STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA RAILWAYS CORPORATION AT THE HEADQUARTERS, NAIROBI CITY COUNTY, KENYA

Kamwere, B. M., & Murigi, E.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 10, Iss.1, pp 454 – 475. February 21, 2023. www.strategicjournals.com, ©Strategic Journals

STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA RAILWAYS CORPORATION AT THE HEADQUARTERS, NAIROBI CITY COUNTY, KENYA

[1] **Kamwere, B. M., & [2] Murigi, E.**

[1] MBA Student, Strategic Management, Kenyatta University [KU], Kenya
[2] Lecturer, Lecturer, School of Business, Kenyatta University [KU], Kenya

Accepted: February 9, 2023

ABSTRACT

The goal of this study was to ascertain how strategic management practices affect Kenya Railways Corporation performance. The study's four primary objectives were to: investigate the impact of strategic leadership, strategic alliance, strategic innovation, and resource allocation on Kenya Railways Corporation performance. The study reviewed the relevant literature and formulated theories which included: strategic management theory, diffusion of innovation theory, institutional theory, and resource-based theory. 32 Kenya Railways Corporation employees were identified as the target population. 30 of these formed the sample size. Quantitative research design and logical positivism was adopted for the study. The instrument for gathering data was a semi-structured questionnaire. Both inferential and descriptive statistics, particularly regression analysis was done using SPSS, and used to analyze and interpret the data. Cronbach alpha coefficient of all the variables were above 0.70 hence were considered adequate to test reliability of this study and validity of the questionnaire was ensured using experts' opinion and literature review. Data was presented in tables. In order to draw conclusions, secondary data was combined with the primary data and was acquired from books, research literature, publications, and other relevant scientific writings. The findings from the study were that strategic leadership, strategic alliance, strategic innovation and resources allocation had a positive and significant relationship with performance of the Kenya Railways Corporation. The study recommended that strategic leadership should be improved by training leaders on governance and ensuring ethics. Also, it recommended that the organization should work to establish partnerships in business as this would improve its performance. Another recommendation was that innovative measures like improvement of existing infrastructure to suit the modern generation could be considered. Lastly, the government was encouraged to ensure proper financing of the projects by the Kenya Railways Corporation and improve its monitoring and evaluation framework as this would help the organization's performance.

Key Words: *Strategic Leadership, Strategic Alliance, Strategic Innovation, Resource Allocation*

CITATION: Kamwere, B. M., & Murigi, E. (2023). Strategic management practices and performance of Kenya Railways Corporation at the headquarters, Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management,* 10 (1), 454 – 475.

INTRODUCTION

The operational and strategic challenges that transportation agencies and organizations face today are some of the most difficult in recent history. Globally, organizations are being forced to re-evaluate their fundamental strategy and become savvier about how they create and operate transportation networks and services as a result of rising energy costs, budget cuts, and increased security concerns. Urban mass transit companies, national train operators, and state and local transportation departments are all feeling the effects of the new reality (Chan, 2004). Around the world, stimulus expenditure initiatives have given highway and transport agencies new funding to invest in repairing roads and constructing brand-new, energy-efficient mass transit systems. By assisting them in replacing outdated physical infrastructure and making investments in innovative systems that are expected to raise customer service to new heights, these efforts have given agencies new opportunities. However, these agencies are yet to realize their full potential commensurate to the input.

According to Africa Development Bank (2015), for more than 30 years, the Kenyan government had not made investments in the country's railways, and Kenya Railways as an organization in charge had struggled to perform the essential maintenance. Due to the inadequate evaluation of the infrastructure and the existing rolling stock, bidders were needed to make an initial expenditure of at least $5 million. This however would have been far from sufficient to clear the backlog. This was acknowledged prior to the concession being granted, and in 2006, the minimum investment requirement was raised to $80 million. The concession however collapsed due to mismanagement. A new standard gauge railway (SGR) was built and there have been reports of losses during its operation. In 2020/2021 financial year, the railway operator booked an unchanged loss of 24 billion Kenyan shillings. During the same period of building the SGR, the corporation revamped the existing meter gauge railway and improved on the commuter system within the Nairobi metropolitan area. On some routes, the corporation has gone ahead to introduce diesel multiple units (DMU) which operate at scheduled times and commuter buses ferrying people from the railway central station to other parts of the city. Despite all this effort, the operations have not been as sustainable as was envisioned. As a result, the study aimed to determine whether there are any strategic management methods at the Kenya Railways headquarters that have had an effect on how the railway transportation in Kenya is governed.

Strategic management is a process for developing and enacting plans that will ensure that an organization reaches its long-term goals. Both internal and external influences are considered. An integrated, future-oriented, outward-focused, performance-based managerial perspective is necessary for strategic management (Scribner, 2000). It includes defining the organization's goals and allocating resources to carry out the plans. It gives the business its general direction (Bryceson & Slaugher, 2011)

Because of their capacity to unite people, leaders are essential to the task of strategic management. This does not imply that leaders take decisions outside of the strategic plan. In actuality, leaders heavily rely on what has been decided and the individuals who have been given the various roles. Planning and execution can be compared to strategic management and leadership, respectively. Planning cannot take up all of a company's time as this might lead to analysis paralysis. Simply taking action without a plan may be destructive as well and typically drives a business in the wrong direction.

For both freight and passenger services, railway transportation is second only to roads in importance in Kenya. It is ideal for long-distance transportation of heavy and bulky goods. 2,156 km of meter gauge railway (MGR) track make up Kenya's railway network. A 146km branch line

between Magadi and Konza, owned by the Magadi Soda Company, makes up a portion of this distance.

The Kenya Railways Corporation, the state agency tasked with rail transport operations, was constituted in 1977 by Act of Parliament (Cap 397) of the Kenyan Laws, and it began functioning on January 20 of the following year. The Government supervises the Corporation through the Ministry of Transport. The Corporation's overall objective at the time was to offer a railroad system that is integrated and coordinated, inland waterway, and inland port facilities in Kenya. The Kenya Railways (Amendment) Act of 2005 amended the Act so that to provide rail transportation services, Kenya Railways may enter into concession contracts or other types of management.

Statement of the Problem

The Mombasa-Uganda railway line was crucial in making it easier to transport people and goods between the two nations since it provided a more affordable and effective mode of transportation. Years later, the railway transport network was in danger of failure. When roads were first being built, they were intended to supplement the railway network rather than to substitute it. Roads that cross the railway network, like the Mombasa-Nairobi Road, were seen to be competitive and detrimental to the railway system's ability to operate profitably. Railways controlled long-distance freight transport along the major transit corridors, Mombasa- Nairobi-Malaba and Nakuru-Kisumu, until the early 1970s.

The Mombasa-Nairobi pipeline's opening in 1979 reduced the amount of liquid cargo traffic moving by train. However, the rise in rail traffic continued until KRC began to have significant availability and reliability issues in the early 1980s. A major fall in freight travel relative to road transport started as a result of fierce competition from that mode of transportation, and the decline has lasted almost continuously ever since.

Donor support has tried to help KRC become more commercially motivated and obtain tariff autonomy, but it hasn't done much to enhance performance. Restructuring efforts have been tried since substantial change was clearly needed. Although KRC's most recent performance has been unsatisfactory, the experience changed managerial attitudes and improved recognition of the necessity for reorganization. This reform could enhance performance and make it possible for KRC to reclaim the freight business that was being transported by road but it did not.

Despite recent investments on projects such as the Standard Gauge Railway, revamping of the old meter gauge railway network, purchase of new locomotives, and investment in real estate among others, the performance has not really been as expected. There have been reports of corruption where officials are blamed and the losses that have been reported on the operations of the railway facilities are worrying. In fact, there have been doubts if the projects will be able to service loans that were borrowed to finance them.

Therefore, this study's goal was to pinpoint the main reasons for the ongoing losses and continued poor performance despite heavy investment in infrastructure upgrade, increase in the number of locomotives and increased resource in railroad operations. The goal of the study was to ascertain how the use of innovations, allocation of resources, alliances and leadership have contributed to the above-mentioned performance issues.

Objectives of the Study

The research study objectives were:

- To ascertain the impact of strategic leadership on Kenya Railways Corporation performance
- To determine the effect of strategic alliances on Kenya Railways Corporation performance
- To evaluate the influence of strategic innovation on the performance of Kenya Railways Corporation
- To determine how resource allocation affects the performance of Kenya Railways Corporation

LITERATURE REVIEW

Theoretical Framework

Strategic Management Theory

The origins of strategic management theory can be traced to the 1960s, with Chandler (1962) serving as a major contributor. Chandler understood the value of uniting all management-related activities under a single overarching plan. Then, Ansoff (1965) expanded on Chandler's approach by including a variety of strategic ideas and creating an entirely new vocabulary. In order to compare market share, product creation, market development, vertical and horizontal integration, and diversification, he created a strategy grid. Since then, the theory has developed significantly, becoming a more established field within the management sector. Several factors have helped the discipline's development. To begin with, the range of subjects addressed has greatly increased (Hoskisson et al., 1999). The examination of a broad range of topics took over from the study of "best practices" in the 1960s, including globalization, firm collaboration, strategies and competition in brand and factor markets, strategic leadership, and the correlation between an organization's strategy and its corporate social responsibility, to mention just a few.

Diffusion of Innovation Theory

One of the earliest theories in social science is the Diffusion of Innovation Theory, which Rogers proposed in 1962. It was initially used in communications to describe how a concept or product progressively spreads throughout a community or social system. People progressively adopt a new idea, action, or object as a part of a social system as a result of this spread. Whenever anyone adapts, they take a different course of action from what they previously did (for example, they might purchase or utilize a new product or learn to engage in a new behavior). A person's capacity to accept a concept, action, or product hinge on how innovative or inventive they perceive it to be. Diffusion is possible because of this.

Institutional Theory

The social constructionism of Peter Berger and Thomas Luckmann serves as the foundation for institutional theory (1967). The contemporary worldview is seen as a historical construct, according to the perspective first outlined in Meyer and Rowan's Institutionalized Organizations: Formal Structure as Myth and Ceremony (1977) and elaborated in debates of theory (Meyer et al., 1987; Meyer & Jepperson, 2000). It is a theory about the more substantial and durable features of social structure. It takes into account the procedures by which structures, such as plans, guidelines, and customs, come to be recognized as authoritative standards for social conduct (Scott, 2005). As a result, institutional theory is regarded as a theoretical framework for examining social phenomena, particularly organizational phenomena. According to institutional theory, the social world is largely made up of institutions, which are enduring laws, customs, and structures that establish the parameters for behavior. According to Kraft's Public Policy (2007), institutional theory is a "Policy-making that emphasizes the formal and legal aspects of government structures." Because they are entrenched in the social order and regulate how social life is lived, institutions are viewed by institutional theory as being crucial to understanding the social world. They serve as the constants that establish the variations' laws. Institutions constrain behavior because they automatically counterbalance deviation with social constraints that make breaking the social order costlier. These controls link nonconformity to higher costs through a rise in risks, more demanding complex processes, or a decrease in credibility and the resources that go along with it (Palthe, 2014; Scott, 2005).

Resource-based Theory

The resource-based theory first appeared in the 1980s. After important publications by B. Wernerfelt ("The Resource-Based View of the Firm"), Prahalad and Hamel ("Corporate Core Competence"), J. Barney ("Firm Resources and

Sustained Competitive Advantage"), and others in the 1990s, the theory began gaining popularity. It implies that the organisation's internal resources, its capacity to use those resources to gain a competitive edge over rival options, and the innovation's involvement to the company's financial performance in a market dictate the long-term accomplishment of any business innovation (Grant 1991). It is predicative since it presumes directional linkages between the concepts of competition.

Empirical Literature Review

According to Basheka (2004), strategic practices are among the core organizational duties that have the potential to enhance service delivery and the efficiency of government operations. It is a function that starts the government's complete service procurement process in motion. According to Mullins (2003), strategic management plays a significant role in enabling the efficient and effective service delivery in the transportation sector in both developed and developing nations. It can help manage the transport sector at the federal and local government levels. A substantial association between performance and strategic management was found in this study. It is suggested that management, policy formulation, and additional research be done after comparing the results to those of previous research projects.

Strategic leadership focuses on the abilities to establish a sense of purpose and direction, crucial drivers that enables engagement with important internal and external stakeholders in the pursuit of high performance (House & Aditya 1997). According to Carter and Greer (2013), strategic leadership is based on the ability to think strategically and see the future in order to transform an organization. According to Shoemaker and Krupp (2015), strategic leadership isn't just about having special skills that make it possible to take in and learn new information and concepts; it's also about having the capacity to adapt and react appropriately to the external environment's dynamism and complexity.

A strategic alliance is defined as a strategic response, such as a joint venture, to fast-paced changes in the environment, such as growing competition, quicker technological advancement, expansion of required investments, and market changes. Companies form alliances when they have resources or knowledge that the other partner will benefit from (Mowery et al., 1996). Companies that develop strategic partnerships can take advantage of their capabilities not just for their own gain, but also to help their new counterparts become stronger in the long-term. According to Sambasivan et al., (2011), sustained interdependence between partners might boost the likelihood of the partnership success because both partners rely on each other to fulfill tasks and achieve goals. If one of the members under-performs, the others will suffer.

By combining their resources and competencies in a cooperative manner, businesses establish strategic alliances to pursue competitive advantages. Strategic alliances are regarded as a crucial source of sharing resources, training, and consequently competitive advantage in today's cutthroat corporate environment. To get a competitive edge in strategic alliances, partnership management and value creation are essential (Ireland et al, 2002). To achieve a competitive advantage, an increasing number of companies are forming alliances (Gari, 1999). Competitive benefits can be gained by forming strategic alliances in response to competition and to reduce uncertainty. These advantages, on the other hand, are more transient than those gained through complementing strategic alliances. Firms may opt to collaborate with other organizations and incorporate their knowledge and resources in order to successfully commercialize inventions (Simonin, 1997).

Corporate success is significantly impacted by innovation since it creates a stronger market position that fosters a superiority of results and a competitive edge (Walker, 2004). According to Damanpour et al. (1989) and Wu et al. (2003). More innovativeness is associated with stronger corporate performance, according to a significant body of research on the topic. However, these

studies typically use a conceptual approach and/or concentrate on a single innovation type rather than taking into account all four innovation types and then examining how each type of innovation affects performance.

The importance of resource capacity has significantly increased due to the growing demand for lower prices, better quality, improved customer service, and uninterrupted supply, necessitating the improvement of performance-based procurement processes (Farrington & Lysons, 2012). In order to go from a reactive to a proactive state and attain set performance levels within an organization, the performance of procurement starts with the efficiency and effectiveness within the procurement system.

Conceptual framework

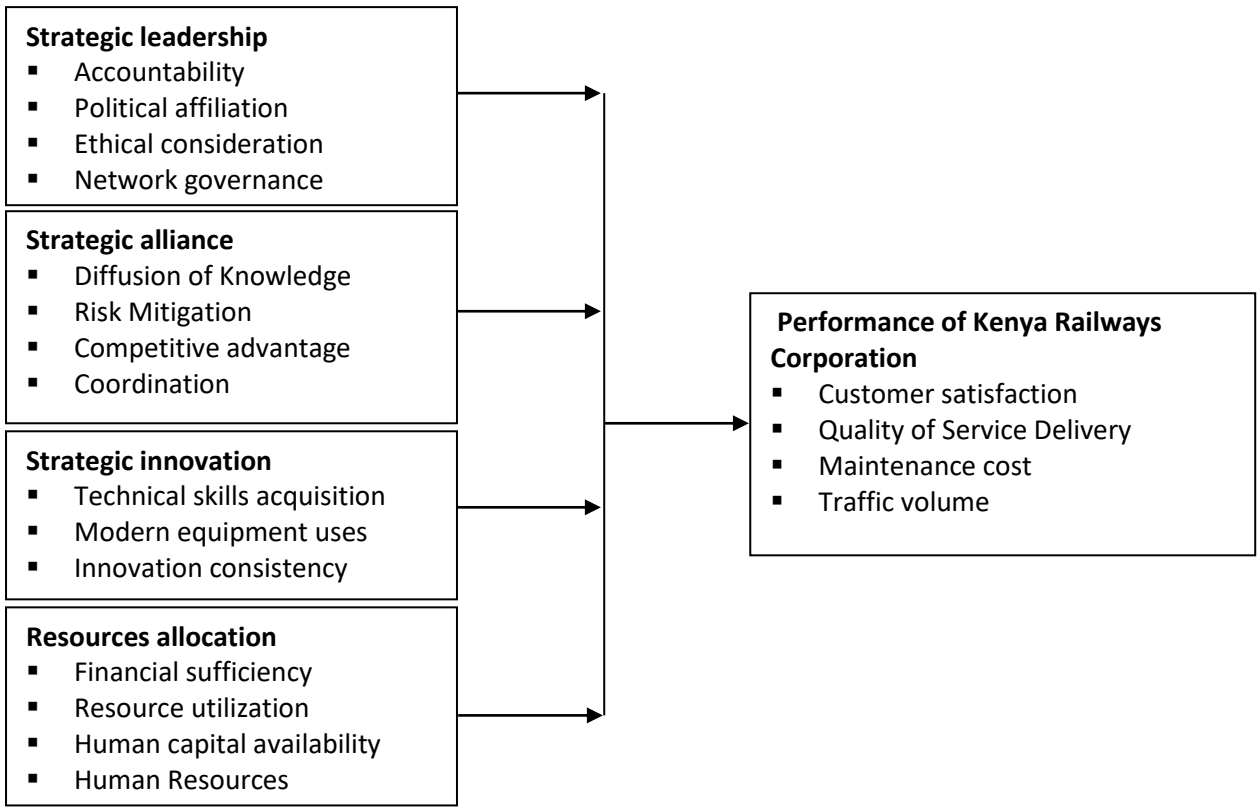

Figure 1: Conceptual Framework

METHODOLOGY

In this research, a descriptive survey study approach was used. The study targeted 32 administrative officers of the Kenya Railway Corporation from various departments. Due to their extensive understanding of the study's subject, these respondents served as the study's target population, having worked for the corporation in management roles and are privy to strategic issues of the KRC. The study sample size was 30 respondents as determined from the target population of 32 respondents using Krejcie & Morgan's (1970).

Structured questionnaires were used in the study to collect data from the respondents. Quantitative and qualitative data were gathered. Descriptive statistics was used to examine the quantitative data that was gathered. The data was entered into and coded by Statistical Package for Social Sciences software version 26 after being carefully examined for completeness, accuracy, and consistency. Multiple regression model was applied. The

frequencies, percentages, mean and standard deviation were tabulated and used to examine the data. The definitions used to evaluate the questionnaire's open-ended questions were in line with the topic of this research.

The formula for multiple regressions used was as follows:

$Y_{PKRC}=\alpha + \beta_1 X_{SL} + \beta_2 X_{SA} + \beta_3 X_{SI} + \beta_4 X_{RA} + \varepsilon$

Y_{PKRC} = Performance of the KRC

α= Constant

$\beta_1, \beta_2, \beta_3, \beta_4$= Partial regression coefficient

X_{SL}= Strategic Leadership

X_{SA}= Strategic Alliance

X_{SI}= Strategic Innovation

X_{RA}= Resources Allocation

ε = error term or stochastic term

RESULTS

Strategic Leadership

The study sought to ascertain the impact of strategic leadership on Kenya Railways Corporation performance.

Opinions on Whether Strategic Leadership Influences KRC Performance

First, respondents were asked their opinion whether strategic leadership influences the performance of Kenya Railways Corporation. From the findings, all the respondents were of the opinion that strategic leadership has an impact on the performance of the Kenya Railways Corporation.

Challenges facing the Strategic leadership in KRC

The study sought to find out some of the challenges facing the strategic leadership of the organization that could possibly hinder performance. The responses included majorly the influence of the political class in certain activities of the organization, levels of bureaucracy needed to perform certain activities even if they are urgent and resistance to some people to responding to new ideas.

Statements Relating to Strategic Leadership and Organization Performance

An aim of the study was to find out to what extent the respondents agreed with statements made about strategic leadership and organization performance. The respondents were asked to use the following scale: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. In table 1, the outcomes were shown.

Table 1: Statements on Strategic Leadership

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev.
Leaders should be held accountable to ensure an organization performs well	0.0	0.0	0.0	25	75	**4.750**	**.441**
Political affiliation by the leadership enhances the performance of the organization	32.1	3.6	17.9	7.1	39.3	**3.179**	**1.744**
Staff networking is not necessary to ensure that an organization performs well	67.9	32.1	0.0	0.0	0.0	**1.321**	**.476**
Ethical issues within the leadership leads to poor performance transport agencies	0.0	0.0	0.0	28.6	71.4	**4.714**	**.460**
Leaders need to motivate their staff so that goals are met	0.0	17.9	0.0	25.0	57.1	**4.214**	**1.134**
In order for an organization to perform, all leaders must have expertise in their various departments	3.6	7.1	7.1	21.4	60.7	**4.286**	**1.117**
Mean						**3.744**	**.895**

From the findings, most of the respondents (75%) acknowledged that leaders should be held accountable to ensure an organization performs well strongly agreeing with the statement. The mean score for this statement was 4.75 with a standard deviation of 0.441 implying that the general opinions of the respondents was to the affirmative for this statement. The outcome is in agreement with Lerner and Tetlock (1999) who said that for an organization to perform optimally, the leadership must be accountable. Dubnick and Yang, (2011) however noted that it may not be obvious to see the relationship between the two since it cannot be directly measured.

The statement on "political affiliation by the leadership enhances the performance of the organization" had 39.3% strongly agreeing and 32.1% strongly disagreeing resulting in a neutral mean score of 3.179 and a huge standard deviation of 1.744. These findings are in agreement with Heidari-Robinson (2017) who talks about the polarization effect of politics in organization. He says that there are different angles from which various individuals could look at this politician-civil servant partnership. According to Jensen and Meckling (1976), this difference could be on a department-department basis and how politics has had detrimental impact on their own department.

Concerning the statement "Staff networking is not necessary to ensure that an organization performs well", majority diasgree with it as shown by the mean score of 1.321 and standard deviation of 0.476. In fact, 67.9% of the respondents strongly disagreed to this statement. Masungo et.al (2015) agree with this finding when they said that public officials who constantly encourage staff to interact and network are demonstrating good leadership which is very beneficial to the performance of any entity. Mosley and Jarpe (2019) also agree to this where they said that departmental partnerships and collaborations with the private industry and charitable groups which has become a trend helps address complex challenges within organizations.

Majority of the respondents were in agreement that ethical issues within the leadership leads to poor performance transport agencies with a mean score of 4.714 and a standard deviation of 0.46. This agrees with Klijn and Koppenjan (2016) who said that leaders should foster principal behavior, encourage staff members to respect laws and regulations, and take proactive measures to make sure that these laws and regulations are followed.

On the statement "leaders need to motivate their staff so that goals are met", majority (57.1%) of the respondents strongly agreed, 25% agreed while the remaining 17.9% disagreed, translating to a mean score of 4.214 and standard deviation of 1.134. Masungo et.al (2015) agree with this finding. They state that staff need constant encouragement and validation from the leadership to ensure that even those with low self-esteem can be more productive.

Majority of the respondents acknowledge that in order for an organization to perform, all leaders must have expertise in their various departments. The statement scored a mean of 4.286 and a standard deviation of 1.117. Shoemaker and Krupp (2015) agree to this finding saying that leadership isn't just about having special skills but also the ability to adapt to new environments.

Strategic Alliance

Another objective of the study was to evaluate the impact of strategic alliances on Kenya Railways Corporation performance.

Opinions on Whether Strategic Alliance Impacts KRC Performance

Respondents were asked their opinion whether strategic alliance has an impact on the performance of Kenya Railways Corporation. From the findings, all respondents (100%) agreed that strategic alliances have an impact on performance of the Kenya Railways Corporation. None of them had a contrary opinion on the same.

Suggestions to KRC on strategic alliance

The respondents were asked to give suggestions on how Kenya Railways Corporation could employ strategic alliance to enhance their performance.

Some of the notable responses included: *KRC can coordinate with industries and construct sidings to ensure last mile good delivery; Investors can be encouraged to utilise the spaces at the SGR facility to open up businesses; and Collaborations are required to enable technology integration in the daily operations*

Statements Relating to Strategic Alliance and Organization Performance

The respondents were also asked to rate how much they agreed with the statements on strategic alliance. The following scale was requested of the respondents: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. Table 2 displays the results.

Table 2: Statements on Strategic Alliance

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Deviation
Government regulations make it challenging to work with partners	0.0	0.0	7.1	35.7	57.1	**4.500**	**.638**
All partners' roles in an alliance should be well stated and understood	0.0	0.0	0.0	17.9	82.1	**4.821**	**.390**
Having partnerships promotes knowledge transfer	0.0	7.1	0.0	32.1	60.7	**4.464**	**.838**
There is a greater risk factor when dealing with alliances	25	46.4	3.6	21.4	3.6	**2.321**	**1.188**
Alliances benefit all partners proportionately	0.0	39.3	0.0	53.6	7.1	**3.286**	**1.084**
Coordination problems are not experienced by having numerous business partnerships	14.3	57.1	7.1	14.3	7.1	**2.429**	**1.136**
Mean						**3.637**	**.879**

From the findings, the overall mean was 3.637 and the standard deviation was 0.879. This suggests that the rating on the mean and standard scale was about positive. The range of the average scale ratings was 2.321 to 4.821 with majority being higher than or equal to 3.286. This showed that the respondents gave strategic alliance neutral to good ratings. The statement "All partners' roles in an alliance should be well stated and understood" received the highest mean grade of 4.821; Standard Deviation= 0.390. "There is a greater risk factor when dealing with alliances" was the claim with the lowest mean score, 2.321. (Standard Deviation= 1.188).

The findings indicated that 57.1% strongly agreed that government regulations make it challenging to work with partners while 35.7 % agreed to this statement. The finding agrees with Davis (2022) who said that government regulations are frequently criticized by businesses and their spokespersons as illogical roadblocks to profits, economic efficiency, and employment growth. He however states that most of these rules have ended up protecting the consumer. According to Wanjohi (2012), businesses have been impacted by severe legal and regulatory difficulties, which not only scare away potential investors but also reduce revenues for those already in operation. The legal frameworks, he says, cannot encourage formation of alliances.

Further, 82.1% strongly agreed that all partners' roles in an alliance should be well stated and understood a statement that had a mean score of 4.821 and standard deviation of 0.39. this agrees with OECD (2016) which in its guide states that assuring that all parties are aware of the partnership's goals, who is responsible for what, and what results are anticipated is a crucial first step in creating a successful partnership. If at all possible, a partnership should be based on local,

suitable mechanisms that currently exist. Hughes and Weiss (2007) agreed that all patners need to understand how their counterparts work in order for this type of partnership to take place, including how they make choices, distribute resources, and communicate information.

Additionally, 60.7% of the respondents strongly agreed that having partnerships promotes knowledge transfer while 32.1% agreed to the statement. Agreeing with this finding, Simonin (1997) stated that firms may opt to collaborate with other organizations and incorporate their knowledge and resources in order to successfully commercialize inventions. Khamseh and Jolly (2014) on the same breath believed that partnership ensures knowledge diffusion between the partners a move they said impacts the partners growth individually and the partnership also becomes stronger.

On the statement "There is a greater risk factor when dealing with alliances", the mean score was 2.321 with a standard deviation of 1.188, with 46.4% disagreeing to this statement. The findings are in agreement with Gari (1999) who stated that companies are forming partnership to gain competitive advantage and part of this is reduction of uncertainty. According to Sambasivan et al., (2011) however, continued interdependence between partners might boost the likelihood of the partnership success because both partners rely on each other to fulfill tasks and achieve goals. If one of the members under-performs, the others will suffer.

The findings also indicated that the responses were generally neutral on the statement "alliances benefit all partners proportionately" achieving a mean of 3.286. 53.6% of the respondents agreed while 39.3% disagreed. This finding agrees with Mowery et al. (1996) who established that companies form alliances when they have resources or knowledge that the other partner will benefit from. Companies that develop strategic partnerships take advantage of their capabilities not just for their own gain, but also to help their new counterparts become stronger in the long-term.

Finally, 57.1% of the respondents indicated that they disagreed with the statement "Coordination problems are not experienced by having numerous business partnerships." The statement had a mean of 2.429. The finding agrees with Junaidu et al. (2019) who opined that if the plans are not established in accordance with the alliance's aims or the strategies are not properly implemented, the inter-organizational cooperation will not be handled effectively. Additionally, they include some coordination problems that may arise out of having numerous partners like; incompatibility with the partners' goals, cultural differences, a lack of trust and understanding, and a lack of strategic adaptability. When strategic alliances are formed, numerous job positions and their descriptions are modified to accomplish the alliance's goals.

Strategic Innovation

The study sought to evaluate the influence of strategic innovation on the performance of Kenya Railways Corporation.

Opinions on Whether Strategic Innovation Already Employed Influences KRC Performance

First, respondents were asked their opinion whether strategic innovation already employed influences the performance of Kenya Railways Corporation. From the findings, 42.9% of the respondents opined that strategic innovation practices alreay employed has an impact on the performance of the Kenya Railways Corporation while 57.1% had a contrary opinion on the same.

Recommendations for Innovations to be used in KRC

The respondents were asked to recommend innovations that Kenya Railways Corporation could employ to enhance their performance other than those which are already in use. The responses were: *The corporation should find a way of de-carbonize the transport system, and Employment of technology should be improved especially for the meter gauge sector.*

Statements Relating to Strategic Alliance and Organization Performance

The respondents were asked by the researcher to rate how much they agreed with the statements on strategic innovation. The responses were to rate the statements on the following scale: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. The outcomes are shown in Table 3.

Table 3: Statements on Strategic Innovation

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Deviation
Introduction of new products ensures competitiveness of an organization	3.6	3.6	14.3	46.4	32.1	**4.000**	**.981**
Innovative measures are mostly in the long run more expensive than the returns	25.0	57.1	14.3	3.6	0.0	**1.964**	**.861**
Technical skills are important for innovativeness	0.0	0.0	0.0	25	75	**4.750**	**.441**
Digital marketing must not be necessarily prioritized for performance	25	46.4	17.9	10.7	0.0	**2.143**	**.932**
All innovations should be focused only on customer satisfaction	0.0	10.7	14.3	25	50	**4.143**	**1.044**
Investment in modern technological equipment is crucial for any organization	0.0	0.0	0.0	14.3	85.7	**4.857**	**.356**
Mean						**3.643**	**.769**

From the findings, 46.4% of the respondents acknowledged that introduction of new products ensures competitiveness of an organization agreeing with the statement while 32.1% strongly agreed. The mean score for this statement was 4.00 with a standard deviation of 0.981 meaning that the general opinions of the respondents was to the affirmative for this statement. The outcome is in agreement with Kuratko et al. (2005) who said that innovation motivates cross-functional players made up of a company's top change agents to find new sources of income, create game-changing strategic initiatives and define novel new products. According to Kim and Mauborgne (2005), innovation can drive out competitors if a n organization can develop new marketing strategies and venture in new product lines.

The statement on "innovative measures are mostly in the long run more expensive than the returns" had 57.1% disagreeing and 25.0% strongly disagreeing resulting in a negative mean score of 1.964 and a standard deviation of 0.861. These findings are not in agreement with Pisano and Teece 2007 who opined that innovation is very profitable at the initial stages but as a result of intensifying competition, an increase in new competitors, incumbents' defensive strategies, and declining market share, the early strong returns from new brands gradually drop. Artz et al. 2010 also disagree with the findings, but in their case, they allude to the unpredictable fluctuations in profitability of innovations in the long run.

Concerning the statement "Technical skills are important for innovativeness", all the respondents affirmed this claim with 75% strongly agreeing and

25% agreeing to the line statement. The mean score was a high of 4.750 with a deviation of 0.441. The finding resonates with Muthee (2019) who claimed that innovation should inspire cross-functional players made up of a company's top change agents to identify new revenue streams, develop game-changing strategic initiatives, define groundbreaking new products, services, and operating models, cultivate distinctive business relationships, and reexamine conventional business practices. All these, he said, need expertise.

Majority of the respondents disagreed that digital marketing must not be necessarily prioritized for performance with a mean score of 2.143 and a standard deviation of 0.932. 46.4% of the respondents disagreed while 25% strongly disagreed with the line statement. Miller (2001) agreed with this finding stating that most organizations turn to technical innovation to get a competitive edge in their market. Therefore, organizational and marketing strategies are required to support each of these endeavors. Baldwin and Johnson (1996) believe that organizations that employ such creative marketing strategies achieve sustainable performance levels that are higher.

On the statement "All innovations should be focused only on customer satisfaction", majority (50%) of the respondents strongly agreed, 25% agreed while 14.3% remained neutral and the remaining 10.7% disagreed, translating to a mean of 4.143 which is to the affirmative of the statement. Kemoli (2010) in his assessment of the performance and innovative strategies used by commercial banks that are listed on NSE agrees with this finding. The study found that publicly listed commercial banks had defied industry constraints and engaged in the creation of innovative, substantial consumer value. The result of this was improved customer satisfaction rates since they were the focus.

All of the respondents acknowledge that investment in modern technological equipment is crucial for any organization. 85.7% of them strongly agreed while the remaining 14.3% agreed to this claim. The statement scored a mean of 4.857 and a standard deviation of 0.356. This agrees with Karanja (2009). His study's conclusions indicate that companies with strong technology-enabled innovation strategies have a better probability of acquiring a competitive edge and maximizing shareholder value.

Resources Allocation

The study sought to determine the effect of resources allocation on Kenya Railways Corporation performance.

Opinions on Whether Resources Allocation Influences KRC Performance

Respondents were asked their opinion whether resources allocation has an influence on the performance of Kenya Railways Corporation. From the findings, all respondents (100%) agreed that performance is influenced by resource allocation of the Kenya Railways Corporation. None of them had a contrary opinion on the same.

Opinions on Resources not Properly Utilized by the KRC

The study investigated which resource(s) the respondents thought were not properly utilized and how they suggest they (resources) could be optimized. Some of the notable responses included: *Our locomotives could make more trips for both commuter and long-distance trips once permanent way infrastructure is improved; Some of the track components currently stored could be installed to provide more rail coverage if there is funding; Old housing units could be renovated and occupied to generate income for the corporation.*

Statements Relating to Resources Allocation and Organization Performance

The were asked by the researcher to rate how much they agreed with the statements on resources allocation. The following scale was requested of the respondents: Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5. Table 4 displays the results

Table 4: Statements on Resource Allocation

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Deviation
Sufficient financial resources are allocated to all the projects	21.4	67.9	0.0	10.7	0.0	**2.000**	**.816**
The available resources are strictly used to achieve the specific goals.	10.7	7.1	3.6	39.3	39.3	**3.893**	**1.315**
The physical resources that are available are not utilized appropriately	7.1	14.3	21.4	42.9	14.3	**3.429**	**1.136**
All of the resources allotted by the government and other donor agencies are properly monitored and audited	10.7	21.4	3.6	10.7	53.6	**3.750**	**1.555**
Training of human resource does not affect performance	67.9	32.1	0.0	0.0	0.0	**1.321**	**.476**
Information technology is properly incorporated into the organization's daily operations	0.0	21.4	14.3	46.4	17.9	**3.607**	**1.031**
Mean						**3.000**	**1.055**

Based on the findings, the overall mean was 3.000 and the standard deviation was 1.055. This suggests that the rating on the mean and standard scale was very neutral. The range of the average scale ratings was 1.321 to 3.893 with majority being lower than or equal to 3.607. This showed that the respondents gave resource allocation negative to neutral ratings. The statement "The available resources are strictly used to achieve the specific goals" received the highest mean grade of 3.893; Standard Deviation= 1.315. "Training of human resource does not affect performance" was the claim with the lowest mean score, 1.321 (Standard Deviation= 0.476).

The findings indicated that 67.9% disagreed with the claim that sufficient financial resources are allocated to all the projects while 21.4% strongly disagreed to this statement. The remaining 10.7% agreed to it. The finding agrees with Lynn (2022) who said that project failure is frequently caused by inconsistencies with relation to financial resources, manpower, and materials. When resources are not managed effectively, an organization faces a variety of issues that have an impact on its daily operations, long-term plans, and financial health.

Further, 39.3% strongly agreed and another 39.3% agreed that the available resources are strictly used to achieve the specific goals a statement that had a mean score of 3.893 and standard deviation of 1.315. This agrees Nzomo (2019) who said that sufficient resource capacity is crucial in laying the groundwork for an organization to assess its progress toward reaching its specified goals.

Additionally, 42.9% of the respondents agreed that the physical resources that are available are not utilized appropriately while 14.3% strongly agreed to the statement. 21.4% were however neutral to this statement. The general response was neutral with a mean of 3.429 and standard deviation of 1.136. Agreeing with this finding, Bush (2022) stated that most organizations do not use their resources properly and this has an effect on their profitability and health index. This she claims is typically due to inadequate equipment, administrative errors, and a lack of necessary skills. Saviom (2022) agrees with this claiming that most organizations especially in the information technology sector have numerous idle physical resources as well as human resources and this has negatively affected their profit margins since such resources cannot be billed.

On the statement "All of the resources allotted by the government and other donor agencies are properly monitored and audited", the mean score was 3.750, with 53.6 % strongly agreeing to this statement while 21.4% disagreed. Both strongly disagree and agree had 10.7% each. The findings are in agreement with OECD (2006) which claimed that governments usually use tax payer money to fund corporations' projects and in turn evaluate how the resources have been used. According to the PROCASUR Africa Report (2012) however disagree saying ineffective control systems have resulted in significant losses for members and institutions due to fraud and misuse of assets that are meant to generate revenue. Inadequate controls have also resulted in management corruption and collaboration with outside auditors, which has prevented businesses from meeting their goals.

The findings also indicated that the responses were negative on the statement "Training of human resource does not affect performance" achieving a mean of 1.321 and standard deviation of 0.476. 67.9% of the respondents strongly disagreed while remaining 32.1% disagreed. This finding agrees with Weele (2009) who asserts that performance is seen as the result of resource capacity. Part of that capacity is a well-trained and motivated human capital. Bush (2022) further agrees indicating that skill shortages are to blame for organizations that are not realizing their expected profit margins despite investing in numerous other resources.

Lastly, 46.4% of those surveyed said they agreed with the claim "Information technology is properly incorporated into the organization's daily operations" 17.9% strongly agreed while 21.4% disagreed to the statement. The claim had a mean of 3.607 and standard deviation of 1.031. The finding agrees with Powell (2007) who opined that technological innovation like information technology is widely seen as a crucial aspect of competitiveness, integrated into the administrative procedures, products, and services of a company.

Performance of the Kenya Railways Corporation

The researcher asked the respondents how much they concurred with various claims on performance of the Kenya Railways Corporation. They were asked to rate the claims on a scale of 5 to 1 where 5= very great extent (VGE), 4= great extent (GE), 3= moderate extent (ME), 2= low extent (LE) and 1= Not at all(NA). The results are shown in Table 5 below.

Table 5: Statements on Performance of the Kenya Railways Corporation

Statements	NA (%)	LE (%)	ME (%)	GE (%)	VGE (%)	Mean	Std Deviation
Organization performance depends on the customer satisfaction	0.0	0.0	0.0	35.7	64.3	**4.643**	**.488**
Performance is as a result of high-quality service delivery	0.0	0.0	0.0	60.7	39.3	**4.393**	**.497**
Need analysis is not crucial for organization performance	50	42.9	0.0	7.1	0.0	**1.643**	**.826**
Leadership integrity ensures transparent awarding of contracts	0.0	0.0	0.0	14.3	85.7	**4.857**	**.356**
Cost planning minimizes waste of resources	0.0	10.7	3.6	64.3	21.4	**3.964**	**.838**
Amount of goods and services transported does not indicate good performance	10.7	39.3	7.1	25	17.9	**3.000**	**1.361**
Mean						**3.750**	**.728**

The findings show that 64.3% of the respondents acknowledged that organization performance depends on the customer satisfaction agreeing to a very great extent with the statement while 35.7%

agreed to a great extent. The mean score for this statement was 4.643 with a standard deviation of 0.488 meaning that the general opinions of the respondents was to the affirmative for this statement. The outcome is in agreement with Batenburg and Versendaal (2016) who stated that organizations that lack performance tools in their methodology, strategies, and processes perform worse and have higher levels of employee and customer dissatisfaction.

The statement on "Performance is as a result of high-quality service delivery" had 60.7% agreeing to a great extent and 39.3% agreeing to a very great extent resulting in a positive mean score of 4.393 and a standard deviation of 0.497. These findings are in agreement with Mullins (2003) who opined that strategic management plays a significant role in enabling the efficient and effective service delivery in the transportation sector in both developed and developing nations. Basheka (2004) also agrees to this service delivery and the efficiency of government operations are due to strategic practices.

Concerning the statement "Need analysis is not crucial for organization performance", majority of the respondents did not agree with this claim with 50% not agreeing at all and 42.9% agreeing to a low extent to the statement. The mean was 1.643. The finding resonates with Nwabuzor (2005) who claimed that a thorough performance is a result of an all-encompassing strategic management approach that examines all the factors in a given environment including need analysis, quality determination, and cost planning.

All the respondents agreed that leadership integrity ensures transparent awarding of contracts with a mean score of 4.857 and a standard deviation of 0.356. 85.7% of the respondents agreed to a very great extent while 14.3 % agreed to a great extent with the line statement. Gray et al. (1997) agree with this finding stating that strategic approaches that encourage integrity, equity in contract procurement and award, transparency, and ethical sourcing have a positive effect on corporate operations and may enhance performance and delivery.

On the statement "Cost planning minimizes waste of resources", majority (64.3%) of the respondents agreed to a great extent, 21.4% agreed to a very great extent while 10.7% agreed to a low extent and the remaining 3.6% agreed to a moderate extent, translating to a mean score of 3.964 which is to the affirmative of the statement. Basheka (2004) agrees with the finding stating that poor procurement planning has been a major barrier to the economic growth in Africa, and it is clear that some of its countries have not paid enough attention to the management of public resources.

Most of the respondents moderately agreed with the line statement that amount of goods and services transported does not indicate good performance. 39.3% of them agreed to a low extent, 25% agreed to a great extent, 17.9% agreed to a very great extent, 10.7% did not agree at all while the remaining 7.1% agreed to a moderate extent to this claim. The statement scored a mean of 3.00 and a standard deviation of 1.361. This agrees with Rodrigue (2020) who stated that transport expenses frequently make up 10% of the overall cost of a product. Due to this factor, it is usually not the amount of goods but the value which will translate to the profitability of the transportation system.

Pearson Correlation

Using the Pearson Correlation Coefficient, the data on strategic leadership, strategic alliance, strategic innovation, and resources allocation were examined, and after computing averages for each component, different variables were created.. With a 95% confidence interval and a 5% significance level for the 2-tailed confidence level, Pearson's analysis of correlation was conducted. Results between the various criteria and the performance of the Kenya Railways Corporation are as shown in the correlation coefficients (Table 6).

Table 6: Pearson Correlation

		SL	SA	SI	RA	PKRC
SL	Pearson Correlation	1				
	Sig. (2-tailed)					
SA	Pearson Correlation	.902**	1			
	Sig. (2-tailed)	0				
SI	Pearson Correlation	.933**	.941**	1		
	Sig. (2-tailed)	0	0			
RA	Pearson Correlation	.966**	.951**	.972**	1	
	Sig. (2-tailed)	0	0	0		
PKRC	Pearson Correlation	.896**	.956**	.930**	.947**	1
	Sig. (2-tailed)	0	0	0	0	

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

Independent variables: Strategic Leadership (SL), Strategic Alliance (SA), Strategic Innovation (SI), Resources Allocation (RA). **Dependent variable**: Performance of Kenya Railways Corporation (PKRC)

The analysis' findings, which are shown in table 7, indicate that the performance of the Kenya Railways Corporation was positively, significantly and strongly correlated with strategic leadership, with r=0.896, p=0.00 and α= 0.01. This finding means that an improvement in strategic leadership results in improvement in the performance of the Kenya Railways Corporation.

Additionally, strategic alliance was also found to have a very strong correlation with performance of the organization with r=0.956, p=0.00 and α= 0.01. This indicates that if there is improvement on various aspects of strategic alliances, the resulting effect will be a major positive adjustment on the performance of the Kenya Railways Corporation.

Further, it was found out that strategic innovation had a positive, significant and very strong correlation with performance of KRC with values of r=0.930, p=0.00 and α= 0.01. The findings depict that if Kenya Railways Corporation would improve its innovative strategies, the performance of the organization would improve to a great extent.

Finally, the correlation between resources allocation and performance of the Kenya Railways Corporation was found to be positive and significant with r=0.947, p=0.00 and α= 0.01. This means that increase in resource allocation for the various activities of the organization would improve in its performance.

Analysis of Variance (ANOVA)

Table 7: One-Way ANOVA analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.949	4	2.487	76.769	.000[b]
	Residual	.745	23	.032		
	Total	10.694	27			

a. Dependent Variable: PKRC

b. Predictors: (Constant), SL, SA, SI, RA

From the ANOVA analysis table above, the regression model predicting the relationship between the performance of Kenya Railways Corporation (PKRC) and independent variables- strategic leadership (SL), strategic alliance (SA), strategic innovation (SI) and resources allocation (RA)- is significant at F= 76.769 and P = 0.000.

Multiple Regression Coefficients

Table 8: Regression coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.303	.506		2.574	.017
	X_{SL}	.502	.107	.395	4.667	.000
	X_{SA}	.477	.152	.342	3.138	.005
	X_{SI}	.241	.165	.157	1.460	.028
	X_{RA}	.352	.241	.539	1.460	.012

a. Dependent Variable: $\mathbf{X_{PKRC}}$

The model for the study was found to be:

$Y_{PKRC}=1.303 +0.502X_{SL} + 0.477X_{SA} + 0.241X_{SI}+ 0.352X_{RA}$

The regression equation above has established that if all factors are taken into account- strategic leadership, strategic alliance, strategic innovation and resources allocation- held constant at zero, performance of Kenya Railways corporation will be 1.303. The results here also showed that if all other independent variables are not considered, a single increase in strategic leadership would lead to a 50.2% increase in performance of the Kenya Railways Corporation and a single increase in strategic alliance would lead to a corresponding 47.7% increase in performance of the Kenya Railways Corporation.

Further, from the findings, it was found that a unit increase in strategic innovation would lead to a corresponding 24.1% increase in performance of the Kenya Railways Corporation. Additionally, from the findings, a single increment in resources allocation results in a 35.2% increase in performance of the Kenya Railways Corporation. All the independent variables were significant as their P-values were less than 0.05. Sequentially, the variable that had the highest influence on performance of the Kenya Railways corporation was strategic leadership followed by strategic alliance then resources allocation. The variable with the least influence was strategic innovation.

CONCLUSIONS AND RECOMMENDATIONS

The study came to the conclusion that Kenya Railways Corporation performance is influenced by strategic leadership. The findings revealed that leaders should be held accountable to ensure an organization performs well. The findings also show that political affiliation by the leadership may enhance or be detrimental to the performance of the organization depending on how the leaders handle the involvement. Also, the study identified that for a proper performance, staff networking should be encouraged by the leadership. Ethical issues were also found to have a negative impact on the performance of an organization. Lastly, it was found to be important for leaders to encourage and motivate their staff as this could improve the performance of the organization.

The study findings helped come to the conclusion that strategic alliance influences performance of the Kenya Railways Corporation. The study revealed that government regulations make it challenging to work with partners, having partnerships promotes knowledge transfer, and the role of all partners in an alliance should be well stated and understood. Further, the study concluded that there is a greater risk factor when dealing with alliances and coordination problems are usually experienced by having numerous business partnerships.

The research findings concluded that introduction of new products ensures competitiveness of an organization. The results also revealed that innovative measures could or could not be more expensive in the long run than the returns depending on the innovative choices made by the organization; technical skills are important for

innovativeness; digital marketing should be prioritized for performance especially in this digital era. Also, it is concluded that all innovations should be focused majorly on customer satisfaction and that investment in modern technological equipment is crucial for any organization.

The study concluded that sufficient financial resources should be allocated to all the projects for improved performance of Kenya Railways Corporation, the available resources should be strictly used to achieve the specific goals, the physical resources that are available should be utilized appropriately. All of the resources allotted by the government and other donor agencies were found not to be properly monitored and audited, training of human resource was found to have a great effect on performance and information technology was found not to be properly incorporated into the Kenya Railways Corporation's daily operations.

The study made recommendations based on research findings and conclusions that Kenya Railways corporation should strengthen its leadership structure, ensuring that ethical standards that are expected of holders of public offices are adhered to. Training of leaders on proper governance should be done periodically since all this will ensure proper strategic leadership. Since from the findings it was found that a positive change in strategic leadership translate to a positive performance of the organization, when such measures are implemented, the effects will be realized.

On strategic alliance, some of the well performing organizations have done so through engaging in partnerships. The Kenya railways Corporation should collaborate with specially identified organizations that could supplement their endeavor either by putting up investments along the railway corridor and facilities or by just getting into a joint venture that could benefit both the parties. This can be difficult since the organization is a government institution and some of the capital injections are public funds that have to follow public procurement policies which sometimes may not favor other partners if the investment is on a large scale.

Innovation is very crucial in the 21st century. Since Kenya Railways Corporation operates an infrastructure that has been in existence for decades, there should be adjustments in some of the services offered and introduction of new products that could be relatable with this generation to ensure relevance. Re-branding the coaches to a modernized standard could be one of the things the organization could look into vis a vis the cost implications and the level of customer satisfaction. Since innovation was found to affect performance of Kenya Railways Corporation, some of these innovative measures if implemented, will surely have an impact in the organization.

Lastly, on resources allocation, since the government is the main financier of the organization, legislation should be made so that the budgetary allocation of funds to be increased. Insufficient funds are detrimental to any organization and that is probably why Kenya Railways Corporation has not developed enough railroad network as it would have hoped to. There should also be a proper monitoring and evaluation framework so that the funds released to the organization are accounted for so that there is no misuse of the resources and also so that the financiers can check which parts need more funding to be considered in the future allocation

Suggestions for Further Research

This research has been done in the year 2022 when the Kenya Railways Corporation is just in the process of taking over operations of the SGR project and there are arterial projects linking the SGR still under construction. Further research could be done once these projects are completed to evaluate if these factors still influence of the organization and to what level.

The study focused on the performance of the whole Kenya Railways Corporation. A study can be conducted to evaluate performance of any selected project within the Kenya Railways Corporation for

example the Standard Gauge Railway project, the Meter Gauge Railway operation etc.

This study focused on strategic leadership, strategic alliance, strategic innovation and resources allocation as the variables to study. Another study could be done using different variables to evaluate how they affect performance.

REFERENCES

Adero, N., & Aligula, E. (2012). Challenges facing transport infrastructure in the East African Community. *Research Networking and Regional Development Policy Making in the East Africa Community (EAC), 90-113: Kenya Institute for Public Policy Research and Analysis (KIPPRA)*.

Akech, J. M. M. (2005). Development partners and governance of procurement in Kenya:enhancing democracy in the administration of aid. *International law and politics,* 37(4), 829-868.

Allio, M.K. (2005). A Short, Practical Guide to Implementing Strategy..*Journal of Business Strategy, 26, 12- 21.*

Andreeva, T., & Kianto, A. (2012). Does knowledge management really matter? Linking knowledge management practices, competitiveness and economic performance. *Journal of Knowledge Management*.

Arthur, P. (2009). An Overview of EC Policy on Procurement: Current Position and Future Prospects, Procurement *Law Review, Vol. 1 No.1, pp.28-39.*

Baldwin, J. R., & Johnson, J. (1996). Business strategies in more-and less-innovative firms in Canada. *Research policy*, *25*(5), 785-804.

Bank Institute. Gelderman, J. C., Ghijsen, W. P. & Brugman, J. M. (2006). procurement and EU tendering directives explaining non-compliance. International Journal of Sector Management, 19(7), 702-714.

Bartik L (2009). Supply chain management practices in institutions. Procurement Journal.Vol. 28 Benton WC (2007), "Power influences in the supply chain", *Journal of Business Logistics, Vol. 21 No.1, pp.49-73.*

Basheka, B. C. & Bisangabasaija, E. (2010). *Determinants of unethical procurement in local government systems of Uganda: a case study.* Int. J. Procurement Management, 3(1), 91–104.

Cai, J.,Xiangdong L., Zhihui X. (2008).*Improving supply chain performance management: A systematic approach to analyzing iterative KPI accomplishment.* ABS working Paper Series No. 3

Callender, G., & Mathews, D. (2000). Government Purchasing: An Evolving Profession? *Journal of Budgeting, Accounting &Financial Management*

Chan, E. H., & Yung, E. H. (2004). Is the development control legal framework conducive to a sustainable dense urban development in Hong Kong? *Habitat International*, *28*(3), 409-426.

Charles, P. (2007). *Supply chain postponement and speculation strategies: how to choose the right strategy,* Journal of Business Logistics, Vol. 21 No.2.Cuthbertson, R.

Chemoiywo, P. (2014). Public Procurement Procedures and Supply Chain Performance in state Corporations in Kenya, *Masters Degree Research Project. Retrieved* from library.uonbi.ac.ke/

Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9, pp. 1-744). New York: Mcgraw-hill.

Cuthbertson, R. Piotrowicz, W. (2011). *Performance measurement systems in supply chains: A framework for contextual analysis, International Journal of Productivity and Performance Management*, Vol. 60 Iss: 6, pp.583 - 602

Damanpour, F., Szabat, K. A., & Evan, W. M. (1989). The relationship between types of innovation and organizational performance. *Journal of Management studies*, *26*(6), 587-602.

Dess, L.E (2008), *Strategic Management: creating competitive Advantages* 4th Ed. McGraw- Hill- New York.

Diamond, J. (2002). *The Role of Internal Audit in Government Financial Management: An International Perspective,* IMF Working Paper 02/94 (Washington: International Monetary Fund).

Duncan.W. (2009). *Managing supply chain relationship.* Purchasing Journal Vol 24 GOK (2012). Procurement Regulations in Kenya.

Erik, E. &Vennström, A. (2008). *Effects of Procurement on Project Performance: A Survey of Swedish Construction Clients*, Sweden, University of Technology.

FAITH, N. (2019). *Effect of expansion strategies on performance of insurance Industry in Kenya* (Doctoral dissertation, Maseno University).

Francis, W. H., et al., (2012). Impacts of facility service procurement methods on perceived performance of hospital engineering services, *Facilities,* 30(1/2), 56 –77

Frøystad, M., Heggstad, K. K. & Fjeldstad, O. H. (2010). *Linking procurement and political economy.UK Department for International Development and the World*

Gari, J.-A. (1999). Biodiversity conservation and use: Local and global considerations. *Science, Technology and Development Discussion Paper*, *7*, 1–19.

Government of Uganda (2006). *The Local Government (Amendments) Act, (2006).* Kampala, Uganda: Author.

Gunasekaran, A., Patel, C., & McGaughey, R. E. (2004). A framework for supply chain performance measurement. *International Journal of Production Economics, 87* (3), 333-347.

Hrebiniak, L.G. (2006). *Obstacles to Effective Strategy Implementation.* Organizational Dynamics, 35, 12-31.

Hui, W. S., Othman, R. O., Normah, O., Rahman, R. A. & Haron, N. H.(2011).*Procurement issues in Malaysia. International Journal of Sector Management,* 24(6), 567-593.Irwin.

Ireland, S. C., Beamesderfer, R. C. P., Paragamian, V. L., Wakkinen, V. D., & Siple, J. T. (2002). Success of hatchery-reared juvenile white sturgeon (Acipenser transmontanus) following release in the Kootenai River, Idaho, USA. *Journal of Applied Ichthyology*, *18*(4–6), 642–650.

John (2012). Environmental supply chain dynamics, *Journal of Cleaner Production, vol.8*

John, M. K. (2020). *Strategic Alliance Practice and Organization Performance of Selected Companies in the Energy Sector in Kenya*. KENYATTA UNIVERSITY.

Joseph P (2010).). The Decentralization of Collective Bargaining: *A Literature Review and Comparative Analysis, Industrial and Labor Relations Review*, 47(1), 3-22.

Junaidu, A. S., & Ahmadu, H. (2019). International Financial Reporting Standards Adoption and Liquidity Performance of Food and Beverages Listed Companies: Empirical Evidence from Nigeria. *Growth*, *6*(1), 20–26.

Kafko, D. E. (2017). *Effect of Customer Relationship Management on Marketing Performance of Commercial Banks in Kenya* (Doctoral dissertation, United States International University-Africa).

Kakwezi, P. &Nyeko, S. (2011). *Procurement Processes and Performance Efficiency and Effectiveness of the Procurement Function.* Makerere University Business School. 51

Khamseh, H. M., & Jolly, D. (2014). Knowledge transfer in alliances: the moderating role of the alliance type. *Knowledge Management Research & Practice*, *12*(4), 409–420.

Kipyego, M. I. (2012). *Factors Affecting Implementation of Electronic procurement system in Public Sector. A case of National Aids Control Council,* Masters Degree Research Project.Retrievedmaktaa.ku.ac.ke/

Klijn, E. H., & Koppenjan, J. (2016). The impact of contract characteristics on the performance of public–private partnerships (PPPs). *Public Money & Management*, *36*(6), 455-462.

Lengnick-Hall, C. A. (1992). Strategic configurations and designs for corporate entrepreneurship: Exploring the relationship between cohesiveness and performance. *Journal of Engineering and Technology Management*, *9*(2), 127-154.

Lisa, I. (2010). Compliance culture. A conceptual framework. *Journal of management and organization,* 19(7), 702-714.

Lodhia, S. K. & Burritt, R. L. (2004). Sector accountability failure in an emerging economy: The case of the National Bank of Fiji. *International Journal of Sector Management,* 17(4), 345–359.

Maiyo P (2009). Irregularities in undertaking procurement practices in institutions. Journal of purchasing Vol 22

Masungo, T. W., Marangu, W. N., Obunga, C. A., & Lilungu, D. (2015). Effect of strategic leadership on the performance of devolved government system in Kakamega County, Kenya. *European Journal of Business and Management*, *7*(13), 327-338.

Matokho, K. M., & Anyieni, A. G. (2018). Strategic Partnerships and Performance of Listed Commercial Banks in Kenya. *International Journal of Contemporary Aspects in Strategic Management (IJCASM)*, *2*(1), 1–13.

Mbaya, P. (2014).*Factors Influencing Compliance with Public Procurement Policy in Kenya; a case study of 8 Government Ministries,* Master's Degree Research Project. Retrieved from library.uonbi.ac.ke/

Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1996). Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal*, *17*(S2), 77–91.

Muge, P. (2009). Procurement practices in institutions in Kenya. *Supply chain management journal*. Vol 22.

Mugenda.O. & Mugenda. A. (2003). *Research Methods; Quantitative and Qualitative approaches.* Nairobi: Acts Press

Muteshi, D. C., & Awino, Z. B. (2018). Strategic alliances and performance of food and beverage manufacturing companies in Kenya. *DBA Africa Management Review*, *8*(1).

MUTHEE, J. M. (2019). Determinants of Partnership Practices and Performance of Selected Technical Vocational And Training Education Institutions in Nairobi City County, Kenya.

Njoroge, P. (2012). *Effects of Public Procurement Procedures on financial Performance of Farmers Co-operative Societies in Kiambu.* Masters Degree Research Project. Retrieved from library.uonbi.ac.ke/

Paul, S. (2011). Procurement policies in corporations. *Journal of Purchasing.* Volume 33 52

Pfeffer, J., & Salancik, G. R. (1978). A resource dependence perspective. In *Intercorporate relations. The structural analysis of business*. Cambridge: Cambridge University Press.

Pillary, S. (2004).*Corruption – the Challenge to Good Governance:* A South African Perspective, Melbourne, Australia.

Piotrowicz, W. (2011) "Performance measurement systems in supply chains: framework for contextual analysis", International Journal of Productivity and Performance Management, Vol. 60 Iss: 6, pp.583 – 602

Raymond, J. (2008). Benchmarking in Procurement. Benchmarking: *An International Journal,* 15(6), 782-793.

Roodhooft, F. & Abbeele, A. V. D. (2006). Procurement of consulting services Evidence and comparison with private companies. *International Journal of Sector Management,* 19(5), 490-512.

Sambasivan, R. R., Zheng, A. X., De Rosa, M., Krevat, E., Whitman, S., Stroucken, M., Wang, W., Xu, L., & Ganger, G. R. (2011). Diagnosing performance changes by comparing request flows. *8th USENIX Symposium on Networked Systems Design and Implementation (NSDI 11)*.

Schapper, P. R., Malta, J. N. V. & Gilbert, D. L. (2006). An analytical framework for the management and reform of procurement. *Journal of procurement,* 6(1&3), 1-26.

Shepherd, C. & Günter, H. (2006). Measuring supply chain performance: current research and future directions. *International Journal of Productivity and Performance Management* 55 (3/4) (2006) 242-258.

Simonin, B. L. (1997). The importance of collaborative know-how: An empirical test of the learning organization. *Academy of Management Journal*, *40*(5), 1150–1174

Snell, R. (2004). Should we call it an ethics program or a compliance program? *Journal of Health Care Compliance,* 16(2), 235-249.

Sobczak, M. (2008). *Quantitative model. Journal of Business Logistics.* Vol. 22

Song, S. J., Ito, K., Ala, U., Kats, L., Webster, K., Sun, S. M., ... & Pandolfi, P. P. (2013). The oncogenic microRNA miR-22 targets the TET2 tumor suppressor to promote hematopoietic stem cell self-renewal and transformation. *Cell stem cell*, *13*(1), 87-101.

Talluri, W. (2008). Benchmarking the performance of English Universities, *Benchmarking International Journal,* Vol. 14 No.1, pp.102-22.

Tanzi, R (2009). An agency theory perspective on supply chain quality management, *International Journal of Operations & Production Management,* Vol. 32

Thomson, P. (2007). Supplier selection methods in institutions. *Journal of purchasing.*Vol 33 53

Victor, A. (2012). Challenges affecting procurement practices in corporations. *International Journal of Operations & Production Management,* Vol. 31

Wisegeek, (2013). Procurement strategies.www.wisegeek.com

Wittig, W.A. (1999). *Building Value through Procurement: A focus on Africa. A paper presented to the 9th International Anti-Corruption Conference*. [On-Line]. Available at www.legacy.transparency.org

Zahra, S. A., Ireland, R. D., & Hitt, M. A. (2000). International expansion by new venture firms: International diversity, mode of market entry, technological learning, and performance. *Academy of Management journal*, *43*(5), 925-950.

Zuzana M (2012). *Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology,* Organization Science. Vol 22