SD				**4.02**	**0.7948**

N – Frequency; % - Percentage; Brackets represent %

Moreover, the majority of the respondents 58(80.6%) of the respondents agreed that there was effective monitoring of costs and risks that would pose a risk to association

sustainability with (*M=4.01, SD=0.731*). Further, 49(68.1%) of the respondents report on progress, issues, and upcoming activities to the members and employees with (*M=4.07, SD=0.717*). The study established that a mean of 4.02 and a standard deviation of 0.7948 is greater than 3.0. The study noted that a mean higher than the composite mean suggest that the majority of the respondents agreed with the statement that strategic monitoring and evaluation enhances service delivery among business membership organizations.

4.4.4 Service Delivery among BMO's in Kenya

Moreover, this study investigated participants 'level of agreement with different constructs related to service delivery. The results were presented in the form of agree, disagree, mean, and standard deviation. The results for agree are established after finding the average of strongly agree and agree responses while those of disagree come from establishing the average of strongly disagree and disagree responses as shown in Table 4.5. The majority of the respondents 47(65.3%) agreed that service delivery is achieved upon meeting the set objectives with (*M=3.95, SD=1.115*) To some extent, when satisfying the various stakeholders enhances service delivery 51(70.8%) (*M=4.9, SD=0.942*). Moreover, 56(77.8%) of the respondents that implementation of all services within budget with (*M=4.02, SD=0.695*)**.**

Table 4.5 Service Delivery Descriptive Results

Constructs	**Agree N; %**	**Neutral N;%**	**Disagree N;%**	**Mean**	**Std. Dev**
Meeting the objectives	47(65.3%)	16(22.2%)	9(12.5%)	3.95	1.115
Satisfying the various stakeholders	51(70.8%)	13(18.1%)	8(11.1%)	4.09	0.942

Implementation of all services within budget	56(77.8%)	11(15.3%)	5(6.9%)	4.02	0.695
Enabling KAM to sustain profitability	59(81.9%)	9(12.5%)	4(5.6%)	3.93	1.018
Composite Mean/SD				**3.99**	**0.9425**

N – Frequency; % - Percentage; Brackets represent %

On the other hand, the majority of the respondents noted that enabling KAM to sustain profitability stood at 59(81.9%) with (M=3.93, SD=1.018).

4.5 Inferential Analysis

To present the relationship between strategic leadership, strategic innovation, and strategic monitoring and evaluation as independent variables and service delivery as the dependent variable, this study conducted correlation and regression analysis using SPSS as outlined in the methodology chapter.

4.5.1 Correlation Analysis

Correlation analysis was conducted to establish the strength of the linear relationship between the study variables using Pearson's correlation and was computed among four self-concept scales on data for 72 participants. The results as presented in Table 4.6 correlation output suggest that all 4 correlations were statistically significant at a 0.01 level of significance. Independently, the study first examined the correlation between strategic management practices and service delivery. The Table 4.6 results indicated a strong and significant positive linear relationship between strategic leadership on service delivery, $r(70) = .691$, $p < .01$. The results suggest that the execution of good strategic leadership significantly influences service delivery among BMOs in Kenya.

Second, this study examined the correlation between strategic innovation practices on service delivery among BMO's in Kenya. The evidence presented in Table 4.6 exhibited a high degree of a strong and positive linear relationship between strategic

innovation on service delivery among BMO's in Kenya, *r(70) = .617, p < .01*. The results imply that strategic innovation enhances service delivery.

Third, this study investigated the correlation between strategic monitoring and evaluation of service delivery among BMO's in Kenya. The Table 4.6 correlation analysis output provides a strong and significant positive linear relationship between monitoring and evaluation on service delivery, *r(70) = .635, p < .01*. The findings suggest that strategic monitoring and evaluation is very effective in assisting BMO players to come up with new techniques, thus, enhancing service delivery among BMOs.

Table 4.6 Partial Correlation Matrix

Variables		Correlation			
		Service Delivery among BMOs	**Strategic Leadership**	**Strategic Innovation**	**Strategic M&E**
Service Delivery among BMOs	Correlation	1			
	Sig. (2-tailed)				
	N	72			
Strategic Leadership	Correlation	.691**	1		
	Sig. (2-tailed)	.000			
	N	72	72		
Strategic Innovation	Correlation	.617**	.516**	1	
	Sig. (2-tailed)	.000	.000		
	N	72	72	72	
Strategic M&E	Correlation	.635**	.482**	.463**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	72	72	72	72

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

4.5.2 Regression Analysis

This study further performed a linear regression analysis between service delivery among BMOs as a dependent variable and strategic leadership, strategic innovation,

and strategic monitoring and evaluation as independent variables that best predict the outcome of service delivery using SPSS version 25.

Table 4.7 results indicated the coefficient of determination (R^2) as a whole to illustrate whether strategic management practices as a whole explain service delivery among BMOs in Kenya. The results exhibit an $R^2 = .601$, which means 60.1% variation in service delivery is explained by (strategic leadership, strategic innovation, and strategic monitoring and evaluation) ($R^2 = .601$, $F(2,70)$, $p < 0.01$). The findings suggest that the regression does an extremely strong job of modeling service delivery.

Table 4.7 Model Summary Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624	.601	.596	5.64823

a. Predictors: (Constant), Strategic Leadership, Strategic Innovation, Strategic Monitoring and Evaluation.

Regression analysis further included the analysis of variance (ANOVA) which was performed to test the overall goodness of fit of the fitted regression model. The ANOVA results in Table 4.8 indicated that there are significant differences in influence in service delivery between strategic leadership, strategic innovation, and strategic monitoring and evaluation, ($F(2, 70) = 52.336$, $P < 0.01$, $R^2 = .601$). The results suggest that the fitted model best explains the influence on service delivery between strategic management practices.

Table 4.8 ANOVA Output

Model	Suma of Squares	df	Mean Square	F	Sig.
Regression	35.169	2	17.585	52.336	.000[b]
Residual	23.485	70	.336		
Total	58.654	72			

a. Dependent Variable: Service Delivery

The results of this study further exhibit regression coefficient output which was examined to further demonstrate the extent of influence of individual independent variables (strategic leadership, strategic innovation, and strategic monitoring and evaluation) on a dependent variable (service delivery) as presented in Table 4.9.

Generally, Table 4.9 regression output found that strategic leadership significantly influences service delivery among BMOs ($B = .646$, $p < .001$). The findings suggest that there is a positive relationship between strategic leadership and service delivery among BMOs. That is a better improvement in strategic leadership positively increases service delivery ($Y = 2.173 + .646X_1$).

Second, the outcome of this study indicated that strategic innovation has a significant and positive influence on service delivery ($B = .528$, $p < .001$). The results (Table 4.9) show that both variables have a positive relationship. Moreover, an attempt by the company to improve its strategic innovation will significantly increase service delivery among BMOs ($Y = 2.173 + .528X_2$).

Third, a regression analysis examined the relationship between strategic monitoring and evaluation and service delivery. The regression coefficient output in Table 4.9 indicated that strategic monitoring and evaluation have a significant and positive influence on service delivery ($B = .618$, $p < .001$). The results imply that decisions by the company to initiate and execute strategic monitoring and evaluation will significantly increase service delivery ($Y = 2.173 + .618X_3$)

Table 4.9 Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.173	1.519		3.514	.000
Strategic Leadership	.646	.169	.492	1.591	.001
Strategic Innovation	.528	.092	.386	2.981	.001
Strategic Monitoring and Evaluation	.618	.049	.391	5.279	.000

a. Dependent Variable: Service delivery among BMOs

The general linear regression equation is $\mathbf{Y = 2.173 + .646X_1 + .528X_2 + .618X_3}$

From the established linear regression equation, the findings report that when all factors (strategies) are held constant on service delivery is 2.173. However, a slight increase in the decision by the BMOs will cause an increase in service delivery. For instance, any decision to improve strategic leadership will increase the service delivery of BMOs by .646 or 64.6%. If the company further decides to adopt strategic innovation, this decision will increase service delivery by .528 or 52.8%. Besides, additional decisions to improve strategic monitoring and evaluation will increase service delivery by.618 or 61.8%. Thus, the findings suggest that BMOs should effectively execute the identified strategic marketing practices as they significantly increase service delivery among BMOs.

4.7.3 Hypothesis Testing

This study tested the hypothesis based on the regression coefficient results. As presented in Table 4.10, the results accepted the alternative hypothesis H1 and indicated that there exists a significant and positive influence of strategic leadership on service delivery ($p < .001$). Second, the results further accepted the alternative hypothesis H2 that there is a significant and positive influence of strategic innovation on service delivery among BMOs ($p < .001$). Finally, the evidence further accepted the alternative

hypothesis H3 which indicates that there is a significant and positive influence of strategic monitoring and evaluation on service delivery among BMOs.

Table 4.10 Summary of Hypothesis Testing

Hypothesis	Sig.	Decision
H₁: There is a significant and positive influence of strategic leadership on service delivery among BMOs	.001	Accepted
H₂: There is a significant and positive influence of strategic innovation on service delivery among BMOs	.001	Accepted
H₃: There is a significant and positive influence of strategic monitoring and evaluation on service delivery among BMOs	.000	Accepted

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes this study. A summary of the research findings is presented followed by a comprehensive discussion of the research findings. The discussion follows the research objectives as outlined in Chapter One of this study. While discussing the research findings, this study compares the findings with the previous studies outlined under empirical review in chapter two. Conclusions, recommendations, and areas of further research end the chapter.

5.2 Summary of the Findings

Before outlining the summary of the findings, this chapter gives a summary of the research. First, this study observed strategic management practices on service delivery among BOMs in Kenya; a case of the Kenya Association of Manufacturers. The specific focus was to determine the influence of strategic leadership, strategic innovation, and strategic monitoring and evaluation on service delivery among BMOs in Kenya. Concerning research design, this study adopted a descriptive quantitative survey design with a sample size of 72 participants using a stratified sampling procedure. The participants were employees of the company and comprised the board of directors, management team, middle-level management, specified officers, regional committee members, and sectoral working group members respectively. Quantitative data was collected using an online Google Form semi-structured questionnaire and data was analyzed using descriptive and inferential analyses.

In terms of the individuals who willingly took part in the survey, this study reported a response rate of 54 percent of the majority of the respondents were female at 55.6 percent. Male participants were 44.4 percent. Besides, concerning the role in the

organization, the results reported that 3(4.2%) of the respondents were board of directors, 11(15.3%) of the respondents were in the management team, 21(29.2%) of the respondents were specialized officers, 6(8.3%) of the respondents were regional committee, and finally, 12(16.7%) of the respondents were in the sectoral group. On the other hand, less than 14(19.4%) of the respondents' years worked was less than 5 years, 34(47.2%) of the respondents' years of experience was 5-10 years, 19(26.4%) of the respondents were between 11-15 years while 5(6.9%) of the respondents were over 15 years.

The first objective of this study was to establish the influence of strategic management practices on service delivery among BMOs in Kenya; a case in KAM. From the regression analysis performed, evidence indicated that there is a statistical and significant positive influence of strategic leadership on service delivery.

The second objective determined the influence of strategic innovation on service delivery among BMOs in Kenya.

The third objective was to examine the influence of strategic monitoring and evaluation on service delivery. The regression coefficient output results further reported that strategic leadership statistically and significantly influences service delivery among BMOs; strategic innovation statistically and significantly influences service delivery among BMOs in Kenya and finally, strategic monitoring and evaluation influences service delivery among BMOs in Kenya.

5.3 Discussion

The discussion of this study focuses on the regression analysis of the variables based on the established significance value. The results are compared to the results of the previous studies provided in chapter two – literature of the study.

5.3.1 Influence of Strategic Leadership on Service Delivery among BMOs in Kenya

In establishing the influence of strategic leadership on service delivery among BMOs in Kenya, this study found that strategic leadership significantly and positively influences service delivery among BMOs in Kenya. The descriptive findings support the regression results, suggesting that BMOs in Kenya that provide consistent communication information about service delivery as a product or service to the target market significantly increase service delivery among BMOs. Such strategic leadership practices attempt to create stand-out campaigns and marketing techniques that increase sales and revenue for the company. This finding is in agreement with previous studies. Gaitho, (2019) conducted a study on the effect of ethical practices and organizational structure on the relationship between strategic leadership and service delivery. However, the study's key focus was the contentions over the applicability of strategic management concepts such as strategic leadership, ethics, organizational structure, and service delivery considering the existence of politically driven and tribal nature of public entities in Kenya. The result suggests that strategic leadership is very important as it helps organizations enhance service delivery to identify new opportunities and trends in buying behavior. It also helps to develop effective plans on how to improve sales and make new marketing efforts more productive towards better marketability of housing units.

Palladan, Abdulkadir, and Chong, (2016) conducted a study of the effect of leadership, and information technology capability on effective strategy implementation; a case of Tertiary Institutions in Nigeria. Moreover, several studies have only focused on profit-oriented organizations not taking into consideration the significance of service delivery from a different context. The findings suggest that contextual performance is attributed to leadership behavior which by extension contributes to the effectiveness of the

institutions. The study was carried out in Nigeria which focused on leadership styles to profit contribution to the organization while the current study is in Kenya which focuses focus leadership as a factor that constitutes service delivery. Maroa and Muturi (2015) conducted a study on the influence of strategic leadership practices on floricultural firms in Kenya. The study found that the actual performance of these SACCOs was determined by the service delivery could be deduced by leadership practices.

5.3.2 Influence of Strategic Innovation on Service Delivery among BMOs in Kenya

Similarly, the results of this study confirmed that strategic innovation is indeed significant for effective and efficient service delivery among BMOs in Kenya. As this study reported, strategic innovation assists BMOs in expanding their market through the use of technology as a new component to the product line or adding new services to the current or new markets. The descriptive results further support the regression outcome that strategic innovation as a strategy aims to increase the overall service delivery of the BMOs through increased marketability. This finding relates to various previous findings outlined in the literature review.

Mathinji and Waithaka, (2019) conducted a study on the strategic innovation and performance of milk processing firms in Nyeri County, Kenya. The study established that milk processing firms are in different stages of development with the undertaking of diverse strategic initiatives aimed at developing and improving their performance based on convoluted value chains ranging from milk collection, processing, and marketing. In essence, findings established that strategic innovation had a significant and positive effect on the performance of milk processing firms in Nyeri County while the current study base focus on service delivery among BMOs in Kenya.

Additionally, the findings of this study are also in line with Tajpour, Hosseini, & Moghaddm, (2018) who did a study on the effect of managers' strategic innovation on

opportunity exploitation in Iran. It is known that in today's world, successful managers are noted to be those who have developed the technique of understanding and exploiting the opportunities to comfortably adapt to environmental changes. Existing phenomena that contain opportunity can't be recognized because the mindset isn't sensitive to that. However, they further claimed that there is no general research on managers' strategic innovation effect on opportunity exploitation.

The study findings claimed the existence of a relationship between managers' strategic thinking and the existence of opportunities by extension ability to respond to threats.

Poku, Owusu-Ansah, and Zakari, (2015) conducted a study on the relationship between strategic innovation and the performance of the financial sector in Ghana. However, several studies have linked strategic innovation to having a great impact on organizational culture which by extension enhances the performance of the organizations. The study findings revealed that there is a positive relationship between strategic innovation and the performance of the banking sector in Ghana. The study was done in Ghana while the current study was conducted in Kenya and revealed that innovation as a factor of strategic management constitutes service delivery.

5.3.3 Influence of strategic monitoring and evaluation on service delivery among BMOs

The final specific objective of this study examined the influence of strategic monitoring and evaluation on service delivery among BMOs in Kenya. The regression analysis outcome indicated that strategic monitoring and evaluation significantly and positively influences service delivery among BMOs in Kenya. The results suggest that in the age of a competitive environment, firms that stand out must effectively employ monitoring and evaluation to remain sustainable. As in the line of BMOs development, strategic monitoring and evaluation can assist the company in developing clarity on the types of design structure, and the type of target market, and plan effectively to deliver high-

quality services that meet the needs of the target niche. The results concur with previous studies.

For illustration, this study agrees Szmigiel-Rawska, Katarzyna, Kukomska, and Antonio, (2020) did a study on the anatomy of choice; an analysis of the determinants of local service delivery in Poland. The study aimed to establish the various determinants of monitoring and evaluation of service delivery by the local government of Poland. The original choice model proposed by Ferris and Graddy predicts that local officials seek to minimize service delivery costs, subject to political and fiscal constraints. The study mainly relied on primary data collection techniques. The study findings concluded that the need for monitoring and evaluation is of significance in service delivery by the local officials' attempts to minimize the sum of production and transaction costs subject to fiscal and political constraints. Notably, the current study is focused on monitoring and evaluation as an aspect of service delivery among BMOs.

Marumahoko, Afolab, Sadie, and Nhede, (2020) conducted a study on governance and urban service delivery in Zimbabwe. However, the study focused on monitoring and evaluation of local public service delivery. They further noted that service delivery is the core function of developmental local governments. That is, the provision of services is closely associated with the well-being of urban dwellers. The findings of the study underscore that the causes of insufficient service provision are multi-pronged and not necessarily limited to inefficiencies and ineffectiveness on the part of urban councils. A major recurring finding is that national government policies are big factors contributing to the decline of urban service delivery. However, the current study is focused on service delivery among BMOs noting monitoring and evaluation as main factors.

Makanyaza, Kwandayi, and Ikobe, (2019) examined a study of monitoring and evaluation aimed at improving service delivery in local authorities; a case of Kajiado Local Authority. The study sought to establish the causes of poor service delivery and strategies aimed at improving service delivery. The findings of the study established that the major causes of service delivery were brought about by the lack of a proper strategy aimed at controlling political manipulation, corruption and lack of accountability, lack of transparency, inadequate citizen participation, poor human resource policy, lack of employee capacity, poor planning and poor monitoring and control. On the other hand, the current study focuses majorly on service delivery.

5.4 Conclusion

The subsequent conclusions were made from the findings and discussion of this study. This study concludes that both strategic leadership, strategic innovation, and strategic monitoring and evaluation are integral to the successful in-service delivery among BMOs in Kenya. Businesses including KAM shall consider strategic management practices as a market-oriented action that focuses on customer needs and establishes effective ways to launch services by KAM. As such, KAM needs to frequently conduct market-oriented activities that assist in identifying market segments and market research to identify consumer preferences about the services being offered. Establishing better ways to meet consumer needs improves service delivery.

Important to also note is that this study further concludes that strategic leadership is an important focus for service delivery. The essence of strategic leadership is not only to mitigate risks involved in the BMO business but rather to allow for more variety of service delivery among BMOs that meets consumer needs. And so, if done correctly, product diversification can provide a tremendous boost to service delivery among BMOs. In particular, this study concludes that a strategic innovation is necessary for

every BMOs, in a sector that is currently using technology to leverage more on service delivery. Strategic innovation can assist BMOs to improve the structural designs of service delivery, thus, making it easy for the companies to access the market and grow their businesses. Additionally, a strategic innovation gives the company the ability to continuously improve on their core BMOs business products or services and make incremental innovations towards enhancing service delivery.

5.5 Recommendations

5.5.1 Recommendation for Practice

The study was of significance in the implementation of a robust communication strategy that ensures regular updates and feedback loops with members. Moreover, multiple channels such as newsletters, social media, and dedicated members portal. The study also strengthened capacity-building initiatives such as offering training programs that are comprehensive and tend to address the latest industry trends, technologies, and best practices. These should be tailored to the diverse needs of small, medium, and large manufacturers.

5.5.2 Recommendation for Policy

To the policymakers, the study recommends the need for streamlined regulatory processes to reduce the bureaucratic burden on manufacturers. Ensure that regulations are clear, transparent, and supportive of business growth. Notably, the study recommends enhanced incentives and subsidies. That is, need to provide incentives such as tax breaks, subsidies, and grants to encourage innovation, sustainability, and capacity building through the various business membership organizations such as KAM that act on behalf of manufacturers in the country.

5.5.3 Academicians

This study recommends academicians continuously develop more reviews in identifying various strategic management practices and their significant roles in making BMOs sustainable in Kenya. Specifically, the focus of the reviews should be to provide additional knowledge and understanding of the need for comprehensive and useful innovation strategies that enhance service delivery on BMOs.

5.6 Areas of Future Research

Whereas this study provides important findings on the significant influence of strategic leadership, strategic innovation, and strategic monitoring and evaluation on service delivery among BMOs, this study acknowledges that the results are based on a case study of KAM. Thus, may not be highly effective for generalization of the research findings. Due to this limitation, this study recommends that similar further research be carried out focusing on multiple BMOs not only in Nairobi but across Kenya.

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APPENDIX I: QUESTIONNAIRE RELATING TO STRATEGIC MANAGEMENT EFFECT BY KAM

This Questionnaire is aimed at seeking facts and objective information on strategic management effect on service delivery among BMOs in Kenya; a case of KAM. You have been selected to participate in the study.

Please answer the questions as objectively as possible by ticking or filling in the space provided.

SECTION A: GENERAL INFORMATION

1. Please tick your age blanket

Between 18-25 [ ] Between 26-35 [ ]

Between 36-40 [ ] Between 41-50 [ ]

51 and above [ ]

2. Please indicate your role or how you relate to this organization.

Board of Directors [ ]

Management Team [ ]

Middle-Level Management [ ]

Specialized Officers [ ]

Regional Committee Members [ ]

Sectorial Working Group Members [ ]

3. How many years have you worked in this organization?

Less than 5 years [ ] 5 to 10 years [ ] 11 to 15 years [ ] Over 15 years

SECTION B: STRATEGIC LEADERSHIP ON SERVICE DELIVERY

1. Please indicate your level of agreement to the statements listed in the table below in relation to leadership on service delivery among BMOs in Kenya; a case of KAM. The rating is as follows:

1- Strongly Disagree 2 – Disagree 3 – Neutral

4 – Agree 5 – Strongly agree

Statement	**1**	**2**	**3**	**4**	**5**
The organization has a distinct culture that is fostered among members and employees.					

A strategic purpose and vision has been developed					
All actions are underlined by ethical considerations					
The organization's resources are effectively managed					
There is an established balanced between strategic and financial control					
There is adequate communication of changes and development to members and employees					
There is a relationship between the members, employees, and the leadership					
Members and employee grievances are usually settled promptly					

2. What improvements in leadership would you recommend on service delivery by KAM?

_____

_____

_____

_____

SECTION C: STRATEGIC INNOVATION ON SERVICE DELIVERY

1. Please indicate your level of agreement to the statements listed in the table below in relation to innovation on service delivery among BMOs in Kenya; a case of KAM. Use the following ratings and tick or cross where appropriate.

1- Strongly Disagree 2 – Disagree 3 – Neutral

4 – Agree 5 – Strongly agree

Statement	1	2	3	4	5
Innovation tends to simplify communication by extension streamlines the types of data relay that occur between departments and the members.					
Innovation has enabled the Association to propel marketing and business growth.					
The advancement of technology in the Association enhanced streamlines in decision making on service delivery.					

The adoption of technology on service delivery has enabled the Association to be competitive enough to stay relevant in the market					
Innovation has enabled the Association to be in a position of enhancing customer relationship through various systems.					

2. What improvements associated with innovation would you recommend in future on service delivery by KAM?

_____

_____

_____

_____

SECTION D: STRATEGIC MONITORING AND EVALUATION

1. Please indicate your level of agreement with the statements listed in the table below about project monitoring and control on service delivery among BMOs in Kenya; a case of KAM. Use the following ratings and tick or cross where appropriate

1- Strongly Disagree 2 – Disagree 3 – Neutral

4 – Agree 5 – Strongly agree

Statement	**1**	**2**	**3**	**4**	**5**
There was effective tracking of activities and tasks required to produce deliverables					
The Association ensured that Annual workplan is in scope and raised any issues of to members and employees.					
KAM was aware of the BDP schedule and any slippages that might affect deliverables or outcomes.					
KAM monitored spending related to the turnaround strategy and reported expenditures to members and employees.					
There was effective monitoring of costs and risks that would pose a risk to Association sustainability.					

There were frequent reports on progress, issues, and upcoming activities to the members and employees					

2. What improvements in service monitoring and evaluation would you recommend in future on service delivery by KAM?

_____

_____

_____

_____

SECTION E: SERVICE DELIVERY

1. Please indicate how strategic management was based on the listed measures. Use the following ratings and tick or cross where appropriate

1- Very unsuccessful 2 – Unsuccessful 3 – Neutral

4 – Successful 5 – Very successful

Statement	**1**	**2**	**3**	**4**	**5**
Meeting the objectives					
Satisfying the various stakeholders					
Implementation of all services within budget					
Enabling KAM to sustain profitability					

'Thank you'

APPENDIX II: NACOSTI PERMIT

APPENDIX III: AUTHORIZATION LETTER

2nd, May, 2024

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

*Our Ref:*110062179
The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya.

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: CATHERINE MINAYO MUKOKO

Ms. Catherine is a postgraduate student at Africa Nazarene University in the Master of Business Administration (MBA) program.
In order to complete his program, Ms. Catherine is conducting research entitled: " **Strategic Management Practice on Service Delivery Among Business Membership Organizations In Kenya: A Case of Kenya Association of Manufacturers"**

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,
MBA, Coordinator,
School of Business,
Africa Nazarene University.

APPENDIX IV: MAP OF NAIROBI COUNTY

