

**PERCEPTION OF EMPLOYEES ON STRATEGY BEST
PRACTICES AND PERFORMANCE OF UWEZO FUND IN KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF
BUSINESS UNIVERSITY OF NAIROBI**

NOVEMBER, 2018

DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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DEDICATION

This project is dedicated to my family for their inspiration, encouragement and prayers towards the successful completion of this course. I pay glowing tribute and gratitude to the Almighty God who has given me the strength and wisdom to undertake this course.

ACKNOWLEDGMENT

My special and sincere thanks go to my supervisor Professor Zack Awino for his guidance, support, useful comments and constructive critique which were all instrumental to the successful completion of this research work. I also acknowledge the tremendous input from my friends and family during the tough times that I had to balance between the demands of this rigorous academic program and an equally demanding work environment. My final heartfelt appreciation goes to God Almighty who renewed my strength at every single stage of this study.

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ABBREVIATIONS AND ACRONYMS

KES	Kenya Shilling
M&E	Monitoring and Evaluation
PM&E	Performance-based Monitoring and Evaluation
UNDP	United Nation Development Programme
WEF	Women Enterprise Fund
YEDF	Youth Enterprise Development Fund

ABSTRACT

Perception plays an important role in business by influencing how employees and customers view a brand or service. Employee perception also determines how motivated they will be while working for an organization. On the other hand, strategy outlines how to respond to changing business environment to enable a clear roadmap for goal achievement. Strategy is the course of actions that outlines the interplay between changing business dynamics with a focus on future performance. The study assessed the perception of employees on strategy best practices and performance of Uwezo fund in Kenya. Two theories anchored the study: the Dynamic Capabilities Theory and the Resource Based View theory. The researcher measured three independent variables against performance of Uwezo Fund. The variables included Value Chain Analysis, SWOT Analysis and Total Quality Management. A descriptive research design anchored the study' research methodology. The researcher targeted a total of 140 employees of Uwezo Fund based in Nairobi' main office. The target population was divided into three strata depending on the managerial levels. Out of the 140 staff, 28 were sampled for response. To achieve its objective, the study adopted questionnaires as the key data collection tool. The results of the study were presented using pie charts, graphs and frequency tables. Correlation analysis that sought to explain the nature and strength of association among the predictor and the independent variables was conducted. The researcher established that a very strong positive relationship exists between Value Chain Analysis, Strength Weakness Opportunity and Threat analysis and Total Quality Management and the performance of the Uwezo Fund. The relation between Total Quality Management and performance of the organisation was determined to be the strongest of the three associations and stood at a near perfect relationship. The study therefore recommends that the organisation should enhance the adoption and utilization of Value Chain Analysis, Strength Weakness Opportunity and Threat Analysis and Total Quality Management strategies in seeking to improve its performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Porter (2001) defined strategy as generation of a valued and unique position in organisation activities. Firms that are strategically positioned perform activities differently as compared to rival. Strategy is the set actions and decisions that result in the conception of plans that enable the achievement of an organization's goal (Pearce & Robinson, 2007). Strategy can relate to long term business planning that require significant resources. There are two main categories of strategy competitive and generic strategy. Competitive strategy focuses doing things at a more efficient way as compared to rivals. Generic strategy focuses growth, globalization and retrenchment. Strategy therefore outlines how resources should be deployed to achieve the overall goal of the organization.

This study focused on two theories, resource-based view and dynamic capabilities theories. The resource-based view focuses on the effective and efficient utilization of resources to enable an organization gain competitive advantage. The dynamic capabilities theory outlines that learned activities, and process enables an organization to achieve a specific outcome. According to Teece and Pisano (1994), dynamic theory addresses the shifting character of market environment. The theory emphasizes the key role strategy plays in adopting re-configuring and integrating external and internal functional competencies, skills and resources towards changing environments.

Uwezo Fund is a particular Government of Kenya intervention under Kenya's Vision 2030 program. The fund aims to spur the nation's development and economic growth by providing accessible and affordable credit to women, youth, and persons with disability to start or expand income-generating activities for self-reliance. Even with the government's determined push to provide youth, women, and people with disability with funds to start to finance their enterprises, the organisation is fighting a number of shortcomings related to credit access by young people of the government funds (Odera et al., 2016). The motivation of this study is to examine perception of employees on strategy best practices with a focus on total quality management and value chain analysis and SWOT analysis. The findings of the study give important insight regarding how employee perception influences strategic best practices.

1.1.1 Concept of Strategy

The concept of strategy entails a focused integrated plan that is implemented to enable the achievement of organization's objectives. Strategy outlines how to respond to changing business environment to enable a clear roadmap for goal achievement. Strategy is the course of actions that outlines the interplay between changing business dynamics with a focus on future performance. Strategy must be incorporated into an organization management system to ease its acceptance by employees thus enabling easier adoption. The overall thinking pattern of an organization is guided by strategy (Henry, 2004).

The two main processes of strategy are prescriptive and emergent strategic processes. Prescriptive strategy is characterized by controls to ensure targets are achieved. The emergent process is more open to experimenting with the possibility of various outcomes being anticipated. Corporations must develop strategy flexibility by being able to change from one strategy to another. Strategic flexibility must incorporate nurturing the development of critical resources (Henry, 2004).

The organization should be able to create, acquire, and transfer knowledge. Organizations must avoid comfort zones through continuous learning experimentation and innovations to planning and marshal resources for efficient use. The organization must ensure all employees are empowered to identify changes in the business environment and adopt best strategic practices. This enables the organization to adapt to market dynamics to ensure that the organization's strategy adapts to market change.

1.1.2 Perception of Employees

Perception is the mechanism by which a person, organizes and decodes sensory stimuli to enable comprehension of the physical world (Berelson & Steiner, 1964). Perception plays an important role in business by influencing how employees and customers view a brand or service. Employee perception also determines how motivated they will be while working for an organization.

Employee perception of total quality management is important to ensure there is an integration of human resource functions and delivery of services to customers. Perception of workers on value chain analysis ensures that they can understand and analyse their company's value chain in comparison to that of competitors. Similarly, when employees perceive their organization as having a superior SWOT portfolio, they are better able to synergize their work for better productivity (O tara, 2011).

Employee perception towards the overall strategy of the organization is key to ensure that perceptual biases do not occur thus affect a person's decisions and actions. Employee perception of strategy affects the overall achievement of an organization objective. Organisational leaders should therefore seek to attain good perception management. Therefore good perception management requires that leaders work with employees with consideration of their concern for attainment of desired results.

1.1.3 Strategy Best Practices in Organizations

The objective of the firm implementing strategy management practices is to achieve, sustain and enhance their competitive advantage. Strategy Management framework consists of three main components, thus value chain analysis, SWOT analysis and total quality management (Johnson & Scholes, 1993). Strategy management practices are therefore approaches and actions an organization uses to respond to future events (Henry, 2004).

An organisation maintains profitability by cutting down on costs and increasing revenues costs. Firms should understand their value chain operations as well as those of their competitors, suppliers and distributors. Porter (2001) affirmed that a business can be described as a value chain where total revenues minus all costs are important to develop a successful enterprise. Business organizations use strategy to synergise overall value chain of the business to improve on overall strategy.

The acronym SWOT refers to the strengths, weaknesses, opportunities and threats which an organisation faces. SWOT analysis is used to analyse and investigate internal and external business environment (Coman & Ronen, 2009). SWOT analysis enables management sync their overall strategy with market realities (Helms & Nixon, 2010). Subjecting a business to SWOT analysis enables the organisation address the weaknesses and threats while maximizing on the opportunities and strength.

Total Quality Management (TQM) is a strategy focuses on efficient and superior services, by optimizing organisational human resource performance (Lakhal et al., 2006). TQM uses quality instruments to improve values and beliefs of staff in the organization (Gharakhani et al., 2013). Organization staff members are trained on meeting customers' expectation utilizing problem solving techniques to improve quality of products and services. The TQM philosophy develops a comprehensive integration of staff roles in an organisation which enable better progress and enhancement of services and products quality that in turn increases customer satisfaction (Talib, 2013).

1.1.4 Organizational Performance

The term performance is widely used but there exists no common definition. The performance of an organisation so widely points at the real yield or after effects of an association as assessed against its expected goals and/or objectives (Dunjia, 1997). Chiggai (2016) poised that an effective organization is that which records admirable performance. The researcher adds that the organisation should also fulfil its goals while adequately executing the correct procedures.

On the other side, Donnell and Koontz (2003) viewed organizational performance as the ability of an enterprise to identify and achieve strategic objectives. The organizational performance also enables an organization to audit indicators such as market share, service quality and profit as compared to competitors. Organisation performance is a critical tool at the core of any managerial process. Organizational performance is composed of activities that assist to establish and monitor the goals of an organization (Johnson et al., 2006).

Organization must focus on strategies that optimize areas the organisation has strategic advantage to enhance performance. Managing performance requires organizations human resource is optimized to enable the organization meets its objectives. Managing human resources is critical to ensure organizational success. Generally, it is key to comprehend that an organization' performance impacts its existence in the competitive world of business.

1.1.5 Financial Organizations in Public Sector in Kenya

There exists a general consensus that access to financial services is critical especially to the poor people in order to have them raise productivity, create assets and generate revenue (Kipkorir, 2016). In recent years both governmental and nongovernmental institutions in developing nations have introduced credit programs that targeting the poor. However, the concept of developing microfinance organisations that would offer credit to the poor, was first established in the 1970's by Dr. Mohammed Yunus of Bangladesh. Dr. Yunus was awarded a Nobel Prize for this effort (Banuri, 2006). According to a 2012 report by the Society for International Development, the last two decades have seen the Kenyan government make deliberate efforts in establishing funding programmes. The programmes were established with an aim of bringing development closer to the Kenyan population.

For instance, the government of Kenya established the Youth Enterprise Development Fund in 2006. The initiative was formulated to address the high rates of unemployment among the Kenyan youths. This was to be achieved through employment creation and enterprise development through Youth Employment Scheme Abroad (YESA).

In addition, the Kenyan government established Women Enterprise Fund (WEF) in 2007 by Legal Notice 147 of Government Financial Management Regulations. The fund is used to address financial empowerment of women by use of capacity building, cooperative sensitization, SMS banking and access to 30% of Government tenders. The fund also offers products such as bid bond financing LPO financing.

In Kenya, Uwezo Fund strategic focus is on the development of small enterprises in the country through empowering youth, women, and Persons with Disability. The key strategic plan in the program is to increase economic opportunities for the groups' participation and empowerment. Accordingly, the initial phase of Uwezo Fund has, however, been faced with various challenges; ranging from political factors, the public perception that the Fund is grant which was meant for an election runoff, hence not to be repaid. This has led to high default rate among beneficiaries and thus affected the performance of the fund negatively (Uwezo Fund Management Committee, 2016).

1.1.6 Uwezo Fund

The government of Kenya established Uwezo Fund as one of the flagship program for vision 2030. The fund was created to enable youth, women and persons with disability access loans with a goal of promotion of business in the constituency level. The fund was part of Governments commitment towards the Millennium Development Goals of eradicating poverty, hunger, empowering women and promoting gender equality (Uwezo Report June 2016). The Fund provides mentorship opportunities and enables the beneficiaries to access 30% of government business through tendering. The fund also provides an avenue for incubating small and medium companies to promote industry, create employment and catalyze economic growth (Uwezo Fund Report, 2014).

The Uwezo Fund is part of the overall Vision 2030 economic growth plan with a focus on increased access to financing through credit and grants to enable youth, women and persons with disability. This is with the aim of facilitating them to start and sustain businesses at the constituency level. The Uwezo fund provides a platform on which women and youth access grants and interest-free loans that allows them to participate in the 30% government procurement slots allocated to them. Therefore, this reduces unemployment among the youth in Kenya (Uwezo Fund Management Committee, 2016).

Generally, Uwezo Fund is an avenue for business to be incubated, ideas and innovations to be catalyzed and promoted and employment created. The overall result being a growth in the country' economy. The establishment of the fund was anchored on a number of specific objectives. Some of the objectives include generation of self-employment among the young and to the women in the country and also modelling an avenue towards providing funds in enhancing community driven development.

1.2 Research Problem

Perception plays an important role in business by influencing how employees and customers view a brand or service. Employee perception also determines how motivated they will be while working for an organization (Otara, 2011). Perception of Employees about strategic best practices play a key role in the achievement of objectives. Perception is determined by several factors that include education, culture, social background and habits. Employees with a positive perception towards strategy best practices easily adapt and improve the organization performance.

A number of researchers have conducted studies in relation to strategic best practices. For instance, Shahin (2011) did a study on assessing the effectiveness of strategic planning within the Middle Eastern public sector. The study adopted descriptive research design. The study established that organizations with awareness to strategic planning process are likely to embrace strategic planning as compared enterprises with low awareness. A study by Vainio (2012) reviewed strategic change management readiness in finish companies. The study used both descriptive and cross-section surveys. The study established that analysis of current and desired change together with formulating the roadmap for achievement of strategic planning success.

Huiru (2011) conducted a study on the importance of strategic management. The study by case study research design concluded that clear image of the process of strategic management in Hennes and Mauritz Company in Sweden. Pamulu (2013) did a study on strategic management practices in the construction industry in Indonesia. The study utilized descriptive survey design. The study found that competitive advantage was achieved by use of dynamic capability framework as a tool to improve organizational performance.

Kuria (2011) did a study on strategic management best practices in small and medium-sized private hospitals based in Nairobi. A descriptive research design was employed to conduct analysis and the researcher found that majority of these hospitals that are categorised as small or medium sized are involved in strategic management best practices, which included mission and vision statement, written objectives, annual budgets for all activities and chain value management. Manguru (2011) did a study on the influence of strategic management practices on performance of Naivas Limited in Kenya. The researcher utilised a case study research design. The findings established that application of strategic management best practices had a positive impact on employee knowledge, market conditions and product line diversification.

Onyango (2014) conducted a study on strategic management practices adopted by Kenya commercial bank limited. This study used case study research design and established that management used strategic management practices. The organisation used strategy formulation, objectives setting, analysis, implementation and finally evaluation and control. Muteti (2013) studied strategic change at the Telkom Kenya Limited. The research' study design was a case study research design. The strategic change management practices adopted include scientific methodology, diagnosis, analysis, feedback, action, and evaluation.

Empirical studies reviewed have been conducted largely on private organizations which have different operating environment compared to public sector organization like Uwezo fund. Therefore their findings cannot be generalized to Uwezo fund. These studies have adopted different research methods and concept to the current study. Most of the researchers also limited their studies to aspects of strategic best practices such as leadership, engagement of employees and budgeting.

Other studies also limited their scope of research to the impact of strategic best practices on performance aspects such as customer base and developing of new products. To the best of the researcher's understanding, there still exists a knowledge gap on the empirical evidence relating to the perception of an employee on an evaluation of strategic management best practices and performance. The researcher therefore sought to address the study question: What is the perception of an employee on strategy best practices and performance of Uwezo fund in Kenya?

1.3 Research Objective

The major objective of the research was to assess the perception of the employees on strategy best practices and performance of Uwezo fund in Kenya.

1.4 Value of the Study

The findings of this research are of importance to policymakers in the ministry of devolution and planning as it provides a platform that assists them in designing policies. The policies will aim at enhancing the optimum utilization of Uwezo fund and reduce the percentage of loan defaulters. The study findings are also of great importance to other scholars as they create a platform for future study through providing literature to enrich these studies. The theoretical and empirical knowledge on strategy best practices and performance are expanded in this research through incorporating the perception of the employee.

The study adds value to the resource based view with the focus on employee perception to enable an organization increase its competitive advantage. The study also enhances the knowledge of the dynamic capabilities theory. This is through giving insights as to how employee's perception can be positively adapted towards changing environment. Besides, the findings also enable further insights on how organizations can implement and influence the achievement of positive employee's perception when implementing strategic best practices.

The researcher sought to establish the perception of employees on strategy best practices and performance of Uwezo fund in Kenya. This chapter was therefore divided into a number of sections and summarised literature from different researchers. The literature reviewed sought to introduce the general concepts of employee perception, strategy best practices and organisational performance. The areas of discussion contained are as follows; background, research problem, research objectives and value of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Under this section the researcher looked at other studies, relating to this current research, conducted by other researchers. Specifically the study reviewed the theoretical foundation of the study and strategy best practices. Value chain analysis, SWOT analysis and Total Quality Management (TQM) were reviewed as the strategy best practices. The researcher also captured relevant literature on organization performance, empirical studies and knowledge gaps and lastly the conceptual framework.

This study has reviewed the Penrose resource based view theory which shows how firm's competitive advantage depends on the application of tangible or intangible resources. The study is also anchored on the Teece, Pisano and Shuen dynamic capability theory. This theory explains how firm's ability to build, integrate and configures external and internal competences enables greater success in changing environments. The two theories are used to establish the perception of employee on strategy best practices and performance of Uwezo fund in Kenya.

The chapter lastly reviews the empirical studies on the perception of employee on evaluation of strategy best practices on performance of Uwezo fund in the Country. The study also identified the existing knowledge gaps in relation to the reviewed literature on the perception of employee, strategy best practices and performance of Uwezo fund in the Country. This section further reviews the study' conceptual framework. This sought to diagrammatically represent the relationship between the concepts of the study.

2.2 Theoretical Foundation

This research was based on the RBV (Resource-Based View) and dynamic capabilities theory. This was in the quest to establish the perception of employee on evaluation of strategy best practices and performance of Uwezo fund in Kenya. These two theories took the researcher from the onset of the study to its conclusion. These theories were linked to the study' variables; VCA, SWOT analysis and TQM.

Basically, the resource based view gives resources a major role in the achievement of higher organizational performance. With reference to this study, employees are viewed to be an important resource towards organisational performance. On the other hand dynamic capabilities are associated to the ability of an organization to wilfully develop, widen, or transform its resource base (Helfat et al., 2007). Dynamic capability theory emphasizes the key role strategy plays in aligning the organization towards changing the environment.

The study sought to understand employee perception in relation to the three strategic best practices of TQM, SWOT and value chain analysis. Employee perception has been shown to have significant influence on an organization's strategic agenda. This is because the employees' behavior shape their perception towards the organisation. The behavior of an employee directly influences his performance (Ripley et al., 2014).

2.2.1 Resource-Based View

The Resource Based View theory (RBV) argues that an organisation can enhance its performance through developing resources that are un-replicated and greatly distributed (Barney, 1991). Penrose (1959) resource based view theory, states that “a firms competitive advantage is greatly linked to the application of a number of valuable tangible or intangible resources within the organisation’ reach” (Penrose, 1959). Wernerfelt (1984) suggested that organisational competitiveness is attained through offering superior value to clients. The resource based view keenly looks at strategic selection and resources utilization by an organisation to develop and sustain competitive edge (Barney, 1991).

International business theorists reveal that growth and stagnation of multinational organizations depends on their competitiveness and alliances in emerging markets (Luo, 2003). The 21st century has been characterized by intense competition and shifting industry characteristics. Resource capabilities confer a firm an advantage over time because an organization is able to deploy resources survives to in the competitive market environment (Crook, 2008). The resources include human resource, financial capital and assets such as land.

Strategic management practices are targeted towards increasing value to external and internal customers. These categories of organisational stakeholders are perceived to be crucial to the performance of an organization. The study uses resource based view to establish perception of employee on strategy best practices and performance of Uwezo Fund in Kenya. This theory anchored the study’ independent variable of TQM.

2.2.2 Dynamic Capabilities Theory

This theory of dynamic capability was argued for by Teece, Pisano and Shuen (1997). The researchers argue that an organisation's continuity relies on its ability to build, integrate and configure external and internal competencies to enable adaptation to changing environments. The dynamic capability of an organization is becoming increasingly important as business operate in violent and intense hyper-competition (D'Aveni, 1994).

To adapt to the competitiveness in business environments within which businesses operate, the organisation should relentlessly configure capabilities by building a culture of change. A business' strategy must continuously readjust, renew and integrate its resources (Teece et al., 1997). This process should target to recreate the organisation' both the external and internal resources. This enables it to effectively respond to the ever changing business environments so as to attain and sustain competitiveness (Winter, 2003).

The dynamic capabilities of an organization should be aligned strategically to increase their performance. Organizations that are able to continuously learn, experiment and innovate are able to adapt to market dynamic and therefore remain relevant. The study utilized this theory to determine the perception of employee strategy best practices and growth of Uwezo fund in Kenya. This research' independent variables of VCA and SWOT analysis are founded on this theory.

2.3 Employee Perception

Perception is the sensory experience of our surroundings that enables recognition of stimuli. The recognition then results to the actions to respond to those stimuli. Perception enables human beings gain information about the environment that is critical for survival. Perception creates and shapes how we relate to reality (Otara, 2011).

The three stages of perception are sensory stimulation where the five senses pick up information from the environment. The second stage is the perception process where the stimulus from the environment is organized in the brain to create meaning. The final process is the interpretation and expression of thoughts (Otara, 2011). The challenge of perception in organizations is that managers fail to listen what employees talk of but they hear what they expect the employees to say (Gebrehiwot, 2016). Employee perception is dependent on motivation, habit, learning, specialization and social background. Perceptions management requires that leaders work with employees with consideration of their concerns.

The organization should encourage feedback from employees to gain insights that may be different from the norms. Organisational managers and leaders should practice management of employee's perceptions (Otara, 2011). The researcher further asserts that this is because a bad perception to an aspect of the organization may lead to negative consequences for the organization. The organization must actively seek feedback from employees in order to ensure that any negative perceptions are addressed in order to promote increased organizational performance.

2.4 Strategy Best Practices

Strategy best practices are therefore approaches and actions an organization uses to respond to future events (Henry, 2014). The objective of the firm implementing strategy best practices is to achieve, sustain and enhance the competitive advantage. Successful implementation of strategy best practices requires allocation of resources that support the strategy of the firm, such as allocation of financial resources, supportive and informed human resource, a supportive culture as well as technology. Strategy best practices include outsourcing value chain analysis, SWOT analysis, and TQM.

Hill and Jones (2001) referred to the term “value chain” as the company’ chain of activities that seek to deliver value to the customers’ right from the inputs to the outputs. Value chain analysis reviews the total sum of activities organization performs to provide services and products to customers. According to Lynch (2006), VCA points out to where value is enhanced in an organisation and connects the process with the major operational sections of the firm.

SWOT analysis involves strategic planning to analyze current and future market conditions. The use of SWOT analysis enables the organization develop and identify tools to enable achievement of its objectives. It uses a systematic approach to establish and analyze internal organizational abilities and matching them to the external organizational environment. The approach enables organizations to develop strategies, actions and tactics to promote efficient and effective achievement of organizations objectives (Simons, 2000). The SWOT matrix has four main strategies as shown in Figure 2.1.

Internal factors	Strengths 1. 2. 3. 4.	Weaknesses 1. 2. 3. 4.
External factors		
Opportunities 1. 2. 3. 4.	Opportunity-Strength strategies <i>Use strengths to take advantage of opportunities</i> 1. 2.	Opportunity-Weakness strategies <i>Overcome weaknesses by taking advantage of opportunities</i> 1. 2.
Threats 1. 2. 3. 4.	Threat-Strength strategies <i>Use strengths to avoid threats</i> 1. 2.	Threat-Weakness Strategies <i>Minimize weaknesses and avoid threats</i> 1. 2.

Figure 2.1: SWOT Matrix
Source: Wehrich (1982)

RBV is a theoretical framework that enables the analysis of achieving and sustaining competitive advantage over time (Barney, 1991). RBV categorizes organizations as bundles of heterogeneously distributed resources (Henri, 2006). Researchers have shown that organizations that have rare, valuable inimitable and resources that are difficult to substitute are able to sustain competitive advantage (Barney, 1991). Porter’s competitive advantage and RBV complement one another and give valuable insights to creating sustainable competitive advantage by use of SWOT analysis.

SWOT analysis has many shortcomings; Understanding a business environment is key to strategic planning (Yung, 2010). Yung adds that SWOT analysis is an important tool to facilitate this as it enables the organisation comprehend and have better insight of its internal and external environments. Ghazinoory et al. (2007) postulated that it was hard to differentiate opportunities and threats. He further argued that it was difficult to evaluate and measure the strengths, weaknesses liabilities and assets in an organization. Dyson (2004) added that SWOT analysis may help in designing and testing of new strategic initiatives before adoption.

Total Quality Management (TQM): Quality has different interpretations depending on the point of view and criteria of definition (Evans & Lindsay, 2005). Quality is presented through a variety of methods such as excellence, removal of defects, reliability, speed of delivery, conformity with policies and processes, provision of first-rate services, excellence, pleasure and customer satisfaction, continuous support guarantee. TQM thus reinforces a firm's and organizations' commitment toward the tenets of quality management it subscribes to. TQM is a Japanese approach of management that incorporates the entire organization's commitment to undertake continuous improvements of quality to both internal and external customers. The approach places human factors at the center of its analysis with focused attention in cost reduction and customer satisfaction (Patrick & Fur, 1995). TQM approach uses continuous feedback, customization and evaluation of increasing changes to the market to achieve organizational success.

2.5 Employees Perception, Strategy Best Practices and Organizational Performance in the Public Sector

Nelson and Quick (1997) defined perception as the process of interpreting information about someone or something. This therefore implies that the opinion of a person on another or to something largely depends on the information received. Nelson and Quick add that the perception of an individual generally impacts their reaction. Employee perception therefore has a direct influence on behaviour and consequently organisational performance (Ogara, 2011). Organizations should encourage feedback from employees to gain insights of employee perception. The organisation must take keen interest in the management of employees' perceptions since a bad perception to an aspect of the organization may lead to negative consequences for the organization.

According to Bokor and Olson (2015), the business strategy adopted by of an enterprise determines its performance. Strategies that result performance excellence often identified and incorporated into an organisations strategic objective. Other studies have pointed out these strategies as entailing, service and product innovations, product quality, use of new technology and new markets discovery (Robinson & Pearce, 2008).

A firm may choose to specialize in one or several value chain activities and outsource non-core activities. Value chain analysis enables a business identify the core competencies of a business. The decision will be guided by a SWOT analysis with more focuses the ability of the product to differentiate and its overall cost. The decision to outsource depends on whether the activity or product can be obtained at a cheaper cost than suppliers and whether the activity is a core competency that the organisation derives differentiation or cost advantage. The decision to outsource also depends on whether if the activity can result in process improvements such reduced inventory and higher flexibility (Rosenthal, 2009).

2.6 Empirical Studies and Knowledge Gaps

Nyariki (2013) studied strategic management practices as a competitive tool in enhancing performance of small and medium enterprises in Kenya. The study used a cross sectional research design. The researcher also established that most of the SMEs utilized a number of strategies to a great extent so as to attain competitiveness. The study failed to establish the perception of employee on evaluation of strategic management best practices and organization performance, this was the study gap that the researcher sought to address.

Njeru (2015) studied strategic management practices and performance of small and medium sized enterprises in Kenya. The study used descriptive design. The researcher concluded that that top one hundred Small and Medium Enterprises adopted strategic management practices that are linked to situational analysis, strategy development, implementation and assessment. The study also found that adoption of Superior strategies has positive relationship with organization performance. However, this study failed to link the perception of employee to evaluation of strategic management best practices and performance.

Muhoho (2016) did a study on the influence of strategic management on the performance of manufacturing firms in Nairobi, Kenya. The study used descriptive research design. The study established that strategic management positively influenced the performance of the manufacturing firms in Nairobi as it had helped the organizations grow their customer base, develop new products and services and achieve better coordination of firm activities. The study failed to establish the perception of employee on evaluation of strategic management best practices and organization performance.

Musau (2017) studied on the role of strategic management practices on competitiveness of floriculture industry in Kenya in Kiambu County. A descriptive research was used. The study established that most of the firms do not operate in areas affected by conflicts. The study also failed to establish the perception of employee on evaluation of strategic management best practices and performance, which is the gap the study seeks to fill.

Mohammad (2015) Reviewed Total quality manage in failure Iran. The study used qualitative research design. The study established that employee negative perception of TQM was a barrier towards its achievement. The study linked the perception of employee on evaluation of strategic management best practices and performance, which is the gap the study seeks to fill.

Bohari et al. (2017) Used SWOT analysis to study the competitiveness of Halal food Industry in Malaysia. The study used cross sectional research design. The study established that there was a balanced spread of strength, weakness, opportunities and threat factors. The study however did not link the perception of employee on evaluation of strategic management best practices and performance, this was the study gap that the researcher sought to address.

El Sayed et al. (2017) used Value chain analysis to study the Egyptian Fishing Industry. The study used cross sectional research design. The study found factors that impact on the performance of the value-chain relate to inputs, to feed production, to fish farmers and to marketing and financial services. The study however did not link the perception of employee on evaluation of strategic management best practices and performance, this was the study gap that the researcher sought to address.

Ngwenya and Matunzeni (2016) studied the challenges of implementing Total Quality Management in manufacturing companies in Zimbabwe. The study used descriptive research design. The study found that management had not fully engaged employees on Total quality management for the organization to fully enjoy the fruits of TQM. The study linked the engagement of employees in the process of TQM.

This section reviewed the a number of literature on the perception of employee on strategy best practices and performance of Uwezo fund in Kenya. The strategy best practices reviewed include TQM, SWOT analysis and VCA. These variables were anchored on two theories: the resource based view theory and the dynamic capability theory. In specific it was divided into the following subsections: the theoretical foundation, strategy best practices and strategy best practices and organizational performance in the public sector, empirical studies and knowledge gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section summarizes in details the research design, study population, sample and sampling techniques and data analysis. The preferred choice of the research was cross sectional research design. Cross-sectional studies are perceived as snapshots for the study area on which they gather data. Researchers use one time cross-sectional survey research to get information that cannot be directly observed (Lavrakas, 2008).

This study reviewed descriptive research design in form of cross sectional survey. The target population was made up of employees of Uwezo Fund based at their headquarters. Data collection utilized primary and secondary data. Data analysis involved descriptive and inferential data analysis.

Cross sectional surveys provide several advantages to a researcher by enabling the proof of assumptions. The research is less costly and can describe phenomena at a specific point and time. The researcher is also able to use multiple variables to enable better analysis of phenomena. The use of cross-sectional study thus conferred these advantages to the researcher.

3.2 Research Design

Kothari (2004) perceived research design as the set-up of regulations for collecting and analyzing data. The researcher adds that this is to be conducted in a way that targets at combining relevance to the study purpose with economy in methodology. It provides an overview for data collection, measurement and analysis. The study used descriptive research design in form of cross sectional survey.

An argument by Mugenda and Mugenda (1999) asserted that cross section survey is utilized in obtaining information on the current status of phenomena. It also describes the current standing in relation to variables. This was a cross section survey study that aimed at evaluating strategy best practices and performance of Uwezo Fund in Kenya. The evaluation was conducted on the individual study aspects; strategy best practices, employee perception and organisational performance.

Donald and Pamela (1998) confirmed that a cross section survey relates to the what, where and how of a measurable phenomenon. The researcher considered the use of cross section survey design in this study as the most appropriate. This was informed by the fact that it is not costly to perform and does not require a lot of time. In addition it contributes towards minimizing bias hence maximize reliability of the data.

3.3 Population of the Study

Ngechu (2011) defined target population as a clearly defined set of individuals, things or elements that are under investigation. It needs to be homogeneous and also fit the specification that the researcher is studying. Homogeneity assists a researcher in accurately and representatively selecting samples. This can be achieved through grouping a population using characteristics that commonly defines the group.

This population focused on workers of Uwezo Fund. The employees were only those that served at the organisation' head office in Nairobi. Keya (1989) argued that persons or elements that well link into a research specification can be grouped. This may be in form of sets, population or strata which need to be mutually exclusive”.

On the other hand, Mugenda and Mugenda (2008), argued that a study’ target population needs to have “observable characteristic” upon which the researcher generalizes the findings of the study. The target population of this study was stratified between low middle and top level management low staff. The study populations was 140 employees in different managerial levels who were working at the Uwezo Fund head office in Nairobi. This population is in best position to give feedback since they are viewed to be more conversant with the operations of the organisation.

Table 3.1: Target Population

Category	Target Population	Percentage
Top management	12	8.6
Middle management	46	32.9
Lower management	82	58.6
Total	140	100

3.4 Sampling and Sampling Techniques

A unit measure of data collection that is obtained for a study process is referred to as a sample (Sekaran & Bougie, 2010). Mugenda and Mugenda (2008) argued that it is not necessary to carry out a research on the whole population under study so as to attain accuracy and reliability in explaining a population characteristic. The researchers further assert that 10% to 30% sample derived from the of the large population under study is sufficient. The researcher therefore settle for a sample size of 20% of the entire population.

In this study, out of the total target population of 140 staff based in Nairobi, 28 staff were sampled. This represented approximately 20% of the total targeted employees. With reference to the assertions by Mugenda and Mugenda (2008), the sampled number lie within the expected range. The total sampled employees therefore are deemed to effectively represent the whole population.

The population was then divided into three strata. The strata were determined by the level of management each employee served within the organisation' head office. Stratified sampling generates a more representative sample as it divides the population items into relevant strata for ease of study (Kothari, 2012). Simple random stratified sample method was then be used to extract the sample elements from each strata.

The sample distribution were be as represented in Table 3.2 below. From the table, the population of the top management was determine to be 12 hence a sample of 3 employees was arrived at. The middle management employees were 46 with 9 being sampled for study. On the other hand, a sample of 16 employees was selected from the 82 employees who were established to be serving at the low management level.

Table 3.2: Sample Size

Category	Population	Sampling Fraction	Sample Size
Top management	12	.20	3
Middle management	46	.20	9
Lower management	82	.20	16
Total	140		28

3.5 Data Collection

A questionnaire was the instrument for collecting data in the study. Chandran (2009), defined questionnaires as an assessment tool whose intent is to give feedback to the researcher on research requirements to obtain the desired in form of empirical data from the targeted respondents so as to attain the desired objectives". Kothari (2004) established that structured questionnaires are most effective for descriptive studies as they can be easily used with minimal skill.

The questionnaire was issued to every member of the defined sample population. The questionnaire was made with specific reference to the study' objectives targeting at resolving the research questions. The questionnaire had both open and close ended questions. The close-ended questions provide a structured responses that facilitate development of tangible recommendations.

Published research findings and previous materials and documents were the main source of secondary data. Questionnaires on the other hand formed the main source of primary data. Secondary data mainly supports analysis and findings of data from questionnaires and interviews (Chandran, 2009). The data provided the researcher with context of similar scenarios so as to aid in analysis of the data.

3.6 Data Analysis

Mugenda and Mugenda (2009) asserted that collected data must be coded, and cleaned before being recorded and analyzed by use of a computer. Therefore, the researchers add that the responses should be edited and processed to ensure their consistency and completeness. The research collected both quantitative and qualitative data. The data was then analysed based on each specific objectives.

Descriptive analysis method was used to conduct data analysis. The analysis involved used of means, relative frequencies and percentages, standard deviation and correlation. The data was coded to allow responses to be classified into groups. Before analysis, each of the questionnaire was checked complete and correct filling. The responses were then coded for analysis. Descriptive statistics was the tool used to review the data by use of frequencies table's percentages and graphical presentations to present data collected for ease analysis and understanding. The data was presented by use of pie charts and tables for ease of understanding. The data collected by means of structured questionnaire was analyzed by the use of SPSS (Version 22).

This chapter has generally described the research methodology used in the study. It also captured aspects of data collection and analysis, sample and population. In the data analysis, both quantitative and qualitative methods of analysis were used. The population consisted of employees of Uwezo Fund who are based at their head office in Nairobi.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The general objective of this study was to establish the perception of the employees on strategic best practices and performance of Uwezo fund in Kenya. This section presents the findings of the study, analysis and discussions. The analysis of the collected data by use of structured questionnaires was conducted using SPSS. On the other hand, the results of the study were summarised using frequency, mean, standard deviation and correlation values. The findings of the study were represented in pie-charts, graphs and frequency tables.

The total targeted population at Uwezo Fund Head office was 140 employees. A total of 28 respondents from all the three levels of management were sampled: low level management, middle level management and high level management. Primary data was obtained through the use of questionnaires. 28 copies of this research instrument were distributed to the staff at Uwezo Fund head office.

All the 28 distributed questionnaires were completely filled and returned by the respondents. The study therefore recorded a 100% rate of response. Descriptive analysis was used to explain the individual measured objectives in relation to strategic best practices. On the other hand, correlation analysis was used to describe the nature and strength of association between the independent variables and the dependent variables was conducted. The researcher established that a very strong positive relationship exists between VCA, SWOT analysis and TQM and the performance of the Uwezo Fund.

4.2 Background Information

Demographic information on the respondents was collected and analysed. The analysis was conducted through the use of Ms Excel. This information entailed the age and gender of the respondents and highest education level attained. The researcher also categorised length of service in the organisation and the extent of experience in the Uwezo Fund of the employees under the background section.

The analysis of data relating to the background information of the respondents was analysed descriptively. The results were summarised in percentages and frequencies. The findings were also presented in graphs, pie-charts and frequency tables. The findings and results were as presented in from sections 4.2.1 to section 4.2.5.

These results as indicated in section 4.2.1 to section 4.2.5 implied that most of the employees at the Fund were in or around the youthful age (less than 35 years). The findings also indicated that the organisation is male dominated within its management and that all the respondents were from low, middle or top management levels. It was also evident that the organisation is sensitive on the level of education of its employees. Besides, most of the respondents had at least more than one year experience in the organisation.

4.2.1 Age of the Respondents

The research intended to establish distribution of the respondents by age at Uwezo Fund. The respondents were therefore asked to indicate their various ages in a provided scale. The ages captured in the scale were: 21 – 30 years, 31 – 40 years, 41 – 50 years and above 50 years. The scale was arrived at after a discussion with the relevant authorities within the organisation.

The results of the research relating to the age of the respondents were summarised in a pie-chart as indicated in Figure 4.1 below. From the findings, 5 respondents representing 18% of the total respondents were aged between 21 – 30 years. Most of the respondents were aged between 31 – 40 years as depicted by the frequency of 13 and percentage representation of 48%. On the other hand, 21% (6) of the respondents were aged between 41 -50 years while only 4 (14%) were above 50 years of age.

From the findings, the researcher established a number of findings. The findings indicated that most (18, 65%) of the employees at the Fund are in or around the youthful age. This implied the ages ranging from 21 years to 40 years. This may be attributed to the fact that the organisation targets youths as part of its mandate and that it has not been in existence for so long.

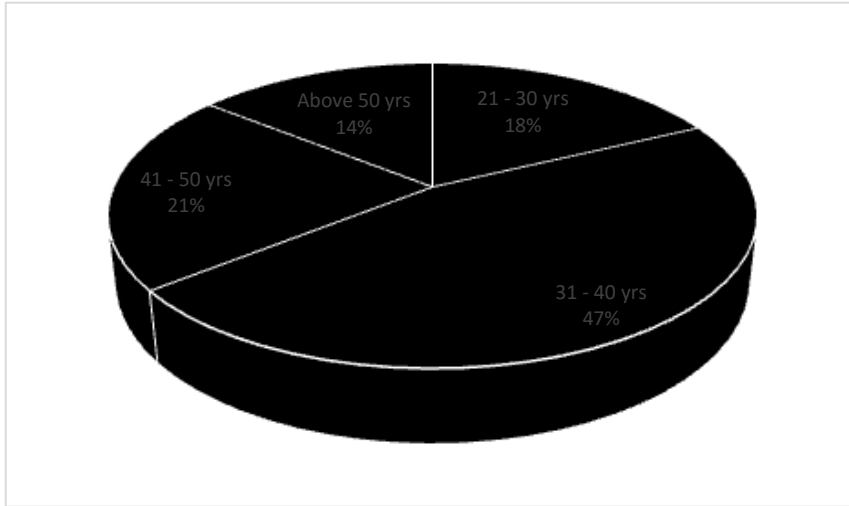


Figure 4.1: Age of the Respondents

Source: Field Data (2018)

4.2.2 Gender of the Respondents

The study intended to determine the gender set up of the sampled workers at Uwezo Fund. The feedback on gender was to be given in a pre-provided scale. The scale only allowed the respondents to indicate their gender in two dimensions: male or female. These dimensions are mostly advised by the country’ socio-ethics factors.

The results of the research relating to the gender of the respondents were summarised in a pie-chart as indicated in Figure 4.2 below. The results of the study depict that 12 of the respondents representing 43% were female. On the other hand, their male counter parts were 16 were male respondents. This indicated a 57% of the total number of sampled employees.

The results therefore provide several indications relating to gender distribution within the organisation. The first implication is that the organisation is male dominated especially within its management. This is a reflection of most other government organisations within the country. Besides, the results also imply that the organisation is not so sensitive to gender balance in employee placements.

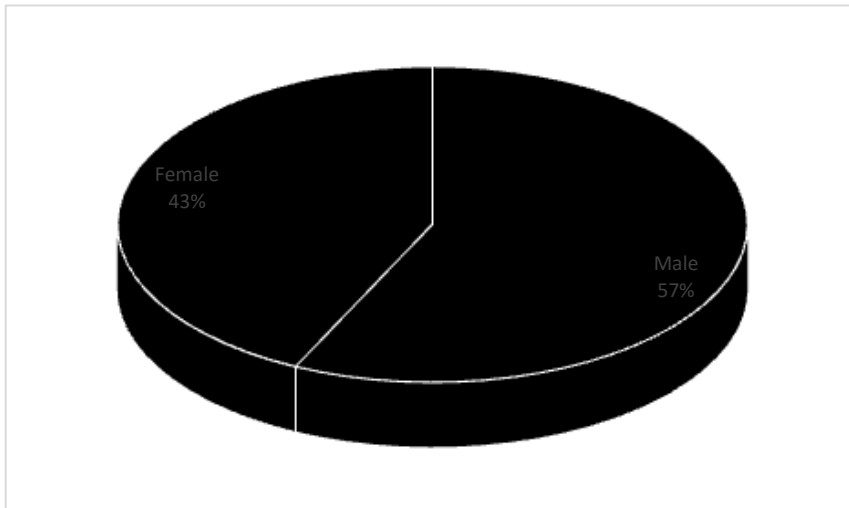


Figure 4.2: Gender of the Respondent

Source: Field Data (2018)

4.2.3 Level of Management

The researcher sought to determine the distribution of the respondents at Uwezo Fund in relation to the level of management. The respondents were therefore asked to indicate the level of management they serve in using a provided scale. The scale only allowed the respondents to indicate their level in management in three dimensions. The scale was greatly advised by the organisation's categorisation of its management.

The results indicated that most (57%) representing 16 respondents out of the 28 were from the low level management. The middle management on the other hand was represented by 9 (32%) respondents. Besides, only 3 (11%) of the respondents were from the high level management. No respondent indicated to be serving in any other capacity other than the mentioned three.

From the findings, it was clear that most of the respondents were in the low level management. On the other hand, the top level management form the smallest part of the employee base. This phenomenon is however nothing outside the organisational norms. These finding also enhance the reliability of the data collected for analysis since the respondents, being at various levels of management, were all better placed to give feedback on study.

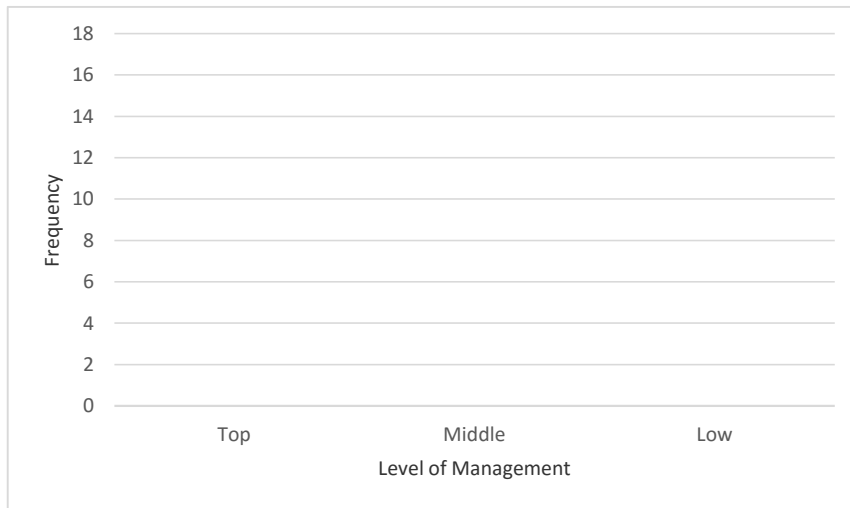


Figure 4.3: Level of Management

Source: Field Data (2018)

4.2.4 Level of Education

The study measured the level of education of the sampled population. They were therefore requested to reveal their highest degree of education they had attained in line with a provided scale. The scale allowed the respondents to point out their highest degree of education attained as post graduate, degree or diploma. The scale was advised by the organisation' Human resources employment requirement on level of education and the targeted group of respondents.

The findings revealed that more than one quarters (25%,7) of the respondents had attained a postgraduate certification. This implied a postgraduate diploma, master's degree or a PhD. Besides, 16 (57%) of the respondents had a bachelor's degree as their highest attained level of education. Only 5 (18%) of the respondents had a diploma certification.

The results generally reveal that more than three-quarters (83%) of the organisation' management had more than a diploma qualification. This qualification was either a bachelor' degree or a post graduate qualification. The findings therefore result to the following conclusion arrived at by the researcher. The results therefore concluded that the organisation is pretty sensitive in relation to the education level attained while placing employees within its departments.

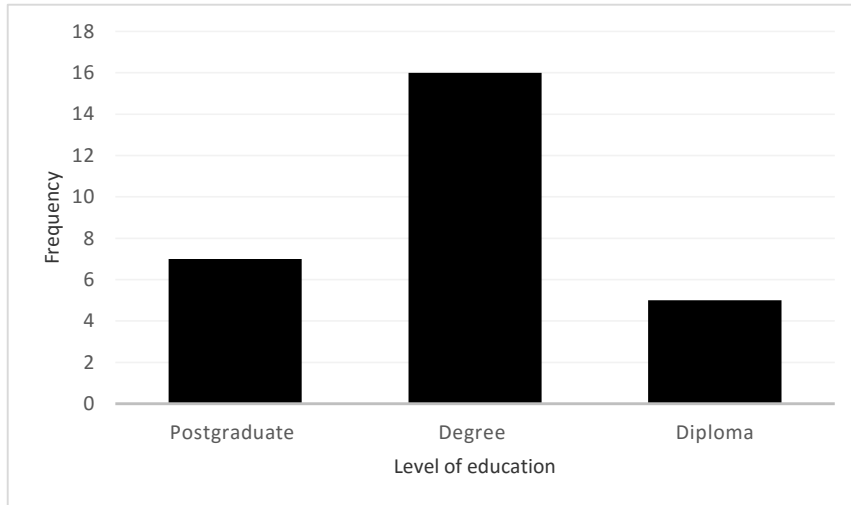


Figure 4.4: Education Level

Source: Field Data (2018)

4.2.5 Length of Service and Work Experience

The study sought to establish the length of service and work experience of the respondents. The respondents were therefore required to give their feedback on the two aspect using a provided scale. On the length of service, the scale provide was; less than 1 year, 1 – 5 years, 6 – 10 years and above 10 years. A similar scale was also used to determine the respondents’ work experience at Uwezo Fund.

The Findings indicate that 9 (32.1%) of the respondents had worked for the organisation for less than 1 year. Only 1 (3.6%) of the respondents had worked in the organisation for more than 10 years. Similarly, 18 (64.3%) respondents affirmed to have served the organisation for more than one year but less than 10 years. On the other hand, 9 (32.1%) respondents confirmed having less than 1 year experience in the fund while 11 (39.3%) asserted that their experience in the fund was between 1 and 5 years.

Less than one-third (8, 28.6%) of the respondents confirmed having experience of 6 years and above in the fund. These results further enhance the reliability of the responses obtained. This is due to the fact that most of the respondents had worked in the fund for more than 1 year (67.9%) and a similar portion indicated to have more than 1 year experience in the Fund. This period is believed to be sufficient enough for the respondents to provide for the responses sought after in the study.

Table 4.1: Length of Service and Work Experience

Variable	Frequency	Percentage %
Length of Service		
< 1 year	9	32.1
1 – 5 years	13	46.4
6 – 10 years	5	17.9
>10 years	1	3.6
	28	100.0
Total		
Experience	9	32.1
< 1yr	11	39.3
1 – 5 yrs	7	25.0
6 – 10 yrs	1	3.6
Above 20 yrs	28	100.0
Total		

Source: Field Data (2018)

4.3 Value Chain Analysis and Organisational Performance

The researcher evaluated the degree to which value chain analysis impacts the performance of Uwezo fund in Kenya. The study also established the degree to which the respondents agree with a number of aspects within the organisation in connection with VCA. Separate questions were provided to facilitate the collection of these information. Each of the respondent was to give their feedback in a provide scale.

Descriptive analysis method was used in carry out the analysis of these variables. The results were then summarised using descriptive statistic measures. Besides, the findings were presented in frequency tables. The results and findings were summarized in section 4.3.1 and 4.3.2.

The response scales for the two sections (4.3.1 and 4.3.2) were however different. In relation to the impact of VCA on organisational performance, the responses were to be provided in a scale that ranged from very great extent to no extent. The scale in relation to the aspects of VCA and organisational performance ranged from strongly agree to strongly disagree. The respondents indicated that VCA and its various aspects impacts organisational performance to varying extents and degrees.

4.3.1 Impact of VCA on Organisational Performance

The study measured the level of impact of VCA on organisational performance. The opinions were to be provided in pre-provided scale. The scale allowed the respondents to indicate their opinion that captures the extent to which the respondents agree with the various aspects. The results were summarised in Table 4.2 below.

The findings indicate that more than two-thirds (20, 71.4%) of the respondents affirmed that VCA impacts performance of the organisation to a very great or great extent. On the other hand, 25% (7) of the respondents were of the opinion that VCA impacts performance to a moderate extent. Only 1 (3.6%) respondent confirmed that VCA affects performance to a little extent. It was also evident that none of the respondents was of the opinion that VCA does not impact performance.

The researcher therefore made a number of assertions in relation to the findings. From the results, it was evident that VCA at least has an impact on organisational performance. The impact was however identified to vary from little extent to very great extent depending on the respondents' opinions as indicated by a cumulative percentage of 100.0% (28). Most (20, 71.4%) of the respondents however indicated that the impact is either very great or great.

Table 4.2: Extent of Impact of VCA

Extent of Impact of VCA	Frequency	Percentage %
Very Great Extent	6	21.4
Great Extent	14	50.0
Moderate Extent	7	25.0
Little Extent	1	3.6
No Extent	-	-
Total	28	100.0

Source: Field Data (2018)

4.3.2 Aspects of VCA and Organisational Performance

The researcher sought the respondents' view on a number of aspects. The aspects related to VCA and performance at Uwezo Fund. The feedback from employees was obtained using a likert scale of 1=strongly agree and 5= strongly disagree. The results were summarised using means and standard deviations. The findings on the other hand were presented in tables.

The results summarized in Table 4.3, it was clear that the respondent agree that VCA is a pretty adjustable strategy instrument for viewing business, competitors and various areas in the sector's value system (2.49, 0.433). VCA may also be utilised to evaluate and develop competitive edges that relate to cost and differentiation. (2.32, 0.561). Besides, it also facilitates the comprehension of the business' matters associated to promise of client commitments and promises (2.05, 0.468). The respondents also confirmed that technology is key in facilitating organisations in viewing its supply chain and collecting timely information to assist in arriving at resolutions (2.41, 0.457).

On the other hand, it was very strongly opined that value chain ensures improved supply chain visibility (1.44, 3.07). VCA also enables managers to re-evaluate business processes and eliminate hidden costs, leading to greater expenditure accountability within the fund (1.34, 0.406). However, it was not conclusive as to whether evaluating your organisation model with your competitors utilising the VCA may provide greater comprehension of the organisation' power and lacks. The results were also not clear if through working with a third-party organization, the organisation has way to their resources that facilitates the creation of a broader infrastructure. These results were depicted by the mean of 3.17 (0.661) and 3.01 (0.701) respectively. In addition, the standard deviations had a value less than 1.0 hence implying that the responses did not significantly vary.

Table 4.3: Aspects of VCA and Performance

Variables	N	Min	Max	Mean	Std. Dev
VCA is a pretty adjustable strategy instrument for viewing business, competitors and various areas in the sector's value system.	28	1	4	2.49	.433
VCA may be utilised to evaluate and develop competitive advantages in relation to expense.	28	1	4	2.32	.561
Value chain assists to comprehend the firm issues entailed with the promise of developing client promises.	28	1	3	2.05	.468
Evaluating your organisation model with your competitors utilising the VCA may provide greater comprehension of the organisation' power and lacks.	28	1	5	3.17	.661
Value chain ensures improved supply chain visibility.	28	1	3	1.44	.307
Technology is key in facilitating firms to perceive past the supply chain and collect precise information to facilitate resolution making.	28	1	4	2.41	.457
Through engaging with a third-party firm, you secure reach to their assets this implies securing assistance in developing a wider infrastructure.	28	1	5	3.01	.701
Value chain analysis enables managers to reevaluate business processes and eliminate hidden costs, leading to greater expenditure accountability.	28	1	2	1.34	.406
Valid N (listwise)	28				

Source: Field Data (2018)

4.4 SWOT Analysis and Organisational Performance

A number of studies have indicated the impact of SWOT analysis on Organisational performance. This study therefore established the extent to which SWOT analysis affects the performance of Uwezo fund in Kenya. In addition, the researcher assessed the degree to which the feedbacks agree with a number of aspects within the organisation that are associated with SWOT analysis. In giving their responses, the respondents were required to answer two questions under this section.

The study employed a descriptive analysis method in carrying out the analysis of these variables. The results were then summarised using means and SD (standard deviations). Besides, the findings were presented in frequency tables. The results and findings were as presented in section 4.4.1 and 4.4.2.

The researcher used different likert scales for the two sections (4.4.1 and 4.4.2). With reference to the effect of SWOT Analysis on organisational performance, the respondents gave their feedback in a likert scale. A likert scale was also adopted in relation to the aspects of SWOT Analysis and organisational performance. From the analysed responses, it was evident that SWOT Analysis and its various aspects impact organisational performance to varying extents and degrees.

4.4.1 Impact of SWOT Analysis on Organisational Performance

The study sought to determine the level of impact of SWOT analysis on organisational performance. The respondents were therefore asked to indicate their opinion on using a provided likert scale. The scale allowed the respondents to indicate their opinion. The results were summarised in Table 4.4 below.

The findings summarized in Table 4.4 indicate that no respondent was of the opinion that SWOT Analysis has no impact on performance of the organisation while only 2 (7.1%) and 5 (17.9%) respondents agree that the extent of the impact was either little or moderate respectively. Besides, most (13, 46.4%) of the respondents opine that the impact of SWOT analysis on the performance of the fund was great as slightly above one-quarter (8, 28.6%) held the view that the impact was to a very great extent.

From the findings, the researcher therefore made a number of assertions. The first assertion by the researcher affirmed that SWOT Analysis at least has an impact on organisational performance. The impact was however identified to vary from little extent to very great extent depending on the respondents' opinions as indicated by a cumulative percentage of 100.0% (28). However, three-quarters (21, 75.0%) of the respondents indicated that the impact of SWOT Analysis was either very great or just great.

Table 4.4: Impact of SWOT Analysis

Extent of Impact of SWOT Analysis	Frequency	Percentage %
Very Great Extent	8	28.6
Great Extent	13	46.4
Moderate Extent	5	17.9
Little Extent	2	7.1
No Extent	-	-
Total	28	100.0

Source: Field Data (2018)

4.4.2 Aspects of SWOT Analysis and Organisational Performance

The respondents' views on various aspects relating to SWOT analysis and performance at Uwezo Fund was summarized in Table 4.4 below. The responses were to be given in the likert scale where 1 implied strongly agree while 5 implied strongly disagree. The results were presented using mean and standard deviations. The standard deviation of less than 1 depicts that the responses did not significantly vary.

On the other hand, the findings indicate that respondents strongly agree that SWOT analysis helps in developing business goals and strategies and works towards achieving them. This was depicted by the mean of 2.11 and the standard deviation of 0.397. In addition, through SWOT analysis the organization is able to deal with changes to competitors' operations. This is also affirmed by the mean of 2.37 and standard deviation of 0.313.

On the other hand, the mean of 1.00 (0.000) and 1.44 (0.265) revealed that the respondents very strongly confirmed that SWOT analysis helps the organization to take advantage of its strengths. It also assists the organization to respond to new trends respectively. However, the findings were not clear if SWOT analysis facilitates the implementation of new technologies. This result was indicated by the mean of 2.73 and the standard deviation of 0.517.

Table 4.5: Aspects of SWOT Analysis and Organisational Performance

Variables	N	Min	Max	Mean	Std. Dev
SWOT analysis helps in developing business goals and strategies and work towards achieving them.	28	1	3	2.11	.397
SWOT analysis helps the organization to take advantage of its strengths.	28	1	1	1.00	.000
Through SWOT analysis the organization is able to deal with changes to competitors' operations.	28	1	3	2.37	.313
SWOT analysis assist the organization to respond to new trends.	28	1	2	1.44	.265
SWOT analysis facilitates the implementation of new technologies.	28	1	4	2.73	.517
Valid N (listwise)	28				

Source: Field Data (2018)

4.5 TQM and Organisational Performance

From the literature reviewed in chapter two of this study, TQM is believed to impact performance. The study therefore analysed the degree to which TQM impacts the performance of Uwezo fund in Kenya. Besides, they were to also give their opinion on the extent to which they agree with several aspects within the organisation associated with TQM and performance of the fund. In giving their responses, the respondents were required to answer two questions under this section.

The researcher employed a descriptive analysis method in carrying out the analysis of these variables. The results were then summarised using frequencies and percentages. Frequency tables were utilised to summarise the results in this section. The results and findings were as presented in section 4.5.1 and 4.5.2.

The researcher used different likert scales for the feedback obtained from the two questions that were further summarised in sections 4.5.1 and 4.5.2. The likert scale adopted in relation to the aspects of TQM and organisational performance ranged from strongly agree to strongly disagree. From the analysed responses, it was evident that TQM Analysis and its various aspects impact organisational performance to varying extents and degrees.

4.5.1 Impact of TQM on Organisational Performance

The researcher analysed the level of impact of TQM on organisational performance. The respondents were therefore asked to indicate their opinion using a provided likert scale. The scale allowed the respondents to indicate their opinion in a scale. The results were summarised in Table 4.6 below.

The findings in Table 4.6 indicate that 9 (32.1%) of the respondents were of the opinion that TQM to a very great extent impacts performance at Uwezo. More than one-half (15 (53.6%) asserted that the impact was to a great extent. Only 14.3% of the respondents confirmed that the impact was only to a moderate extent. In addition, none of the respondents thought of the impact of TQM on performance as being little of not existent at all.

A number of conclusions were arrived at by the researcher based on the findings in table 4.6 below. The initial conclusion by the researcher affirmed that TQM at least has an impact on organisational performance. The impact was however identified to vary from little extent to very great extent depending on the respondents' opinions as indicated by a cumulative percentage of 100.0% (28). However, a majority (24, 85.7%) of the respondents indicated that the impact of TQM on performance was either very great or just great.

Table 4.6: Impact of TQM on Organisational Performance

Extent of Impact of SWOT Analysis	Frequency	Percentage %
Very Great Extent	9	32.1
Great Extent	15	53.6
Moderate Extent	4	14.3
Little Extent	-	-
No Extent	-	-
Total	28	100.0

Source: Field Data (2018)

4.5.2 Aspects of TQM and Organizational Performance

The respondents' opinion on various aspects relating to TQM and performance at Uwezo Fund was summarized in Table 4.7 below. The responses were to be given in the likert scale where 1 implied strongly agree while 5 implied strongly disagree. The results were presented using mean and standard deviations. The standard deviation of less than 1 depicts that the responses did not significantly vary.

The findings depict that the respondents strongly agree that TQM facilitates the conformity to transforming business states (1.54, .322). It also ensures greater results in the organization (1.71, 0.401) and the eradication of deformed products (2.04, 0.445). Similarly, the mean of 1.22 (0.278), 1.31 (0.273) and 1.19 (0.198) reveal that the respondents agree that TQM enhances the market image of the organisation, ensures higher profitability in the organization and improves customer focus and satisfaction respectively.

The researcher inquired from the respondents other TQM factors that impact performance at Uwezo Fund. A number of factors were listed that include staff training, organisational policies and leadership. Other factors also listed were availability of resources, quality of human resources, political factors, effectiveness of communication between the various stakeholders, customer satisfaction. Some of the respondents identified staff aspects such as teamwork, integrity and recognition that also impact performance.

Table 4.7: Aspects of TQM and Performance

Variables	N	Min	Max	Mean	Std. Dev
TQM facilitates the adaptability to changing or emerging market conditions and to environmental and other government regulations.	28	1	2	1.54	.322
TQM ensures higher productivity in the organization.	28	1	3	1.71	.401
TQM enhances market image.	28	1	2	1.22	.278
TQM ensures the elimination of defects and waste.	28	1	3	2.04	.445
TQM facilitates reduced costs and better cost management.	28	1	3	1.89	.462
TQM ensures higher profitability in the organization.	28	1	2	1.31	.273
TQM improves customer focus and satisfaction	28	1	2	1.19	.198
Valid N (listwise)	28				

Source: Field Data (2018)

4.6 Correlation Analysis

The researcher also conducted inferential analysis on the data collected. This analysis sought to explain the nature and strength of relationship between the independent and dependent variables. Correlation analysis was conducted and the results summarised in Table 4.8 below. The findings describe the relationship between VCA, SWOT Analysis and TQM on the performance of Uwezo Fund.

From the results, the Pearson Correlation = 0.848 indicates a very strong positive relationship between VCA and performance which implies that VCA positively and strongly affects performance at Uwezo Fund. Similarly, the Pearson Correlation value of 0.782 indicates a strong positive relationship between SWOT analysis and performance which implies that an enhancement of SWOT analysis within the organisation results to an increase in the performance of the organisation. The study also established that TQM very strongly and positively relates to performance at the Fund as depicted by the Pearson correlation value of 0.907. This further implies that an improvement in TQM results to an improvement in the performance of the Fund.

In order to establish the significance of the relationship between the variables, single tailed significant values were determined. The findings depict that the association between VCA and performance in the Fund was statistically significant as depicted by the significance value of 0.032(<0.05). Besides, it was also established that the association between SWOT analysis and performance at Uwezo Fund was statistically significant as depicted by the significance value of 0.010. Finally, the association between TQM and performance at the Fund was statistically significant as indicated by the significance value of 0.022(<0.05).

Table 4.8: Correlation Analysis

Variables		VCA	SWOT	TQM	Performance
VCA	Pearson Correlation	1			
	Sig. (1-tailed)				
	N	28			
SWOT	Pearson Correlation	.338	1		
	Sig. (1-tailed)	.397			
	N	28	28		
TQM	Pearson Correlation	.428	.532	1	
	Sig. (1-tailed)	.188	.053		
	N	28	28	28	
Performance	Pearson Correlation	.848	.782	.907	1
	Sig. (1-tailed)	.032	.010	.022	.
	N	28	28	28	28

Source: Field Data (2018)

4.7 Discussion

The researcher collected and analysed background information of the respondents that entailed the age and gender of the respondents, highest education level attained, length of service in the organisation and the extent of experience in the Uwezo Fund. The results depicted that most of the employees at the Fund were in or around the youthful age (less than 35 years). The findings also indicated that the organisation is male dominated within its management and that all the respondents were from low, middle or top management levels. It was also evident that the organisation is sensitive on the level of education of its employees and that most of the respondents had at least more than one year experience in the organisation.

It was confirmed from the results that VCA impacts performance of the organisation since more than two-thirds (71.4%) of the respondents affirmed that the impact on the performance of the organisation to a very great or great extent. Value chain further ensures improved supply chain visibility (1.44, 3.07) and enables managers to re-evaluate business processes and eliminate hidden costs thus resulting to a greater expenditure accountability within the fund (1.34, 0.406).

SWOT analysis was confirmed to have a critical impact on the performance of the organisation with up to 75% of the respondents indicating that the impact was either great or very great. The results further assert that SWOT analysis helps in developing business goals and strategies and work towards achieving them (2.11, 0.397) and that through SWOT analysis UWEZO Fund is able to deal with changes to competitors' operations (2.37, 0.313). The results further revealed that SWOT analysis helps the organization to take advantage of its strengths and assists the organization to respond to new trends (1.44, 0.265). However, findings were not clear if SWOT analysis facilitates the implementation of new technologies (2.37, 0.517).

More than two thirds (85.7%) of the respondents asserted that the impact of TQM on performance was to either very great or to a great extent. It was affirmed that TQM facilitates the organisations' adaptability to changing or emerging market conditions and to environmental and other government regulations (1.54, .322), ensures higher productivity in the organization (1.71, 0.401), ensures the elimination of defects and waste (2.04, 0.445) and further facilitates reduced costs and better cost management (1.89, 0.462). It was also evident that established that TQM enhances the market image of the organisation, ensures higher profitability in the organization and improves customer focus and satisfaction respectively (1.22, 0.278).

The interview discussions established that a number of TQM factors impact performance. These factors were identified as staff training, organisational policies and leadership, availability of resources, quality of human resources, political factors, effectiveness of communication between the various stakeholders, customer satisfaction, staff aspects such as teamwork, integrity and recognition.

The findings revealed Pearson Correlation values of 0.848, 0.782 and 0.907 between VCA, SWOT analysis and TQM against performance respectively. These findings implied that these variables positively and strongly affect the performance of the organisation. In addition, the findings depicted that the association between VCA, SWOT and TQM and performance of the firm was statistically significant as depicted by the p-values of 0.032, 0.010 and 0.022 which are less than 0.05.

The study analysed its main objective of the perception of the employees on strategic best practices and performance of Uwezo fund in Kenya. The chapter covered the findings of the study, analysis and discussions which were summarised using frequency, mean, standard deviation and correlation values. Primary data was collected using questionnaires from 28 respondents who were employees of Uwezo fund serving at various management levels. Descriptive analysis was utilised in explaining the aspects relating to each specific study objective while correlation analysis was utilised in explaining the nature and strength of relationship between the independent variables and the dependent variables. The study established an existing strong positive relationship between the independent (TQM, VCA and SWOT analysis) and organisational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this research was to determine the perception of employees on strategy best practices and performance of Uwezo Fund in Kenya. This chapter hereby majorly presents the summary of the outcomes of the preceding chapter. It also captures recommendation and conclusion of the study based on the objective of the study. The section also presents implication of the study on policy, theory and practice, limitations of the study and suggestions for further study.

The first section summarises all the findings in the previous chapter. The summarised information includes background information, Value Chain Analysis and performance. It also contains information on SWOT analysis and performance, TQM and performance and correlation analysis. Under conclusions, the researcher further presents the final findings arrived in relation to these variables.

The study also derived its recommendations from the conclusion. The recommendations are anchored on the measured variables; TQM, SWOT analysis and VCA. In addition, the researcher also captures the theoretical, practical and policy implications of the findings. The researcher also recommends other possible studies that can be conducted, anchored on the findings of this study.

5.2 Summary

The findings depicted that up to 48% of the respondents were however aged between 31 – 40 yrs. 34 % of the employees were aged not less than 41 years. These results further implied that most of the employees at the Fund are in or around the youthful age. The results also indicated that the organisation is male dominated and not so sensitive to gender balance in employee placements since only 43% of the respondents were female with the rest being male.

In relation to the level of education attained, the findings revealed that 82% of the respondents had attained either a degree or a postgraduate certification with only 18% having a diploma certification. This depicted that the organisation is pretty sensitive in relation to the education level attained while placing employees within its departments. The results indicated that 67.9% of the employees had worked in the fund for more than 1 year with a similar portion also revealing to have more than 1 year experience in the Fund. The results generally enhance the reliability of the responses obtained since the respondents have at least interacted with the operations of the organisation.

The summarized findings indicated that VCA impacts performance of the organisation since more than two-thirds of the respondents affirmed that the impact on the performance of the organisation to a very great or great extent. El Sayed et al. (2017) also confirms these conclusions. Technology is also viewed as key in facilitating organisations' supply chain towards collecting timely information towards supporting resolution making. The study established that value chain ensures improved supply chain visibility and enables managers to re-evaluate business processes and eliminate hidden costs, leading to greater expenditure accountability within the fund.

However, it was not conclusive as to whether viewing your organisation model with that of your competitors while utilising the value chain could provide a wider understanding of its strengths and lapses and by engaging with a third-party businesses, the Fund has access to their resources, that implies it helps in creating a more extensive infrastructure. This finding is however contrary to the results established by Henry (2014).

The impact of SWOT analysis on performance was established as being substantial with up to 75% of the respondents indicating that the impact was either great or very great. The findings also indicate that SWOT analysis helps in developing business goals and strategies and work towards achieving them and that through SWOT analysis the organization is able to deal with changes to competitors' operations. The results further revealed that SWOT analysis helps the organization to take advantage of its strengths and assists the organization to respond to new trends. Simons (2000) confirmed that SWOT analysis enable an organisation attain its objectives. However, the findings were not clear if SWOT analysis facilitates the implementation of new technologies.

On the effect of TQM on performance of Uwezo Fund, the findings revealed that TQM facilitates the adaptability to ever transforming or emerging business conditions alongside other environmental and government policies, ensures improved productivity in the organization and facilitates lower costs and enhance cost management. It was further established that TQM enhances the market image of the organisation, ensures higher profitability in the organization and improves customer focus and satisfaction respectively. Similar findings were established in a study by Patrick and Fur (1995).

The researcher also established several TQM aspects that influence performance which include staff training, organisational policies and leadership, availability of resources, quality of human resources, political factors, effectiveness of communication between the various stakeholders, customer satisfaction, staff aspects such as teamwork, integrity and recognition.

Generally, the findings unearthed a very strong positive association that exists between VCA, SWOT analysis and TQM and the performance of the Uwezo Fund. The relation between TQM and performance of the organisation was determined to be strong of the three associations and stood at a near perfect relationship. The second strongest relationship was determined to be the relationship between performance and VCA. Besides, all these relationships were concluded to be statistically significant.

5.3 Conclusion

The study concluded that VCA greatly impacts and relates to performance within the organisation. As a strategy tool, the VCA can be utilised in diagnosing and establishing competitive advantages in relation to cost and differentiation while also explaining the business matters engaged with the promise of undertaking client value commitments. The researcher also concludes that VCA ensures improved supply chain visibility and enables managers to re-evaluate business processes and eliminate hidden costs, leading to greater expenditure accountability within the fund.

In relation to SWOT analysis, the study concluded that a strong association stands between this variable and performance of the organisation. It is evident that SWOT analysis helps in developing business goals and strategies and work towards achieving them. Through it, the organization is able to deal with changes to competitors' operations. The research further concludes that SWOT analysis helps the organization to take advantage of its strengths and assists the organization to respond to new trends.

On the other hand, it was concluded in the study that TQM very strongly associates with performance at Uwezo Fund. Besides, TQM enhances organisational adjustment towards transforming or new market positions alongside environmental and other government policies, improves greater productivity in the business and reducing wastage while facilitating cost management. TQM also enhances the market image of the organisation, ensures higher profitability in the organization and improves customer focus and satisfaction.

The researcher also concluded that staff training, organisational policies and leadership, availability of resources, quality of human resources, political factors, effectiveness of communication between the various stakeholders, customer satisfaction and staff aspects such as teamwork, integrity and recognition impact performance of the Fund as TQM factors.

5.4 Recommendations of the Study

This research advocates that the organisation should enhance the utilization of Value Chain Analysis. This will enable the organisation to well comprehend matters relating to the promise of ensuring client value commitments. It also facilitates improving the visibility of supply chain while enabling managers to re-evaluate business processes and eliminate hidden costs. The researcher also recommends that Uwezo Fund should enhance the adoption of SWOT analysis so as to improve the developing of business goals and strategies and work towards achieving them. SWOT analysis also enables the businesses deal with changes to competitors' operations, assist the organization to take advantage of its strengths and also respond to new trends.

The researcher recommends that the organisation should improve its adaptability to changing or emerging market conditions. The adaptability should also be in relation to environmental and other government regulations. Uwezo Fund should also enhance its productivity, eliminate defects and waste while managing its costs better through enhanced adoption of TQM strategies. Uwezo Fund should utilize TQM strategies to enhance its market image and improve customer focus and satisfaction.

Finally, for the organisation to register better performance, the research recommends that aspects such as staff training, organisational policies and leadership be enhanced. The organisation should also look at issues such as availability of resources, quality of human resources and political factors. Effectiveness of communication between the various stakeholders, customer satisfaction and staff aspects (teamwork, integrity and recognition) should also be intentionally improved. Generally, the study recommends that Uwezo Fund should enhance the adoption and utilize Value Chain Analysis, SWOT analysis and Total Quality Management strategies in its operations since they positively and strongly impact the performance of the organisation.

5.5 Implication of the Study on Policy, Theory and Practice

The study is importance to policymakers in the ministry of devolution and planning. It facilitates them in designing policies aimed at enhancing the optimum utilization of Uwezo fund. This will in turn reduce the cumulative percentage of loan defaulters. Besides, the policies will also enhance the overall growth of the fund.

The study findings are also critical to future scholars and researcher. It forms the platform for future studies through availing literature to future related studies. The findings expand the theoretical and empirical knowledge on strategy best practices and performance. This is through incorporating the aspect of employee perception in relation to strategy best practices.

The study adds value to the resource based view theory with the focus on employee perception. This is through enabling the organization increase its competitive advantage. The study also adds value to dynamic capabilities theory by giving insights as to how employee's perception can be positively adapted towards changing environment. The findings provide further insight as to how organizations can implement and influence the achievement of positive employee's perception when implementing strategic best practices.

5.6 Suggestions for Further Studies

The study intended to explain the impact of employee perception on strategy best practices on performance. The researcher however specifically looked at the Uwezo Fund Kenya. Therefore, similar studies can be conducted on other variables relating to strategic best practices. Such variables include as strategy dialogue and strategy monitoring and their influence on the performance the fund.

On the other hand, the study was restricted to employee perception as the main independent variable. The researcher however recommends that other Human Resources Development aspects can be assessed against strategy best practices. These HRD aspects may include employee satisfaction, employee training and employee reward systems, among others. This will enhance the concept and overall understanding of strategy best practices and organisational performance.

The researcher restricted the area of study to Uwezo fund. Therefore, similar studies can also be carried out targeting other sectors of the Kenya other than the Uwezo Fund. The sectors may include private organisations, state corporations and Non-governmental organisation. This enhances the overall knowledge and the reliability of the conclusions arrived at in relation to strategic best practices and performance.

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APPENDICES

APPENDIX I: Letter of Introduction from University of Nairobi



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

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P.O. Box 30197
Nairobi, Kenya

DATE: 14/11/2017

TO WHOM IT MAY CONCERN

The bearer of this letter GITHAIGA MERCY NJOKI


Registration No. D61/64781/2013

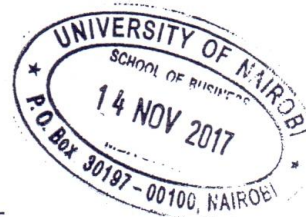
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



APPENDIX II: Research Questionnaire

Part A: Respondents Information

1. Age of the respondent

Between 21 & 30 years [] between 31 & 40 years [] between 41 & 50 years []
> 50 years []

2. Gender of the respondent?

Male [] Female []

3. Education achievement

Postgraduate [] Degree [] Diploma []

4. What is your length of service in this organization?

< 1 year [] between 1 & 5 years [] between 5 & 10 years [] > 10 years []

5. How much experience in the Uwezo Fund do you have?

< 1 year [] between 1 & 5 years [] between 5 & 10 years [] > 10 years []

Part B: Value Chain Analysis and Performance

6. To which degree does value chain analysis impact the performance of performance of Uwezo fund in the country?

Very great extent []

Great extent []

Moderate extent []

Little extent []

No extent []

7. To which degree do you consent with the below statements connecting to value chain analysis and performance of performance of Uwezo fund in the country? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

Statement	1	2	3	4	5
VCA is a pretty adjustable strategy tool for perceiving business, and competitors in the sector's value system.					
VCA may be utilised to assess and develop competitive advantages in relation to expenses and differentiation.					
VCA assists to comprehend the fund's matters linked with the promise of ensuring customer value and commitments.					
Evaluating your firm model with that of competitors utilising the VCA may provide a greater understanding of the organisations abilities and lacks.					
VCA ensures enhanced supply chain visibility.					
Technology is key in facilitating organisations to view across the supply chain and collect timely data to assist in resolution making.					
Through collaborating with a third-party company, provides accessibility to the organisation's resources, that imply' you'll need assistance in developing a much wider infrastructure.					
VCA facilitates managers in re-assessing organisational processes and minimize hidden costs, resulting to greater cost accountability.					

Part C: SWOT Analysis and Performance

8. To which degree does SWOT analysis impact performance of Uwezo fund in the country?

Very great extent []

Great extent []

Moderate extent []

Little extent []

No extent []

9. What is your degree of consent with the below statements that are linked up to the impact of SWOT analysis on performance of Uwezo fund in Kenya? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

Statement	1	2	3	4	5
SWOT analysis helps in developing business goals and strategies and work towards achieving them.					
SWOT analysis helps the organization to take advantage of its strengths					
Through SWOT analysis the organization is able to deal with changes to competitors' operations					
SWOT analysis assist the organization to respond to new trends					
SWOT analysis facilitates the implementation of new technologies					

Part D: Total Quality Management and Performance

10. To which degree does total quality management influence the performance of Uwezo

fund in the country?

Very great extent []

Great extent []

Moderate extent []

Little extent []

No extent []

11. What is your level of agreement with the following statements relating to the effect of

total quality management on performance of Uwezo fund in Kenya? (1- Strongly

agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

Statement	1	2	3	4	5
TQM anchors the adjustability to transforming or new market opportunities and to environmental and government policies.					
TQM ensures greater productivity in the organization.					
TQM enhances market image.					
TQM ensures the reduction of destroyed products.					
TQM facilitates managed costs and greater expense management.					
TQM ensures greater profitability in the organization.					
TQM improves customer focus and satisfaction					

12. Indicate other factors of Total Quality Management (TQM) that affect performance?

.....

Thank you

APPENDIX III: Research Authorization Letter from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Ref. No. **NACOSTI/P/18/90472/20772**

Date: **16th January, 2018**

Mercy Njoki Githaiga
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Perception of management on strategy best practices and performance of Uwezo Fund in Kenya*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **16th January, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA.
FOR: DIRECTOR-GENERAL/CEO
Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.