

**STRATEGY CONTENT, QUALITY MANAGEMENT PRACTICES,
ORGANIZATIONAL FACTORS AND PERFORMANCE OF ISO
9000 CERTIFIED MIDDLE LEVEL COLLEGES IN KENYA**

JACK OLUOCH KELLY

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DECLARATION

This doctoral thesis is my original work and has not been presented for a degree in any other university.

Signed.....

Date.....

Jack Oluoch Kelly (D80/73071/2012)

The thesis has been submitted for examination with our approval as the university supervisors

Signed.....

Date.....

**Dr. Vincent N. Machuki Ph.D.,
Department of Business Administration,
School of Business, University of Nairobi**

Signed.....

Date.....

**Prof. Zachary Bolo Awino, Ph.D.,
Department of Business Administration,
School of Business, University of Nairobi**

Signed.....

Date.....

**Prof. G.P. Pokhariyal, Ph.D.,
School of Mathematics,
University of Nairobi**

DEDICATION

This research is dedicated to my parents Mr. John S. Kelly and Mrs. Rose A. Kelly. You taught me the value of hard work, persistence and perseverance. Dad, I know that your greatest wish was to see me attain the highest possible level of education. Thank you mum because you believed in me even when I did not believe in myself.

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ABBREVIATIONS AND ACRONYMS

IO:	Industrial Organizations
QM:	Quality Management
QMP:	Quality Management Practices
RBV:	Resource Based View
SCP:	Structure Conduct Performance
TQM:	Total Quality Management
SBSC:	Sustainable Balanced Scorecard
ASQ:	American Society for Quality Control

ABSTRACT

Strategic management scholars and practitioners have for a long time attempted to explain why firms operating within an industry register varying performance. Strategies that an organization formulates and adopt in the short and long run may affect the performance of firms. The way strategy content influences organizational performance can be determined by quality management practices and organizational factors. Theories that support these relationships are industrial organizations economics theory, resource based theory, neo-institutional theory and stakeholders theory. This study aimed to establish the effects of quality management practices and selected organizational factors on the relationship between strategy content and performance. The main design was cross sectional survey. The study was a census of all ISO 9000 certified middle level colleges in Kenya which are 50 in number. The main tool for data collection was a structured questionnaire. The study used one sample t-test for descriptive statistics. The major statistical measure of the relationships was the correlation coefficient. Simple regression was used to test direct relationships while multiple regressions were used to test indirect relationships. The study found that strategy content had a significant influence on organizational performance. It was also established that organizational factors had significant moderating influence between strategy content and QMPs and between strategy content and organizational performance. Statistically significant intervening effect of quality management practices between strategy content and organizational performance was ascertained. Finally, the results showed that the joint effects of strategy content, organizational factors and quality management practices were different from their individual contributions to performance. The study was limited to variables of strategy content, quality management practices and organizational factors and their effects on performance. This study has implications for advancement of frontiers of knowledge as it contributes to the advancement of theories of industrial organization economics, neo- institutional theory, resource based theory, and stakeholder theory. The findings of this study will be important to policy makers on the value of embracing quality as a strategic choice and organizational factors necessary for implementation of strategies. Practitioners in the field of education and quality management will benefit from the results of this study. Future studies should examine the effects of the strategy content, quality management practices and organizational factors on performance across several industries. Further investigations should be carried out on the effects of external environment as a moderator on the relationship between strategy content and quality management practices and their effects on performance.

CHAPTER ONE

INTRODUCTION

1.1 Background

Strategic management scholars and practitioners have for a long time attempted to explain why firms operating within an industry register varying performance. Strategies that an organization formulates and adopt in the short and long run may affect the performance of firms. It has been found by several researchers that strategy content influences organizational performance (Andrews, Boyne & Walker, 2006). To effectively distinct itself from competition and achieve competitiveness, an organization may choose to adopt quality management practices (Muchara, 2012). Strategies formulated and adopted should carefully match with organizational factors in order to register meaningful performance (Andrews, 1971). The way strategy content influences organizational performance can be affected by quality management practices and organizational factors. Theories that support these relationships are industrial organizations economics theory (Mason, 1939; Bain, 1956, 1968), resource based theory (Barney, 1997; Penrose, 1959), neo- institutional theory and stakeholder theory.

The concept of strategy content is explained by industrial organizations economics theory (IOT) developed by mason (1939) and Bain (1956, 1968). Quality management is conceptualized through the neo-institutional theory (DiMaggio & Powell, 1991). Organizational factors are explained through the resource based view originated by Penrose (1959) and popularized by Wernerfelt (1984) and performance is grounded on the stakeholders' theory.

The industrial organization economics theory postulates that strategy influences conduct which influences organizational performance (Porter, 1981). Conduct represents strategy content while performance is the goal of the firm (Ogendo, 2014). The choice of strategy is based on Miles and Snow's (1978) typology which posits that an organization can adopt four distinct strategies namely prospecting, defending, analyzing or reacting stances. Stances indicate long term choices of the firm while action represents short term decisions of the firm (Andrews et al., 2006).

The key postulate of the Resource Based Theory (RBT) is that an organization which possesses a unique bundle of resources is bound to have competitive advantage over its rivals and hence superior performance (Berney, 1991). According to Berney (1991), these resources should be valuable, rare, non-imitable and not easily transferable. Impliedly, organizational factors should be distinct to allow an organization to possess superior performance.

The Stakeholder theory of the Balanced Score Card (BSC) as explained by Kaplan and Norton (1992) suggests that organizational performance has four aspects namely financial, customers' perspective, learning and growth and internal business processes. The Sustainable Balanced Score Card (SBSC) has an additional perspective of non-market performance. Ogendo (2014) argues that the sustainable balanced score card is a strong predictor of an organization's performance based on the stated perspectives.

The neo-institutional theory explains that organizations operate in an environment dominated by rules, taken for granted assumptions, myths, and routines about what constitutes appropriate or acceptable organizational forms and behaviour (DiMaggio & Powell, 1991). Kinuu (2014) explains the theory as aligning a firm's strategy with internal factors of the organization and seeking to examine the preferences, behaviours and actions of organizations. In general, this perspective assumes that the institutional environment constrains the organization and determines its internal structure and, consequently, the behaviour of the actors in the organization.

The study is motivated by the need to establish the effects of quality management practices and organizational factors on the relationship between strategy content and performance. Most educational institutions have embrace ISO 9000 certification as a requirement of performance contract or to conform to the leaders in the field. The study aims to generate information which will assist managers make strategic decisions on certification, alignment of internal organizational factors and performance.

The study is based on the premise that strategy content influences organizational performance. However, organizational performance may also be moderated by other variables like organizational factors and intervened by quality management practices. The study therefore attempts to establish the influence of quality management practices and organizational factors on the relationship between strategy content and organizational performance in the context of ISO 9000 Certified middle level colleges in Kenya.

Performance of middle level colleges is of great concern because they supply the bulk of technical work force to the Kenyan economy. Middle level colleges fall within the education sector which is relied upon to provide much needed human resources necessary for the achievement of vision 2030. The study is interested in middle level colleges because their performance directly impacts the achievement of vision 2030. The performance of these organizations depends on the strategies they put in place. To enhance performance, middle level colleges have embraced quality management practices through ISO 9000 Certification. How strategies adopted, quality management practices and organizational factors affect the performance of these organizations remains to be determined.

1.1.1 Strategy Content

Strategy has been defined differently by various scholars though there is no universally agreed definition. Minzberg (1995) defines strategy as a pattern in a stream of decisions. Drucker (1954) defined strategy as analyzing an organization's current situation in terms of resources and what they should be and changing if necessary. Chandler (1962) defined strategy as determining an organization's long term goals and then adopting courses of action and allocating resource necessary to achieve those goals. Ansoff (1965) defined strategy as linking an organization's offerings in terms of goods and services with the market needs and wants as a means of achieving a competitive edge. Porter (1980) defines strategy as deliberately choosing different sets of activities to deliver unique value. Johnson and Scholes (2002) define strategy as the long term direction of an organization. Essentially, strategy is a set of decision making rules that affect behavior of firms.

Strategy content refers to how organizations actually behave rather than the strategies which are sometimes intended but not realized (Andrews et al., 2006). There are two levels to strategy content which are stance and action. Strategic stance refers to a long term approach of an organization describing its position and how it interacts with the environment (Miles & Snow, 1978). Strategic stance is relatively stable and does not change over a long period of time. Stance refers to how the organization actually behaves as opposed to its abstractions (Andrews et al., 2006).

Miles and Snow's (1978) typology argues that organizations can be classified according to their patterns of decisions. An organization can adopt either a prospecting, defending, analyzing or reacting stance. Prospectors technologically innovate and seek out new markets. Analyzers prefer a second but better strategy, defenders are engineering oriented and focus to maintain a secure niche in stable markets while reactors lack stable strategy and are highly responsive to short term market demands. The typology explains that prospecting, defending and analyzing stance are positively associated with performance while a reacting stance is associated with poor performance (Miles & Snow, 1978). This position is corroborated by Andrews et al. (2006) who found that prospector stance is positively associated with performance while reactor stance is negatively associated with performance. In public sector firms, however, a reactor stance may be seen as the best fit with the political circumstances that shape perceptions of organizational performance (Rainey & Steinbauer, 1999).

Strategic action refers to steps that organizations take to operationalize their stance. It is more likely to change in the short term. Strategic stance encompasses five types of action which concern changes in markets, services, revenues, and the external and internal organization environment. The actions cover variables such as structure, culture, processes, leadership, and a variety of metrics for improvement. Strategic action is exemplified by Strategy typologies such as Porter's (1980), Ansoff's (1965), Pearce and Robinson's (1997). Porter's (1980) competitive strategy asserts that an organization can either adopt cost leadership, differentiation or focus strategies. An organization that adopts neither of the strategies is described as being stuck in the middle and it records mediocre performance.

Ansoff (1965) posits that there are four basic growth alternatives open to a business. It can grow through increased market penetration, through market development, through product development, or through diversification. Each of the above strategies describes a distinct path which a business can take toward future growth. However, it must be emphasized that in most actual situations a business would follow several of these paths at the same time. Pearce and Robinson (1997) proposed use of grand strategy for surviving in the environment. A grand strategy is a comprehensive, general plan of major actions through which a firm intends to achieve its long term objectives in a dynamic environment. Grand strategies can be classified as growth strategies e.g market development, product development, innovation, integration, joint venture, diversification, stability strategies e.g concentration. Other grand strategies include turnaround, divesture, and liquidation.

While strategy content has been shown to have an influence on organizational performance (Andrews et al., 2006), the influence of quality management practices as an intervening variable is still not well established. The influence of QMPs on the relationship between strategy content and performance is affected by the organizational factors where the middle level colleges operate.

1.1.2 Quality Management Practices

The American Society for Quality Control (ASQ) defines quality as totality of features and characteristics of a product or services that bear on its ability to satisfy given needs (ASC, 2008). Quality hence is the degree of conformance of a product, process or service to the requirements of the customer. Quality Management (QM) is defined as a philosophy or an approach to management made up of a set of mutually reinforcing principles each supported by a set of practices or techniques (Dean & Bowen, 1994). Garvin (1984) posit that product quality is a multidimensional aspect with proposed dimensions of product performance, features, conformance, durability, serviceability, aesthetics and perceived quality. Quality management practices (QMP) refer to management efforts geared towards customer satisfaction and continuous improvement in all organizational processes (Dean & Bowen, 1994). Rao (1997) asserts that ISO 9000 certification enables an organization to conform to QMPs.

The International Organization for Standardization (ISO) was established in 1947 as an amalgamation of International Federation of the National Standardization Associations (ISA) and the United Nations Standards coordinating Committee (UNSCC) with a mandate to develop standards mainly in engineering to facilitate trade in the world.

The acronym ISO was derived from Greek word isos which means equal (Evans & Lindsey, 2011). The term ISO 9000 has been used to refer to a family of standards of ISO 9001, ISO 9002 and ISO 9003 with model selection based on specific organization's activities (Okwiri, 2010). Any reference to ISO 9000 is considered to mean the latest edition in the family. ISO 9000 lays emphasis on evidence based quality management systems and continuous improvement of systems and processes.

Quality management has been studied as a practice. Sousa and Voss (2002) point that through quality management practices, managers work to achieve organizational improvements in terms of specific dimensions and strategic concern. Evans et al (2002) define practices as activities that occur within the organization's infrastructure so as to achieve organization's goals. Practices have sometimes been referred to as steps or implementation constructs (Ahire et al., 1996; Anderson et al., 1995).

Quality management practices have been broken down into indicators which include Leadership, Information and analysis, Strategic planning, Human resource development, process management for quality, Supplier relationship, Customer orientation and Quality results (Rao et al. 1997). Quality management practice variables have been treated as independent, moderating or mediating. The practices have over time been linked to organizational competitiveness and hence performance (Powell, 1995). However, this is a direct relationship. The organizational factors can determine how quality management is being practiced. Therefore, organizational factors can influence the relationship between quality management practices and colleges' performance.

1.1.3 Organizational Factors

Organizational factors refer to the internal environment of the organization. The internal environment can be psychological, political, physical, social or cultural. Organizational contextual factors include organization structure, adoption of systems used to manage the organization, putting in place appropriate information system and resource planning (Alange et al., 1998; Pajoro et al., 2011 & Tang, 1998).

The organizational factors present a platform where decisions are made and implemented (Kinuu, 2014). The organizational context has both hard and soft aspects (Powell, 1995). Success of any strategy requires a series of fit between strategies and organizational competencies and capabilities; strategy and structure, strategy and budgetary allocation; policy and strategy; strategy and internal support systems; strategy and reward structures; strategy and culture (Machuki et al., 2012).

The role of organizational factors in quality management research and its influence on performance has been studied by several researchers as moderating (Ahire, 1996). However, there is a conflict on selection of elements in the factors of study. This study adopts Mckinsey 7-S to operationalize these elements. Developed at the McKinsey Consulting Company by Peters and Waterman (1982), the McKinsey 7-S model is based on the premise that an organization is not just structure, but consists of seven critical aspects of an organization which include strategy, structure, systems, style, skills, staff, and shared values (the 7Ss).

1.1.4 Organizational Performance

Organizational performance is a measure of the value created by an organization, or the financial or non-financial outcomes that result from management decisions and the execution of those decisions by members of the organization (Grant, 1996). The independent variables are proposed as determinants of the changes in the dependent variables. The changes in the dependent measures are considered to represent performance caused by the variations in the independent measures.

The general concept of performance is anchored upon the idea that an organization is an association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Barney, 2001; Jensen & Meckling, 1976). The essence of organization performance is to create value. Performance is a multi-dimensional concept allowing value to be created in varying ways (Cameron, 1986). How the value created is being measured is the concern of performance.

What determines organizational performance is a perennial research question for organizational scholars (Machuki, 2011). The important role of organizational performance requires close attention to conceptualization and measurement (Venkatraman & Ramanujam, 1986). Chakravathy (1986) observed that performance is a multidimensional construct and thus, any single index may not be able to provide a comprehensive understanding of the performance relationship relative to the constructs of interest. This position is however contested by Hofer (2004) who suggests identification of a single dimension of performance. Performance is considered both qualitatively and quantitatively in this study.

There is no agreement on what the different dimensions of overall organizational performance are, or on how they should be measured. Unfortunately, the use of so many different variables for measuring organizational performance makes generalization from one study to another dubious at best (Machuki, 2011). Accordingly, the question of what truly constitutes overall organizational performance and how to measure it remains unresolved.

1.1.5 Linkages of the Strategy Content, QMPs, Organizational Factors and Organizational Performance

Strategy content consists of two aspects of stance and action. Miles and Snow (1978) demonstrated that strategy typologies of prospector and analyzers were positively associated with organizational performance while typologies of defenders and reactors were poorly associated with performance. A study by Andrews et al. (2006) examined strategy content in terms of stance and action and linked them to performance of local authorities in UK. Their finding was that strategy content affects performance. Ogendo (2014) found a significant positive correlation between strategy content and non financial performance specifically customer performance and internal business processes. Findings that corroborate the linkage between strategy content and organizational performance include Oyedijo and Akewusola (2013) which found prospectors and analysers to perform better than defenders and reactors and Poister et al. (2011) which linked strategy content to performance of public institutions. QMPs have been shown to enhance realization of performance goals through strategies chosen by a firm.

Pajoro and Sohal (2006) have shown that QMPs play a key role in ensuring that chosen strategies influence performance. The study showed that QMPs mediate the relationship between generic strategies of cost leadership and differentiation and organizational performance and that it only partially mediated between differentiation strategy and product quality, process and product innovation. The implication of the study was the need to complement QMPs with other resources so as to realize the strategy in achieving high level of performance.

Organizational factors have been found to play a role between strategy content and performance and between strategy content and QMPs. Kinuu (2014) posit that organizational factors present a platform where decisions are made and implemented. Machuki et al. (2012) explain that success of strategies depend on series of fits between strategy and structure, financial resources, policies, internal support systems and reward structures and culture. Organizational factors have therefore been found to moderate the relationship between strategy content and performance (Ahire, 1996) and between strategy content and QMPs (Pajoro et al., 2011). From the aforementioned studies, strategy content has a significant influence on organizational performance. QMPs have been found to moderate the linkage between strategy content and performance and organizational factors have been found to moderate the relationship between strategy content and QMPs and strategy content and performance.

1.1.6 ISO 9000 Certified Middle Level Colleges in Kenya

Middle level colleges in Kenya consist of diploma and certificate awarding institutions. Some of these institutions award degree programs in collaboration with established universities. These institutions offer a myriad of courses with varied periods of completion; from short courses completed within a period of two weeks to those courses completed within three years. The colleges are both private and publicly owned. The commercialization of this sector has seen mushrooming of colleges which sometimes are not registered by higher education ministry (Misaro, Jonyo & Kariuki, 2013). Kenya Medical Training College is established by an act of parliament. Other institutions are semi-autonomous bodies operating under directorate of technical education in the ministry of education.

Education institutions opt for ISO Certification to address quality, cost and performance. There are 20 elements in ISO 9000 which are designed to assure processes deliver intended quality results. The embracing of quality management practices through ISO certification should be voluntary. However, there is external pressure and government directive that colleges embrace ISO 9000 certification as a performance contract requirement to address dwindling standards and ensure quality (Okwiri, 2010).

The move to be ISO 9000 certified raises questions as to whether it will yield performance outcomes in these institutions. Confronting an era marked by dwindling government support and increasing competition, it is incumbent on administrators and higher education leaders to distinguish themselves from the flock by differentiating their institutions through quality, what they do, and what makes them valuable.

1.2 Research Problem

Performance is a recurrent theme which is of interest to both academics and practitioners in the field of strategic management (Machuki, 2011). Strategy content, quality management practices, organizational factors and firm performance have dominated research in strategic management. It is argued that strategy content influences performance (Andrews et al, 2006). Quality management practices have been argued to have an effect on performance (Pajoro & Sohal, 2006). Organizational factors have also been found to have a bearing on performance (Bowen & Lawler, 1992; Fuentes-Fuentes et al, 2004). No known study to the researcher has established the intervening influence of quality management practices and moderating effects of organizational factors on the relationship between strategy content and firm performance.

Performance of middle level colleges in Kenya has been a concern over time. These institutions have embraced strategic management practices, choosing strategies both for the long term and short term. Lack of a theoretical guide on how embracing of ISO certification is expected to bring about desired results have left managers with no basis to support their certification decisions. The practice of quality management through ISO 9000 certification and the nature of their internal organizational factors are likely to have an effect on how strategy content affects organizational performance. There is little information on how strategy content, quality management practices and organizational factors affect performance of these institutions. The contextual gap is the influence of QMPs and organizational factors on the relationship between strategy content and organizational performance of ISO 9000 Certified middle level colleges in Kenya.

Studies have been done on the effects of QMP on performance, strategy content on performance and organizational factors on performance. Saraph et al. (1991) study of QMP, context and firm performance in both service and manufacturing firms in US found that managers' perception about ideal and actual quality context affect performance. The study may not apply to Kenyan context. Douglas and Judge (2001) study of TQM and competitive advantage focusing on highly regulated US health sector found a positive correlation between certification and performance. However, the study focused on direct relationship. Powell (1995) study found that tacit TQM contextual features like top management commitment, culture and employee empowerment positively influenced performance. This finding may not apply to the Kenyan context. Pajoro and Sohal (2004) study of the relationship between strategy, TQM and financial performance in UK found TQM to affect firm performance. From the study, it is not known how QMPs affect performance. Bou and Beltran (2006) studied the effects of adopting QMP on SMEs in Spanish service firms and their impact on performance. They found that soft QM features to affect performance. The gap in this study is the influence of organizational factors. The findings may not apply in the Kenyan Context. The mixed findings in the study by Powell (1995) and Bou and Beltran (2006) further call for more studies to address the gaps.

In Africa, Oyedijo and Akewusola (2013) conducted a study on strategy content and firm performance of Paint industries in Nigeria which found that prospectors and anxious analyzers perform better than domain defenders and reluctant reactors. The study however did not consider the organizational factors or quality management practices.

In Kenya, Okwiri (2010) conducted a study on the relationship between ISO certification and operational performance of Government agencies. The finding was that ISO 9000 certification affects operational performance. The study did not address financial performance of ISO 9000 in middle level colleges.

Muchara (2012) study on TQM, operational effectiveness and competitive advantage focused only on the horticultural sector. While studies have been done on individual variables on performance, there are no known studies that have been done to investigate the effects of quality management practices and organizational factors on the relationship between strategy content and performance of ISO 9000 Certified middle level colleges in Kenya. The conceptual gap in these studies is the investigation of the joint effects of strategy content, QMP and organizational factors on performance.

Although scholars recognize that QMPs matter in shaping strategy content, there is no known study that has examined the intervening effect of QMPs and the moderating role of organizational factors on the relationship between strategy content and organizational performance. Studies in strategic management have often measured performance using traditional financial measures. This present study has presented the measurement of performance using more contemporary stakeholder approach as defined by the framework of SBSC which incorporate both financial and non financial aspects of performance. The study has also used cross-sectional survey research design to study aforementioned variables. The gaps above raise the question, what are the effects of strategy content, quality management practices, organizational factors on performance of middle level colleges in Kenya?

1.3 Research Objectives

The general objective of the study was to establish the effects of quality management practices and organizational factors on the relationship between strategy content and organizational performance. The specific objectives were to:

- 1.3.1 Establish the effects of strategy content on organizational performance
- 1.3.2 Determine the influence of organizational factors on the relationship between strategy content and QMPs
- 1.3.3 Determine the influence of organizational factors on the relationship between strategy content and organizational performance
- 1.3.4 Determine the influence of QMP on the relationship between strategy content and organizational performance
- 1.3.5 Determine the joint effects of strategy content, quality management practices and organizational factors on organizational performance.

1.4 Value of the Study

One major goal of an academic research is to extend the frontiers of knowledge. The study contributes to the advancement of theories of industrial organization economics, neo- institutional theory, resource based view, and stakeholder theories. The study related the theories with strategy content and organizational performance, strategy content and organizational factors, strategy content and quality management practices and strategy content, quality management practices and organizational performance to provide the relevant contribution to the mentioned theories.

Policies on strategy content may be applied in a given organization to ensure efficient and effective organizational performance. The findings of this study are also important to policy makers on the value of embracing quality as a strategic choice. The government through the relevant ministries will assess the benefit derived from embracing quality management with the aim of improving service provision. Practitioners in the field of education and quality management will also benefit from the results of this study.

The study informs practitioners of how quality management practices and organizational factors affect the relationship between strategy content and performance of organizations. The study attempts to bridge methodological gaps in the study of effects of QMPs and organizational factors on the relationship between strategy content and organizational performance. The study has implications on the use of cross-sectional survey design in the study of the aforementioned variables. Regression and correlation analyses were done to determine the relationship among the variables. The use of financial measures alone to determine organizational performance has often been deemed inconclusive. This study has incorporated both financial and non financial measures by adopting Stakeholder framework of Sustainable Balanced Score Card.

1.5 Structure of the Thesis

Chapter one presents the background of the thesis, the research problem, the research objectives and the value of the study. The background has explained the conceptual, theoretical and contextual argument of the study. The research problem identified the gaps that were used to disclose the objectives and the value of study. Chapter two presents the literature review.

The literature review presents the underpinning theories of the study and the relations of the specific objectives of the study through conceptual and theoretical literature review, the conceptual framework and model and listed the conceptual hypotheses that have been used to guide the research.

The research methodology used in the study is explained in chapter three. The research methodology has explained the research philosophy of the study, the research design used in the study, the population of the study, data collection methods, operationalization of the research variables, reliability and validity tests used and data analysis. Chapter four presents data analysis and the tests of hypotheses. Chapter four presents the response rate, organizational demographics, preliminary findings, interpretation of results and descriptive and statistical approaches for testing hypotheses.

Chapter five presents the discussion of the findings. It entails the discussion of the relationships of specific objectives by explaining the results and comparing the results with the literature review. Chapter six presents the summary, conclusions and recommendations followed by the references and finally the appendices.

1.6 Chapter Summary

The chapter dealt with the background of the study, the research problem, and research objectives. The value of the study was clarified and structure of the thesis explained. The background has explained the conceptual, theoretical and contextual arguments of the study.

The research problem established gaps in previous studies. These gaps were therefore used to formulate objectives and the value of the study. The research objectives entail both the main and specific objectives of the study. The value of the study has explained the theoretical, policy and practice aspects of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents a review of literature that is relevant to the study. It focuses on the theoretical, conceptual and empirical literature based on the study variables. The literature will evaluate the theoretical backing of the study. The relationship between strategy content and organizational performance; strategy content and quality management practices; strategy content and organizational factors; strategy content, quality management practices and organizational factor; strategy content, quality management practices and performance; and the influence of quality management practices and organizational factors on the relationship between strategy content and organizational performance. The conceptual framework, conceptual model and hypotheses and a summary of objectives are also highlighted. It has related the concepts of the study to discover respective knowledge gaps and conceptual model.

2.2 Theoretical Foundation

The study is inspired by concepts from industrial organization economics theory, resource based theory, neo-institutional theory, stakeholders' theory and contingency theory. The linkage between strategy content and performance is explained by industrial organizations economics theory (IOT) developed by mason (1939) and Bain (1956, 1968). The relationship between quality management practices and performance is conceptualized through the neo-institutional theory (DiMaggio & Powell, 1991).

The influence of organizational factors on the relationship between Strategy content and performance and quality management and performance are explained through the resource based view originated by Penrose (1959) and popularized by Wernerfelt (1984) and performance is informed by the stakeholders' theory. These theories have their strengths and weaknesses which will be discussed.

Industrial organizational economics theory introduced the structure- conduct-performance (SCP) paradigm which suggests that the strategic behavior of firms in an industry influences structure which in turn influences their performance (Mason, 1939; Bain, 1956, 1968). This study was conducted within the above framework in which it attempts to investigate the relationship between organization strategy (in terms of strategy content), the organizational structure (in terms of the extent of implementation of QMP), and the organizational performance. Resource Based View theory (RBT) explains that organizations may possess unique bundle of resources that could be used to realize their performance goals (Barney, 1997). An organization is regarded as being uniquely endowed with resources and capabilities which can be configured and reconfigured to provide it with competitive advantage. Middle level colleges in Kenya are organizations whose performances are assumed to depend on the nature of their organizational factor manifestations and how strategy is aligned with these manifestations.

Neo-Institutional theory states that organizations operate in an environment dominated by rules, taken, for granted assumptions, myths, and routines about what constitutes appropriate or acceptable organizational forms and behavior (DiMaggio & Powell, 1991). The pressure to conform to quality management system may be due to coercion from

government, mimicking of successful organizations or purely due to professionalism. The theory postulates that the institutional environment constrains the organization and determines its internal structure and consequently the behavior of actors within the organization. Thompson and Strickland (2003) posit that strategy implementation requires a series of tight fits between strategy and the organization's competencies, capabilities, structure, budgetary allocation, policy, internal support systems, reward structure; and between strategy and the corporate culture. This process is referred to as institutionalization of strategy.

2.2.1 Industrial Organizational Economics Theory

The relationships between strategy content, QMPs and organizational performance are supported by the Industrial Organizational Economics theory of the Structure-Conduct-Performance framework (Porter, 1981). The conduct represents the strategy content of the organization; the concept of quality management practices can be represented by the industry structure. The Industrial Organization (IO) theory is about how a structure of a market has an influence on the strategy and decision making of an organization.

The industrial organization and the industrial economics theory are macro- and micro-economic approaches respectively to explain the interactions between firms and markets. The foundation of economic theory was the book by Adam Smith in 1776, named Wealth of Nations. In this classical economic theory book, Adam Smith described the implicit principles of economic theory, including the principle of division of labor, as well as the analysis of product pricing (Barthwal, 2010).

Economist Alfred Marshall presented the first ideas about Industrial Organization Theory at the end of the 18th Century. His idea was on the firm, positioned around competition and he described it as a process of interactions between those (Corley, 1990). Furthermore he included the entrepreneurial aspect into the analysis of value of a company, as being the ability to adapt to changing circumstances, due to the imperfect market of information in the real world (Corley, 1990).

The 1950s saw the emergence of Industrial Organization and Economics theory (Corley, 1990; Barthwal, 2010). The Harvard University introduced the term Industrial Organization (Grether, 1970). The hypothesis that market or industry structures determined member firms' conduct and performance was analyzed by Edward S. Mason and Edward Chamberlin (Corley, 1990). This was the approach that was used by Bain to develop a more generalized model and conclusions resulting in the Structure-Conduct-Performance (SCP) paradigm (Ferguson & Ferguson, 1994).

Bain developed the structure-conduct-performance paradigm as a tool for industrial analysis in the 1950s (Barthwal 2010). The aim of the study was to acknowledge the different types of structure and conduct to find out if there are any causal relationships of these on performance (Bain, 1968). Bain believed that structure, conduct and performance have a causal and linear one-way relationship, though later research studies have shown that the market structure can be influenced by a firm's conduct (Chang, Yu & Chen, 2010; Fu, 2003).

The main proposition of Structure Conduct Performance paradigm is that the market structure influences conduct of firms which in turn influences performance. Barthwal (2004) describes market structure to arise from four aspects of the market like degree of seller and buyer concentration, degree of product differentiation and conditions of market entry. Hence market structure can be monopolistic, oligopolistic or perfect competition market structure (Bain, 1968). In terms of buyer concentration, perfect competition markets have high concentration of buyers while in oligopsony, there are few large buyers and large number of small scale sellers.

Conduct of firms manifest through strategy, innovation and advertising (Tung et al, 2010). Bain (1968) argues that conduct of firms emerge from changes in the environment where these organizations operate. Teece, Pisano and Shuen (1997) however oppose this view citing firm's conduct like collusive or competitive behavior or mergers to affect rival firms' conduct leading to changes in market structure. Advertisement can increase entry barrier and also create differentiation. The competitive value of advertising can be evaluated on whether a market structure is monopolistic, perfect competition or oligopolistic. In oligopolistic markets, marketing is more preferred to price cuts since price cuts lead to lower profits.

Mergers have potential to raise entry barrier or competition hence change market structure (Shepherd & Wilcox, 1979). Mergers can either be horizontal, vertical or conglomerate. Innovation improves a product or a service compared to rival firm products or services hence increases its value for potential buyers.

Thus product improvement can act as product differentiation, which can shift market powers, as it shifts the demand curve of the innovating company to the right (Ferguson & Ferguson, 1994). Innovations can have an impact on market structure since an innovation which is awarded with a patent can increase the entry barriers, as the competitors are not able to find an alternative to it. This could also remove the product homogeneity in a perfect competition market and the innovative firm could raise the prices up to a monopoly level, but for that, a major or drastic innovation is required (Tirole, 1988).

In the SCP paradigm, performance is a function of market structure and conduct (Bain, 1968). Market performance can be evaluated in terms of production efficiency, advanced technology, product quality or profit rate (Tung et al, 2010). The measurement of performance in Industrial organizations is economic welfare; by satisfying consumer's needs and making efficient use of factors of production. In perfect competition markets, profit is maximized when price and marginal costs are the same. In this market structure, market power of firms is less and firms are unable to differentiate and market share of firms is insignificant. In market structures like monopoly, oligopoly or monopolistic competition, firms have a certain amount of market power, which enables them to raise prices over marginal costs. Hence, they have some impact on the decision at which price to sell their products, which indicates the unlikeliness to achieve allocative efficiency (Ferguson & Ferguson, 1994). The main assumption of the SCP model is that the probability of collusion between firms is high when the concentration of the market is high (Weiss, 1979).

Traditional IO theory assumes that firms in a market are homogeneous, except for their market share (Porter, 1979). The paradigm also assumes that entry barriers exist and that there is interdependence between firms in an industry (Porter, 1979). SCP assumes that firms do not compete to gain abnormal profits from direct and indirect price fixing. The paradigm also applies in homogeneous markets without entry barriers where long term above normal profits is un-attainable (Ramsey, 2001). Since IO theory emerges from neo-classical theory, another assumption is that there is information symmetry where all individual firms have access to all the information necessary to make decisions concerning profit maximization (Ferguson & Ferguson, 1994).

Several studies have been done to test the existence of the unidirectional causation relationship in the SCP paradigm. Chang et al (2010) found that conduct of firms can influence market structure. It is also emerging that performance of firms may be a function of efficiency rather than market structure (Davies & Downward, 1996).

The industrial organizations theory finds application in strategic management research since the central analytical aspect of IO theory can be used to assess the strategic choices which firms have in various industries (Porter, 1981). The SCP model identifies the industry structure, thus the external environment, including its opportunities and threats, which are important factors for strategy development, as the external factors need to be matched by a firm's internal competences (Porter, 1981). Furthermore, understanding a firm's position in its context is a crucial part of developing a competitive strategy (Chen, 2011).

Miles and Snow (1978) developed strategy content model which explains how firms operating within an industry environment can device their strategies to match their external and internal organizational circumstances. They discuss that a firm can adopt strategies like prospecting, defending, analyzing or reacting to their environment. Their main proposition is that adopting prospecting, analyzing or defending strategies lead to better performance compared to reacting strategy. Prospectors are firms which innovate and consistently look for new markets, analyzers prefer a second but better strategy while defenders are engineering firms which prefer a niche market (Miles & Snow, 1978).

2.2.2 Neo-institutional Theory

A central notion of neo-institutional theory is that because of the pressures of the institutional environment, organizations show a trend towards conformity denoted by the term isomorphism. The image of an organization is that the deviation from the expectations of the institutional environment threatens the legitimacy and therefore the chances of survival of the organization. Furthermore, conformity is often of a ritualistic nature where organizations construct symbols of compliance to environmental change (Edelman, 1992).

Several studies have shown that neo-institutional theory can be a useful framework for studying institutions' response to external demands (Morphew & Jenniskens, 1999; Kinuu, 2014). Management techniques implemented like quality improvement programmes, may help higher education institutions to manage the impression that outsiders have about them, even if they exist more on paper than in practice.

Thus, a higher education institution can satisfy external demands for increased accountability to stakeholders by apparently adopting but not genuinely implementing programmes that address their interests. Neo-institutional theory however fails to capture the effects of power, politics, interests or stakes displayed by organizational actors in responding to external pressure.

2.2.3 Resource Based Theory

Wernerfelt (1984) defines a firm's resources as those assets which are either tangible or intangible which are tied semi-permanently to the firm. Wernerfelt (1984) lists resources to include brand names, in-house knowledge of technology, skilled staff, trade contracts, machinery, efficient procedures and capital. This definition closely relates to that by Halfat and Peteraf (2003) who define resources as assets or inputs owned, controlled and accessed by an organization on semi-permanent basis. According to Barney (1986), an organization's resources include capabilities, attributes, organization processes and information. The basic proposition of the RBT is that an organization which possesses unique resources which are valuable, rare, in-imitable and non-tradable will record sustained superior performance over its rivals (Grant, 2001).

Accordingly, an organization's resources like physical resources, human resources, technology, financial endowment and reputation can be organized and aligned in order to ensure distinctive competitive advantage (Penrose, 1959). These resources, according to Penrose will only count if they are exploited in a manner that their value is made available to the firm. The growth of a firm is dependent on how these resources are deployed to the advantage of the firm. Impliedly, colleges which possess valuable, unique

and imperfectly imitable resources and are capable of deploying their resources to create competitive edge will outperform rivals. These colleges should not only be endowed with physical resources but also human capital, financial capacity, reputation and technology.

The resource based view has not been without criticism. Kinuu (2014) for example points out the lack of mechanisms which tie the firms' resources to competitive advantage. Teece et al (1997) add that resources alone cannot be sources of competitive advantage and that the component of distinctive processes shaped by the firm's specific asset position and evolution path(s) need to be incorporated. Prahalad and Hamel (1990) term these processes capabilities.

2.2.4 Stakeholder Theory

Stakeholder theory holds that the firm exists to fulfill society's expectations (Hillman and Keim, 2001). Ferrero et al (2014) define stakeholders as both the shareholders and the wider society who bear unlimited liability resulting from a firm's operations. Stakeholders may comprise the government, employees, customers, suppliers, local communities and shareholders. In the stakeholders' theory, an organization is seen as an amalgam of both competitive and cooperative interests aimed at adding value. The theory establishes a framework of analyzing stakeholder management practices and the resultant corporate performance goals (Kinuu, 2014).

Measurement of organizational performance according to Stakeholder theory takes into account the Balanced Score Card (Ogendo, 2014). The Balanced Score Card takes cognizance of four performance perspectives namely financial returns for investors, customer perspective takes into account the performance of the firm from the lens of the customer, other perspectives are learning and growth and internal business processes (Kaplan and Norton, 1992). The Sustainable Balanced Score Card (SBSC) adds another perspective of non-market perspectives which consider the social and environmental impact of an organization (Ogendo, 2014).

Stakeholder theory assesses an organization's performance against the expectation of various stakeholder groups that have a particular interest in the effects of an organization's activities (Hubbard, 2009). The choice of adopting the sustainable balanced score card to measure a firm's performance emanates from the fact that it allows various aspects of performance to be gauged and hence a holistic view of the health, wealth and welfare of the firm (Kinuu, 2014). The SBSC enables firms to be more strategic about their organizations (Caraiani et al, 2012). It allows organizations to adopt a long term view about the strategies they adopt and their impact on the survival and excellence of the firm.

The short-comings of this theory have not evaded observers. Critics argue that organizations do not exist in physical reality and therefore cannot have responsibilities. Younkins (2006) argues that organizations exist with the sole moral goal of utilizing their resources in order to maximize stockholders' returns, specifically profit as long as it engages in legal and ethical business.

Freidman (2004) points out that managers have limited time and so may not satisfy the needs of all stakeholders and hence must select which ones they can serve based on legitimacy, urgency and power. The very foundations that give this theory its strength have become its biggest weakness since social responsibility cultivates individual irresponsibility.

2.3 Strategy Content and Organizational Performance

Strategy content has been argued to have a bearing on the performance of firms by several scholars (Boschken 1988; Boyne, Martin, & Walker 2004; Nutt & Backoff 1995; Wechsler and Backoff 1987). Empirical studies in public institutions have demonstrated that strategy content influences performance (Andrews et al, 2006). Empirical studies in private sector corroborate the findings (Ketchen, Thomas & McDaniel1996; Slater & Olson 2001; Oyedijo & Akewusola 2013, Ogendo, 2014).

However, strategy content alone does not influence organizational performance of institutions. Competition for scarce resources, dwindling revenues, pressure to reduce operational costs and the need to assure quality has forced public organizations to embrace contemporary management approaches such as quality management practices. The success of these practices depends on the organizational factors such as culture, resources, management styles, policies, skill base, organizational structure and systems. The effects of QMP and organizational factors on this relationship are not yet known. An attempt is made in this study to address this gap.

2.4 Strategy Content and Quality Management Practices

Adoption of QMP may be as a result of established organization strategies. The role of quality management in differentiation strategy has been explored in some studies (Dimara et al, 2004; Pajoro & Sohal, 2006). Studies by Herzallah, Leopoldo and Rozas (2014) indicate that there is a strong correlation between generic strategies and quality management practices. According to Porter (1980) a firm can only adopt one strategy at a time. A firm implementing two or more strategies is bound to perform poorly. Pajoro and Sohal (2006) argue that implementing QMP could lead either to a firm being innovative hence a differentiator or through customer focus, innovation could be impaired. According to Kurt and Zahir (2016), cost leadership strategy is positively correlated to all the eight principles of quality management practices.

Schniederjans and Schniederjans (2015) link soft aspects of quality management practices to innovation. They however find a weak correlation between technical aspects of QMPs with performance. They argue that adoption and implementation of QMPs invigorate innovation strategy. This argument has successfully elevated the implementation of quality management practices from an operational level to a strategic level. Nonetheless, Dean and Bowen (1994) argue that from a strategic management perspective, QMP is concerned more with strategy implementation, or deployment, rather than strategic choice, or intent. The issue here is therefore to investigate how strategy content influences quality management practices.

2.5 Strategy Content, Quality Management Practices and Organizational Performance

An organization adopting quality management practices may attain higher performance through either differentiation strategy or cost leadership (Herzallah, et al. 2014). Porter (1980) suggests that a differentiation strategy aims to create a product that customers see as unique. A firm adopting this strategy selects one or more attributes or characteristics that customers perceive as important, and uniquely positions itself to excel in those attributes leading to a premium price. Dimara et al. (2004) hold that among the many sources of differentiation, quality is the approach that most often characterizes a differentiation strategy. This is because quality creates a competitive advantage through customer loyalty as well as minimizing customer sensitivity to price. Kurt and Zahir (2016) support the argument that product quality exerts a beneficial effect on cost position via market share. They conclude that quality is inversely associated with cost. Quality of a product could also impact directly on cost at production level by minimizing rework.

Studying the role of QMP on the relationship between strategy content and organizational performance can best be achieved by placing it as an intervening variable. This position is supported by a study conducted by Pajoro and Sohal (2006) which found that QMP plays a major role as a differentiating strategy. This role can be moderated by Organizational factors such as resource availability which can be deployed to achieve this goal.

Pajoro and Sohal (2004) posit that quality management practices intervenes the relationship between strategy content and firm performance. The role of QMP on the relationship between strategy content and organizational performance has been a subject of conflicting findings. According to porter (1980), an organization can only choose distinct generic strategies of differentiation, cost leadership or focus but not two at once.

Findings showing effects of QMP on performance have been inconclusive. Performance was considered in most studies financially and non-financially. Non financial performance entailed quality performance, internal business processes, growth and innovation and non market performance (Fiedman, 2004). Researches showing positive relationship between QM practices and performance include, Douglas and Judge (2001), Ho et al. (2001), Kaynak (2003), Shah and Ward (2003). The findings of some studies have also shown evidence pointing towards mixed performance implications from QM practices (Dow et al., 1999). Some researchers have shown the failure of QMP in delivering the desired performance (Dooyoung et al. 1998; Pajoro & Sohal, 2006). Dean and Bowen (1994) attribute this confusion to extension of research on quality management from manufacturing to include service industries. Failure to explore how organizational factors moderate the effect of QMP on performance may be the reason for mixed findings.

2.6 Strategy Content, Quality Management Practices, Organizational factors and Organizational Performance

Strategy content has an influence on organizational performance (Andrew et al, 2006; Ogendo, 2014). Strategic stance refers to the firms' long term strategy orientation while action refers to generic strategies aimed at realizing the stance (Miles & Snow, 1978). Pajoro and Sohal (2006) observe that performance of firms is enhanced when QMPs are embraced to effect an organization's strategies. Successful organizations are those which align their organizational factors with adopted strategies to realize performance goals. Machuki (2011) argues that firm level factors are important contributors to performance.

Pearce and Robinson (2005) state that Balanced Score Card (BSC) is a set of measures directly linked to an organization's strategy. Hubbard (2009) argues that a holistic diagnosis of firm's performance need not only concentrate on financial performance but also focus on environmental, social, learning and growth and internal business processes. Strategies adopted by the organization should ensure both short term and long term performance targets. Realization of strategies can be enhanced by adopting quality management practices. Organizational factors play an important role in ensuring the effectiveness of strategies (Zain & Kassim, 2012). Wali (2007) points out that knowledge of organizational context is important for explaining and predicting quality management practices. Hence, the joint effects of strategy content, quality management practices and organizational factors on performance is different from the independent effects of the variables.

According to Pearce and Robinson (2005), Balanced Score Card (BSC) is a set of measures directly linked to an organization's strategy. Hubbard (2009) argues that a holistic diagnosis of firm's performance need not only concentrate on financial performance but also focus on environmental, social, learning and growth and internal business processes. Strategies adopted by the organization should ensure both short term and long term performance targets. Realization of strategies can be enhanced by adopting quality management practices. Organizational factors play an important role in ensuring the effectiveness of strategies (Zain & Kassim, 2012). Wali (2007) points out that knowledge of organizational context is important for explaining and predicting quality management practices. Hence, the joint effects of strategy content, quality management practices and organizational factors on performance is different from the independent effects of the variables.

2.7 Summary of Knowledge Gaps

Based on detailed review of literature, the researcher has identified the knowledge gaps along conceptual, contextual and methodological gaps. The Table 2.1 shows gaps on how QMP and organizational factors affect the relationship between strategy content and organizational performance. From the table, it can be observed that the gaps in the studies so far warrant an in-depth study that will address the extant gaps.

Table 2.1: Summary of Knowledge Gaps

Author	Study Focus	Methodology	Findings	Gap in knowledge	How to address the gap
Ogendo (2014)	Knowledge transfer, strategy content, external environment and performance of publicly quoted companies in Kenya	Cross-sectional survey of 36 companies quoted in NSE. Multiple regression, hierarchical and path analysis	Strategy content has significant intervening effect between knowledge transfer and performance	Organizational factors and quality management practices not part of study	Investigate intervening effect of QMPs and moderating effect of organizational factors
Muchara (2012)	Total quality, operational effectiveness and competitive advantage	Survey of 108 horticulture companies. Regression analysis	Low level of implementation of TQM in horticultural industry. TQM affects operational effectiveness and performance	Organizational factors for TQM implementation not studied	Adopt a study of effect of organizational factors on TQM and performance
Machuki (2011)	External environment- Strategy coalignment, firm-level institutions and performance of publicly quoted companies in Kenya	Cross-sectional survey design of 53 companies in NSE. Multiple correlation analysis.	Organizations show varying manifestations to firm level institutions. There is strong relationship between firm level institutions and performance	QMP , strategy content not studied	Adopt a study on QMP and strategy content
Kull & Wacker, 2010	Quality management effectiveness in Asia: The influence of culture	multilevel modeling	specific cultural dimensions are statistically related to quality management effectiveness	Unidimensional aspect of culture was investigated	Adopt a multidimensional approach(multiple constructs) on moderating variables
Okwiri (2010)	Relationship between ISO certification and operational performance of	Multiple regression analysis. Used sample size of	There is a relationship between ISO certification and operational performance	Other financial aspects of performance not studied,	Study both financial and non- financial aspects of performance, study

Table 2.1: Summary of Knowledge Gaps Continued...

	Government agencies	124. Survey was conducted.		organizational factors not studied	organizational factors
Andrews, Boyne and Walker, (2006)	Strategy Content and Organizational Performance: An Empirical Analysis	Multiple-informant survey of 119 local authorities. Measures of strategy content are included in a multivariate model of inter-authority variations in performance.	Strategy content matters. Organizational performance is positively associated with a prospector stance and negatively with a reactor stance.	Intervening effect of QM and moderating effect of organizational factors not studied	Examine the effect of QMP and organizational factors on the relationship between Strategy content and performance
Pajoro & Brown (2006)	Approaches to Adopting Quality in SMEs and the Impact on Quality Management Practices and Performance	Survey of 194 senior managers from Australian firms. Correlation analysis	Application of ISO9000 alone does not translate into financial performance	Did not study moderating variables	Study moderating variables that affect TQM Practice
Bou and Beltran (2005)	Total quality management, High-commitment Human resource strategy and Firm performance	Analysed data from 222 Spanish firms using structural equation model (SEM) methodology	significant interaction effect between TQM and a high commitment strategy on financial results	The collective effects of both soft and hard contextual variables have not been studied	Collectively study soft and hard contextual variables

Table 2.1: Summary of Knowledge Gaps Continued...

Pajoro and Sohal (2004)	The relationship between organization strategy, total quality management (TQM), and organization performance: the mediating role of TQM.	194 firms (senior management) studied using Structural Equation modeling	TQM practices significantly and positively relates to product quality, product innovation and process innovation performance. There was significant causal relationship between quality performance and innovation performance.	TQM effect on financial performance not investigated	Assess both non-financial and financial effects of TQM
Douglas and Judge (2001)	Total quality management implementation and competitive advantage: the role of structural control and exploration	Regression and correlation analysis. Questionnaires sent to 512 General hospital in US.	hospitals that demonstrated a higher level of structural exploration also displayed a stronger relationship between TQM implementation and financial performance	Study concentrated on one industry, the health industry which is highly regulated, making generalizing of the finding impractical	Perform a study that involves several industries. Use multidimensional constructs
Powell (1995)	Total Quality Management as Competitive Advantage: A Review and Empirical Study	Correlation analysis of 36 firms in US	Tacit features like employee empowerment, top management commitment and culture are responsible for success of TQM	Treated TQM as an independent variable	Treat TQM as intervening variable between strategy content and performance
Benson, Saraph & Schroeder (1991)	Organizational quality context, actual quality management, ideal quality management, and quality performance	A measure of managers' perceptions of ideal and actual quality management	organizational quality context influences managers' perceptions of both ideal and actual quality management	The intervening effect of quality management on the relationship between QMP and performance not addressed	Use a model with QMP as an intervening variable
Phillips, L., D. Chang, & Buzzell, R. (1983)	Product Quality, Cost Position and Business Performance: A Test of Some Key Hypotheses	Causal modelling to examine competing methodological and theoretical hypotheses	PIMS' measures under study exhibit high reliability across all samples. The findings fail to support the widely held view that a high relative quality position is incompatible with achieving a low relative cost position in an industry.	How quality management practices lead to organizational performance was not studied	Perform a study on the effect of organizational factors on relationship between QMP on firm performance

Table 2.1 shows a summary of various studies and knowledge gaps. The table shows findings, methodology and identified gaps on various studies. The Table further shows recommendations on how to address the gaps. The gaps identified in the Table 2.1 form the basis of the conceptual framework.

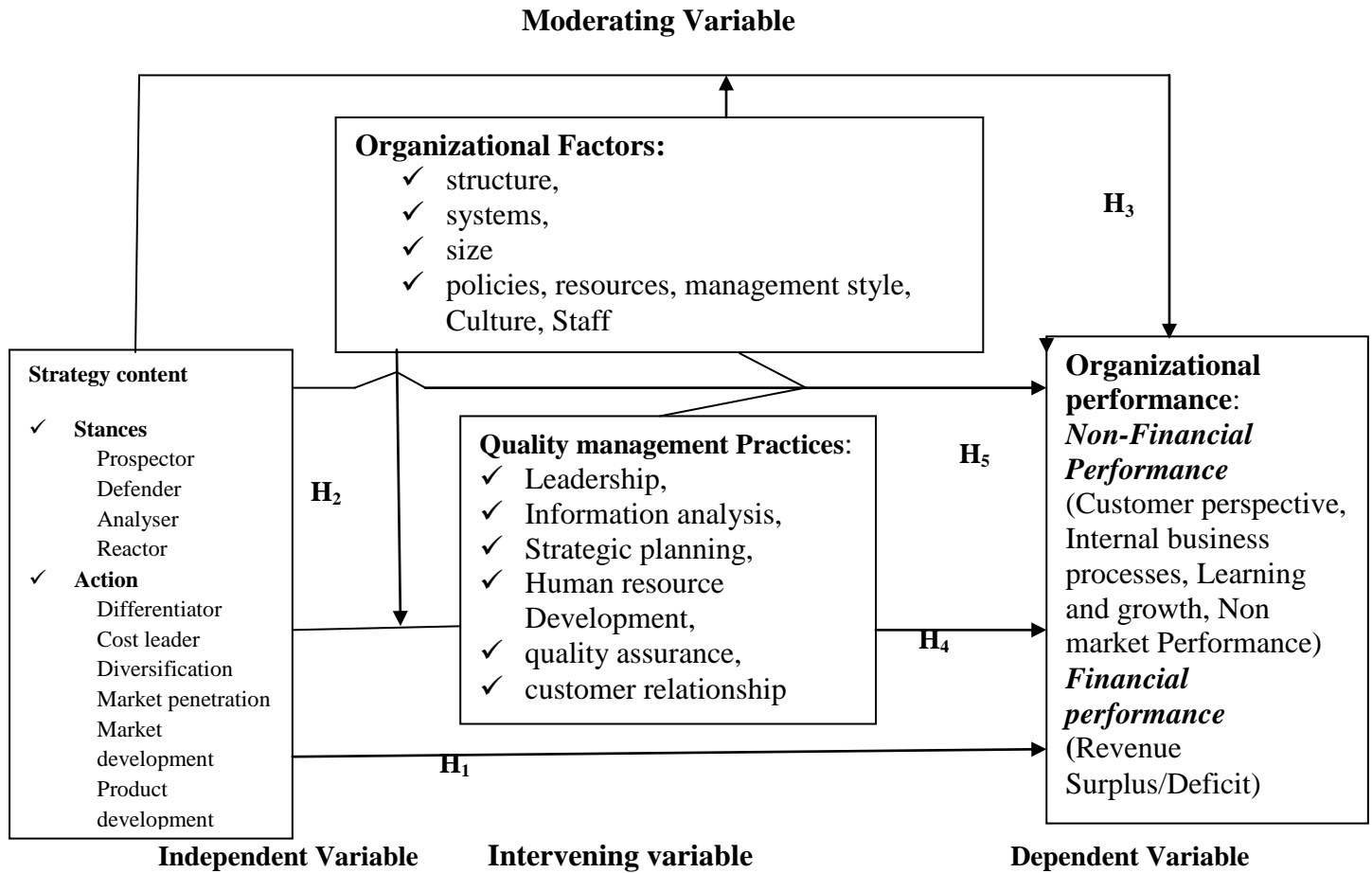
2.8 Conceptual Framework

In conceptualizing the research framework, the researcher took into account the reviewed literature on the effect of strategy content, organizational factors and quality management practices on organizational performance. The linkage between strategy content and organizational performance is enhanced by implementing QMP through ISO 9000 certification. Organizational factors such as firm size, resources, skill base, management style and culture, are expected to have an impact on performance.

According to the model, organizational performance is influenced independently by strategy content, intervened by quality management practices and moderated by organizational factors. The proposed conceptual model holds that strategy content influences organizational performance. However, this relationship is affected by an intervening variable which is quality management practices as indicated by leadership, employee involvement, human resource development, customer focus, strategic planning quality assurance, and supplier relationship. The organizational factors moderate the relationship between strategy and QMPs and organizational performance. Performance as a dependent variable is indicated by financial and non financial measures which are further divided into customer perspective, internal business processes, learning and growth, social and environmental performance.

In the conceptual framework, strategy content influences organizational performance. The QMP and Organizational factors influence the outcome of strategy content on performance. The organizational factors have strong contingent effect on the relationship between strategy content and QMP and between strategy content and performance. QMP is present between the time strategy content is operational to the time it affects the organizational performance. Organizational performance is the outcome obtained from the effects of strategy content, QMP and organizational factors as shown in Figure 2.1.

Figure 2.1: Conceptual model



Source: researcher, 2015

The figure 2.1 above shows the conceptual framework. Strategy content is the independent variable, QMPs is the intervening variable, and Organizational factors are the moderating variable while Performance is the dependent variable.

2.9 Research Hypotheses

The conceptual hypotheses were drawn from in-depth review of literature. In the research, key variable indicators were identified to test the following hypotheses:

H₁- Strategy content has significant effect on organizational performance

H₂.The organizational factors have significant Moderating influence on the relationship between strategy content and quality Management practices

H₃.The organizational factors have significant Moderating influence on the relationship between strategy content and organizational performance

H₄-Quality management practices have significant intervening influence between strategy content and organizational performance

H₅- The joint effect of Strategy content, quality management practices and organizational factors on organizational performance is different from the sum total of the individual effects of variables on organizational performance.

The mentioned hypotheses guided the researcher during the study to examine the outcome of the relationship between strategy content, quality management practices, organizational factors and performance. Each of the hypotheses was tested separately, results interpreted and discussed.

2.10 Chapter Summary

The chapter has discussed the theoretical underpinnings of the study. It has also analysed available literature along the variables of interest. The literature review has brought to light extant gaps some of which have been addressed in this study. The literature review has also led to the conceptual framework and development of hypotheses that guided the study.

The foregoing chapter discusses the methodology used to study the hypotheses. The chapter presents the study design the researcher applied in studying the topic of the research. Discussions of methods which were applied to arrive at findings were done.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the study design the researcher applied in studying the topic of the research. It presents a detailed discussion of methods which were applied to arrive at findings which were generalized to the entire population.

3.2 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed and used. The question about what constitutes reality or what reality is informs a scientist's approach of research. How we get to know about reality can either be objective or subjective. Objective reality refers to the reality that is, while subjective reality refers to reality created in the mind (Blaikie, 1993). Epistemology considers views about the most appropriate way of enquiring into the nature of the world (Easterby- Smith, Thorpe & Jackson, 2008). Consistent with ontology, a researcher can adopt either an objective epistemology also known as positivism or subjective epistemology also known as phenomenology. The two methods represent different assumptions about the world and how research should be conducted (Cooper & Schindler, 2008).

Positivism presumes the social world exists objectively and externally, that knowledge is valid only if it is based on observations of this external reality and that universal or general laws exist or that theoretical models can be developed that are generalisable, explain cause and effect relationships, and which lend themselves to predicting outcomes (Cooper & Schindler, 2008).

Positivism is based upon values of reason, truth and validity and there is a focus on facts, gathered through observation and experience and measured empirically using quantitative methods like surveys and experiments and statistical analysis (Hatch & Cunliffe, 2006).

Phenomenologists argue that meaning is constructed and reconstructed over time through experience resulting in many differing interpretations. It is these multiple interpretations that create a social reality in which people act (Denzin & Lincoln, 2003). It is associated with qualitative approaches to data gathering and findings are not generalisable (Eriksson & Kovalainen, 2008).

This study was inclined towards a positivist approach. The study sets out to investigate pre-existing theories through the testing of hypotheses and relies on quantitative data and statistical analysis. In this therefore, the researcher and components of the research problem under investigation are separate and independent. Further, the activity of investigation did not have an influence on the outcome. The study aimed to arrive at findings and conclusions which would then be generalizable to the whole population by use of scientific methods.

3.3 The Research Design

The study adopted a cross-sectional survey research design. In this type of research design, either the entire population or a subset thereof is selected, and from these individuals, data are collected to help answer research questions of interest (Olsen & George, 2004).

It is called cross-sectional because the information about the subjects that is gathered represents what is going on at only one point in time. A cross-sectional study involves a snap-shot of events taking place within organizations.

The cross-sectional study design was ideal for establishing the relationships of variables under study at a specific period of operation of firms. The cross-sectional method is ideal when information gathered represent happenings in an organization at one point in time (Bryman, 2004). This design has also been used by Okwiri (2010), Muchara (2012) and Ogendo (2014) who have studied related variables like strategy content, quality management and organizational performance. Other aspects of the design included descriptive and causal relationships.

3.4 Population of Study

The study involved all ISO 9000 certified middle level colleges in Kenya. Middle level colleges refer to institutions which offer post-secondary education with the main intention of awarding a certificate or a diploma. The tertiary colleges fall under various ministries of health and Education. With the expansion of university programs, some of these colleges serve as centers for teaching degree programs.

There are a total of 185 middle level colleges in Kenya. Out of these, 93 are government run institutions. They are classified as technical training colleges, teachers' training colleges, institutes of technology and medical training colleges (Ministry of Education, 2013). There were 50 ISO certified middle level colleges as at July, 2015 (KEBS, 2015; Bureau Veritas, 2015). The study involved a census of all the ISO 9000 certified colleges.

A census survey was done due to the small number of study population which involved only the ISO 9000 Certified colleges. ISO 9000 certified Middle level colleges were chosen because they provided an opportunity to study quality management practices. Rao (1997) points out that ISO 9000 certification enables an organization to acquire quality management practices. Middle level colleges were chosen because of their role in supplying skilled labor necessary to steer the country to realize vision 2030. Majority of students who are unable to make the grade for university education get an alternative education through admission into these institutions and hence the call to uphold quality.

3.5 Data Collection Instruments

The study relied on both primary and secondary data. Primary data, mainly quantitative, concerned with strategy content, quality management practices organizational factors and organizational performance was collected through questionnaires that were distributed to respondents for filling. The questionnaire was mailed by the researcher to be filled by the college principals, their deputies, registrars, dean and college management representatives who are in-charge of implementing quality management systems.

The questionnaire consisted of two sections, part I was filled by the college principal. Part I consisted of three sections. Section A focused on general information. Section B focused on strategy content. Section C entailed organizational factors while section E focused on Organizational performance. The second part, part II was filled by the college quality management representative.

Section D of questionnaire focused on quality management practices. The Questionnaire was organized in open ended sections intended to give general information and sections requiring respondents to rate the statements in five point likert scale. Use of likert scale was also embraced by Rao et al (1997), Okwiri (2010) and Machuki (2011) in their studies that involved of related variables. The questionnaire was piloted on 5 campuses of KMTC and comments incorporated on the final set of questionnaire used in the field.

Secondary data pertaining to performance was obtained from financial records and analyses from the institutions of study. Other sources of secondary data included customer survey analyses and records on student and staff population. Evidence that an institution had embraced QMP was confirmed by a valid certificate of ISO 9000 certification.

3.6 Operationalization of the Study Variables

The independent variable of the study was strategy content and the dependent variable was the institution's performance. The moderating variable was organizational factors while the intervening variable of the study was quality management practices. In empirical studies that associate quality management with performance, the quality construct is normally operationalized by identifying the use of certain management practices with questionnaires and/or interviews (Powell 1995; Kaynak 2003). The variables on quality management practices and performance have been studied by Rao et al (1999) and Okwiri (2010). Contextual variables have been studied by Machuki (2011). Ogendo (2014) studied strategy content. The Table 3.1 shows the operationalization of study variables.

Table 3.1: Operationalization of Study Variables

Variable	Indicators	Operational Definitions	Supporting literature	Measurement and rating scale	Questionnaire Item
Strategy content (Independent variable)	Prospector Defender Reactor Differentiator Cost leadership	Firms focus on innovative approaches Firms focus on core business Performance depends on pressures from auditors, supervisors and inspectors Colleges strive to be unique e.g. introducing new programs Colleges focus on lowering fees and limiting waste	(Andrews et, al.2006) (Oyedijo and Akewusola 2013)	Interval 5-point likert scale	Section B Question 7
Quality management practices (Intervening variable)	Leadership Strategic planning Customer focus Information analysis Human resource development Quality assurance	Participation by top management in quality improvement efforts. Specificity of quality goals Establishing long-range quality goals, defining the means to reach those goals Use of customer satisfaction surveys. Achieving customer satisfaction Availability of data, timeliness of data and usage of data Continuous training and education, providing resources and conducive environment New product design review procedures, control of	Rao <i>et al</i> (1999) Flynn et al., (1995) Powell (1995) Choi and Eboch, (1998)	Interval Interval Interval 5-point likert scale Interval Interval 5-point likert scale Interval	Section C

Table 3.1: Operationalization of Study Variables Continued...

	<p>Supplier relationship</p> <p>Employee relation</p>	<p>specification and procedures, preventive maintenance</p> <p>Supplier selection criteria, number of suppliers, exchange of information and services, duration of relationship</p> <p>Employee involvement, employee participation in quality decisions, Employee recognition for superior quality performance. On-going quality awareness of all employees</p>	<p>Rao <i>et al</i>(1999)</p> <p>Rao <i>et al</i>(1999)</p>	<p>5-point likert scale</p> <p>Interval</p>	
Organizational factors (Moderating variable)	<p>Administrative systems</p> <p>Resources</p>	<p>Structures, Management style,</p> <p>Skills, Culture and Human resources,</p> <p>Budget allocations</p>	Machuki (2011)	<p>Interval</p> <p>5-point likert scale</p>	Section D
Performance (Dependent variable)	<p>Non financial</p> <p>Financial</p>	<p>Internal business processes, Learning and growth, Non market performance, customer perspective</p> <p>Revenue Surplus or Deficit</p>	<p>Hubbard (2009),</p> <p>Kaplan and Norton (1992)</p>	<p>5-point likert scale</p> <p>Ratio Scale</p>	Section E

Source: Researcher 2015

Table 3.1 shows the operationalization of variables of the study titled strategy content, quality management practices, organizational factors and performance of ISO 9000 Certified middle level colleges in Kenya. Various dimensions of variables have been defined and appropriate measurement scales identified. Sections of the questionnaire corresponding to variables have also been identified.

3.7 Reliability and Validity of Research Instruments

The questionnaires submitted to different colleges had the same questions to ensure consistency of results. Those submitted via the electronic mail and postal mails also had the same questions. The questionnaire was pre-tested with research experts and senior managers of colleges having similar characteristics to those of study population to ensure reliability and validity of research instrument.

3.7.1 Reliability Test

Reliability refers to the extent to which an item is without bias, ensuring consistent measurement across time and across various items in the instrument (Sekaran, 2010). Therefore, reliability is an indicator of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. Inter-item reliability was tested by determining Cronbach's alpha. The scale of inter-item reliability lies between 0 and 1, with figures approaching 1 being regarded as highly reliable.

There seems to be no agreement on the lower limits of Cronbach's alpha since different studies use different cut-off points. Cut off point of 0.5 has been recommended by Davis (1964) for a research population of between 24 and 50. A minimum cut-off point of Cronbach's alpha of between 0.7 and 0.8 has been recommended by Kaplan and Saccuzo (1982) for basic and applied research. A cut off point of Cronbach alpha of 0.5 was recommended by Nunally (1967) as sufficient. Later, Nunally (1978) increased the cut-off point to between 0.6 and 0.7 as the basic minimum cut-off point. This position has been taken by Murphy and Davidshofer (1988) who propose that a Cronbach alpha cut-off point of 0.6 should be adopted. This study adopted a Cronbach cut-off coefficient of 0.6 in line with the reviewed literature. Table 3.2 shows Cronbach Alpha test done to determine internal consistency of collected data.

Table 3.2 Reliability Test

Variables	Number of Items	Cronbach Alpha	Interpretation
Strategy Content	29	0.679	Reliable
Organizational Factors	22	0.918	Reliable
QMPs	38	0.978	Reliable
Organizational Performance	18	0.865	Reliable

Source: Research Data, 2015

The test indicated the extent to which a set of items can be treated using a single latent variable. The Table 3.2 above shows the Cronbach Alpha results of strategy content, quality management practices, organizational factors and organizational performance. The values range from 0.679 and 0.978. This shows that the variables had sufficient internal consistency and therefore the items were reliable.

3.7.2 Validity Test

The validity of a measure refers to the extent to which it measures what it is intended to measure. Three different types of validity are generally considered: content validity; criterion-related validity; construct validity. Content validity depends on how well the researcher created the measurement items to cover the content domain of the variables being measured (Cooper & Schindler, 2006).

A measure has content validity if there is a general agreement among the subjects and researchers that the instrument has measurement items that cover all aspects of the variable being measured (Zikmund et al, 2010). It is not evaluated numerically but the researchers subjectively judge it. The content validity of the study questionnaire was ascertained by measurement of adequate coverage of questions on strategy content, quality management practices, organizational factors and performance. The indicators that were criterion related to these concepts were associated using the Likert scale.

3.8 Data Collection procedure

The researcher made contacts with the institutions using letters in appendix III and IV. The initial contacts were through referrals from informal contacts. Once contact was made, the researcher explained the purpose of the research and assured respondents of confidentiality and anonymity. The questionnaire was then delivered and date of collection agreed upon. To ensure high response rate, the researcher used well trained research assistants, shared the proposal with respondents and allowed sufficient time for respondents to fill the questionnaires.

3.9 Statistical Tests of Variables and Hypotheses

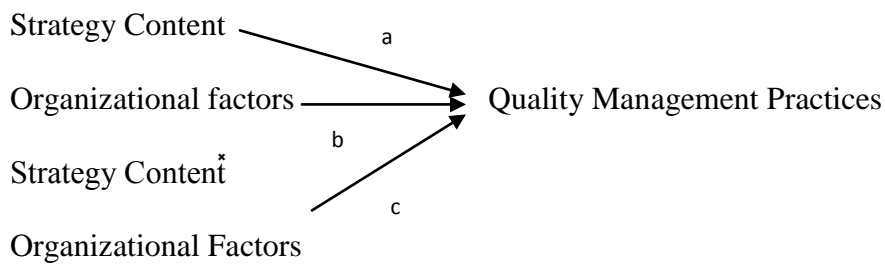
Raw data was processed through data editing and coding. At this stage, data problems like blank responses and missing data were appropriately dealt with through case wise approach when missing data was of a variable of interest (Hahn & Doh, 2006). Data was entered into the SPSS system in readiness for analysis. IBM SPSS version 21 was used to analyze the data.

The study used one sample t-test for the descriptive statistics. The major statistical measure of the relationship is the correlation coefficient. In order to know the most contributory of this relationship between the variables, the multiple regressions were conducted since the study entailed more than two variables. Hair et al. (1998); Saunders et al. (2007) and Sekaran (2003) described multiple regressions as a statistical technique to predict the variance in a single dependent variable caused by the effect of more than one independent variable. In other words, correlation indicates the existence of the relationship between the variables while the multiple regressions specify the most crucial variables for this relationship. A significance level of 95% (p value of 0.05) was used in the study.

Hypothesis testing was done to ascertain the level of significance between the variables of study. Simple regression was used to measure hypothesis 1 and 2. Multiple regression was used to test the rest of the hypotheses.

Other methods used in the analyses were hierarchical and path analyses which were used to test the moderating effect of organizational factors and intervening effect of quality management practices on the relationship between strategy content and organizational performance. The figure 3.1 presents three paths by which the moderating effect is tested.

Figure 3.1 Testing for the Moderating Effect- Hierarchical Regression Method



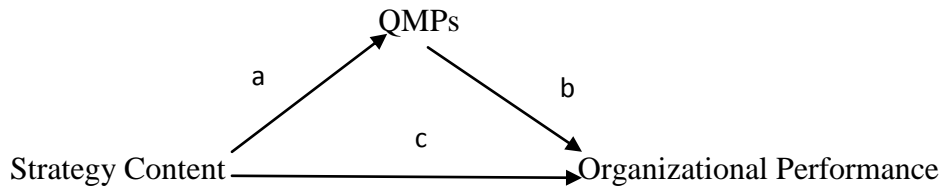
Source: Adopted from Testing for Moderating and Mediating Effects in Counseling Psychology in Research Barron, Frazier and Tix, (2004). *Journal of Counseling Psychology*.51 (1)115-134.

When testing for the moderating effect, quality management is placed as the dependent variable, on the first block of independent variables, Strategy Content consisting of stance and action constructs are entered as a set of the first model. Organizational Factors are entered as additional set of second model on the second block of independent variables. Thirdly, the interactions between Strategy Content and Organizational Factors were entered on the third block of independent variables as additional set of variables in the third model. This entry makes this method be referred to as hierarchical as some predictors are considered first before others. This is based on the order in which the predictors are entered on the model. Figure 3.1 represents the testing of moderating effect

of Organizational factors between strategy content and Quality Management Practices. *Path a* shows the Quality Management Practices regressed on Strategy Content. *Path b* shows Quality Management Practices regressed on Organizational Factors.

Path c shows Quality Management Practices regressed on both Strategy Content and Organizational Factors. It tests whether Organizational factors is a moderator variable (Barron et al, 2004). Testing for the mediating effect is demonstrated by figure 3.2 below.

Figure 3.2 Testing for the Mediating Effect- Simultaneous Method



Source: Adopted from Testing for Moderating and Mediating Effects in Counseling Psychology in Research Barron, Frazier and Tix, (2004). *Journal of Counseling Psychology*.51 (1)115-134.

Path a show Strategy Content significantly associated with Quality Management Practices; *path b* shows Quality Management Practices significantly associated with Organizational Performance. *Path c* represented Organizational performance significantly associated with Strategy content. Finally, having established the above significant relationships, three regression analyses were conducted (Barron et al, 2004). QMPs were first regressed on Strategy Content. Secondly, Organizational Performance was regressed on Strategy content and thirdly, organizational performance was regressed on strategy content and QMPs simultaneously.

The simultaneous entry allowed for examination of QMPs while the effect of strategy content on organizational performance was controlled. The results compared the effects of strategy content on organizational performance when QMPs was controlled and when it was not controlled. The other method for testing for moderation entails structural equation modeling. The method however is not viable for samples below 80. The test is more sensitive and is recommended for large sample size.

The general regression model of the study variables is expressed as:

Performance = f (Strategy Content + Organizational factors + QMP + Error term)

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

Where:

Y= aggregate mean score of organizational Performance

β_0 = y intercept/ constant

$\beta_1, \beta_2, \beta_3$ = regression coefficients

X_1 = Strategy content

X_2 = Quality Management Practices

X_3 = Organizational factors

ε = Error term

Table 3.3 below presents analytical models for the research objectives and their corresponding hypotheses. The table also presents test statistics which were used for the interpretation of the results.

Table 3.3: Analytical Models for Corresponding Objectives and Hypotheses

Objective	Hypotheses	Analytical Model	Test Statistics
To establish the influence of strategy content on organizational performance	H₁: Strategy content has significant effect on organizational performance	Simple regression analysis $Y_1 = f(\text{strategy content})$ $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ Where $Y = \text{Organizational performance}$ $\beta_0 = Y \text{ Intercept/Constant}$ $\beta_1, \beta_2 = \text{Regression Coefficients, } X_1 = \text{Stance, } X_2 = \text{Action}$ $\epsilon = \text{error term}$	Pearson's correlation, R, R ² , F-Ratio, P-Value
To establish the influence of organizational factors on the relationship between strategy content and QMPs	H₂: Organizational factors have significant moderating influence between strategy content and QMPs	Hierarchical regression analysis $Y_2 = \beta_0 + \beta_1 X + \beta_2 M + \beta_3 (X * M)$ $Y_2 = \text{QMPs, } X = \text{Strategy Content, } M = \text{Organizational factors,}$ $\beta_1, \beta_2, \beta_3 = \text{Regression Coefficients}$ $\beta_0 = Y \text{ Intercept}$	Pearson's correlation, R, R ² , F-Ratio, P-Value

Table 3.3: Analytical Models for Corresponding Objectives and Hypotheses Continued...

<p>To establish the influence of organizational factors on the relationship between strategy content and performance</p>	<p>H₃: Organizational factors have significant moderating influence between strategy content and performance</p>	<p>Hierarchical regression analysis $Y_3 = \beta_0 + \beta_1 X + \beta_2 M + \beta_3 (X * M)$ $Y_3 = \text{Performance}$, $X = \text{Strategy Content}$, $M = \text{Organizational factors}$, $\beta_1, \beta_2, \beta_3 = \text{Regression Coefficients}$ $\beta_0 = Y \text{ Intercept}$</p>	<p>Pearson's correlation, R, R^2, F-Ratio, P-Value</p>
<p>To establish the influence of quality management practices on the relationship between strategy content and performance.</p>	<p>H₄: Quality management practices have significant intervening influence between strategy content and organizational performance.</p>	<p>Simultaneous regression analysis $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ $Y = \text{organizational Performance}$ $\beta_0 = Y \text{ Intercept/Constant}$, $\beta_1, \beta_2 = \text{Regression Coefficient}$, $X_1 = \text{Aggregate Mean Score of Strategy Content}$, $X_2 = \text{Aggregate Mean Score of QMPs}$, $\epsilon = \text{Error term}$</p>	<p>Pearson's correlation, R, R^2, F-Ratio, P-Value</p>
<p>To determine the joint effect of Strategy content, quality management practices and organizational factors on performance</p>	<p>H₅- The joint effect of Strategy content, quality management practices and organizational factors on performance is more than the sum total of individual variables on performance.</p>	<p>Simultaneous regression analysis Organizational performance = f(strategy content + QMP + organizational factors) $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ $Y = \text{aggregate mean score of organizational Performance}$, $\beta_0 = y \text{ intercept/ constant}$, $\beta_1, \beta_2, \beta_3 = \text{regression coefficients}$, $X_1 = \text{Strategy content}$, $X_2 = \text{Quality Management Practices}$, $X_3 = \text{Organizational factors}$, $\epsilon = \text{Error term}$</p>	<p>Pearson's correlation, R, R^2, F-Ratio, P-Value</p>

Table 3.3 shows a summary of analytical models for corresponding objectives and hypotheses. Interpretations for the analytical models are also shown.

3.10 Chapter Summary

This chapter has discussed the research philosophy, research design, population of study and data collection methods. In addition, the operationalization of the study variables was done. Further, reliability and validity of research instruments was discussed and reliability tests done. Finally, data analysis methods were discussed.

The chapter has been capped with assessing how data was analysed. This has been done through stating the objective and corresponding hypothesis and then generating the equation for testing the hypothesis. How data analysis was interpreted by the use of Pearson's correlation R and the coefficient of determination R^2 , t-test and F-ratio has been clarified.

The following chapter will discuss data analysis and findings. Both primary and secondary data were used in the data analysis. The researcher used both descriptive and inferential statistics.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The study set out to establish the influence of QMPs and organizational factors on the relationship between strategy content and organizational performance. To achieve this objective, both primary and secondary data were collected. The data was then analysed using descriptive and inferential statistics as guided by the research objectives and hypotheses. The chapter presents the analysis of data and findings on strategy content, quality management practices, organizational factors and organizational performance.

The chapter presents results of various tests namely reliability and validity of the study, normality tests, multicollinearity tests and tests for homogeneity of variance. The profiles of organizations of study were discussed and descriptive statistics presented in line with study objectives and hypotheses.

4.2 Response Rate

A response rate of 84% was obtained in this study. The debate as to which response rate is adequate has been inconclusive with most scholars suggesting a minimum response rates between 30 to 80 percent (Kinuu, 2014). Cook et al., (2000) conducted a meta-analysis which showed the importance of representativeness over response rate rate. Rogelberg and Stanton (2007) suggested that the challenge of response rate could be mitigated during data analysis.

In studies involving strategy content, Oyedijo and Akewusola (2013), Ogendero (2014) and Potier et al., (2011) found response rates of 67.2% , 59% and 43.6% respectively. The researcher therefore considered the response rate of 84% sufficient.

Data was obtained from 43 out of the target population of 50. Of the returned questionnaires, one questionnaire was rejected since it had incomplete information. The questionnaire items which were useful were 42. The response rate was therefore 84 percent which compares well with other studies like Kinuu (2014) who had 75 percent response rate.

4.3 Organizational Demographics

Organizational demographics used in this study focused on the population of employees, both teaching and non –teaching, the number of students, the number of courses offered in an institution, the types of certificates awarded, ISO 9000 certification status, years passed since certification and reasons for embracing certification.

The size of an organization was measured by the population of staff and the students and the number of courses offered. The size of an organization is an indicator of modes of strategy application and the ease of implementation of strategies. The Pilot study showed that most colleges had teaching staff and non-teaching staff populations in the range of 50 and 500. Most colleges had student populations of between 100 and 2000 with very few colleges having student populations above this range. Table 4.1 presents the population of the teaching staff.

Table 4.1: Teaching Staff Population

Population of Teaching Staff	Frequency	Percentage	Cumulative Percentage
50 - 149	30	71.4	71.4
150 - 249	8	19.0	90.5
250 - 349	2	4.8	95.2
500 and above	2	4.8	100.0
Total	42	100.0	

Source: Research Data, 2015

The table shows that majority of colleges had teaching staff populations of between 50 and 149 with 71.4 Percent while two organizations had staff populations in the range of 250 to 349 and 500 and above.

The population of non teaching staff was also sought in the study. The non teaching staffs form the bulk of staff that have supportive role in ensuring success of strategies. They are not involved directly in teaching but ensure that learning activities are smoothly performed. The table 4.2 shows the population of the non teaching staff.

Table 4.2 Population of Non-teaching Staff

Population of Non-Teaching Staff	Frequency	Percentage	Cumulative Percentage
50 - 149	38	92.7	92.7
150 - 249	1	2.4	95.1
500 and above	2	4.9	100.0
	41	100.0	

Source: Research Data, 2015

From table 4.2, the population range which had the highest number was between 50 to 149 with a percentage frequency of 90.5%, followed by 500 and above with a percentage of 4.8% and lastly 150 to 249 with a percentage of 2.4%. One questionnaire had no response about non-teaching staff.

The researcher also analyzed the data on the population of students in the colleges under study. Table 4.3 presents the student population ranges. The ranges are from 100 to 499, 500 to 999, 1000 to 1499, 1500 to 1999 and 2000 and above. The statistics are presented in form of a frequency table.

Table 4.3 Student Population

Student Population	Frequency	Percentage	Cumulative Percentage
100-499	6	14.3	14.3
500-999	16	38.1	52.4
1000-1499	6	14.3	66.7
1500-1999	5	11.9	78.6
2000 and above	9	21.4	100.0
Total	42	100.0	

Source: Research Data, 2015

Colleges with the highest number of students fell in the range between 500 and 999 which accounted for 38.1%, followed by the range of 2000 and above which had 21.4 percent. The range between 1500 and 1999 had the lowest student population. The table 4.4 presents the size of colleges according to the number of specialization. The specializations were aggregated in the ranges of 10-19, 20-29, 30-39 and 40 and above. The results are as shown below.

Table 4.4 Number of Areas of Specialization

Areas of Specialization	Frequency	Percentage	Cumulative Percentage
10-19	23	57.5	57.5
20-29	12	30	87.5
30-39	2	5	92.5
40 and above	3	7.5	100.0
Total	40	100.0	

Source: Research Data, 2015

Table 4.4 shows that most colleges offered specializations in the range of 10-19. This was followed by a range of between 20 to 29. The lowest range was between 30 to 39 which constituted 5%. The small number of courses indicate that most colleges were small in size and hence offered limited chances in specialization. Two institutions failed to fill this part of the questionnaire. Table 4.5 presents the types of certificates awarded. The levels of certificates awarded range from certificate for craft courses, diploma and degree.

Table 4.5: Types of Certificates Awarded

Certificates awarded	Frequency	Percentage	Cumulative Percentage
certificate	1	2.4	2.4
Diploma	2	4.7	7.1
Both certificate and diploma	37	88.1	95.2
Degree	2	4.8	100.0
Total	42	100.0	

Source: Research Data, 2015

Most colleges awarded both certificate and diplomas, constituting 88.1% of the number of colleges. Few colleges (4.8%) reported offering degree courses as well. The two colleges explained that these degrees were offered with assistance of main universities. Since the colleges in this study are middle level colleges, it is expected that most of them offered qualifications in the range of certificates and diplomas as depicted by this analysis. Table 4.6 shows the ISO 9000 Certification status of colleges.

Table 4.6: ISO 9000 Certification Status

ISO 9000 Certified				
ISO 9000 Certification Status	Frequency	Percent	Valid Percent	Cumulative Percent
Certified	42	100.0	100.0	100.0

Source: Research data, 2015

Table 4.6 shows that all colleges in the study were ISO 9000 certified. Certification status is an indicator of entrenchment of quality management practices. It can therefore be concluded that all colleges at the time of study practiced quality management as per the specifications of ISO 9000. To determine how well quality management practices were entrenched, it was necessary to determine for how long these colleges had been ISO 9000 certified. Table 4.7 presents the number of years since certification.

Table 4.7: Number of Years since Certification

Years taken since certification	Frequency	Percent	Cumulative Percent
Valid Three years or less	19	45.2	45.2
Valid More than three years	23	54.8	100.0
Total	42	100.0	

Source: Research Data, 2015

Table 4.7 focused on determining how long colleges had taken since they got ISO 9000 certified. It shows that 23 colleges, constituting 54.8% had been certified for a period beyond three years. 19 colleges reported having been certified for a shorter period of three years and below. This constituted 45.2 percent of all colleges. The period of three years since certification was adequate to entrench QMPs.

4.4 Test of Normality

Parametric tests assume that data is normally distributed hence the mean is used as a measure of central tendency. Other measures that are done with the assumption of normal distribution of data include t-test, regression and correlation (Zikmund, 2010). For various reasons, a data set may be skewed. This necessitates the test for normality since when normality tests do not hold, accurate and reliable conclusions cannot be drawn (Ghasemi & Zahediasl, 2012).

Shapiro Wilk's test was done to determine normality in this data set. If Shapiro Wilk's test is less than 0.5, there is significant deviation of the data from the normal distribution. The data in this study were subjected to Shapiro Wilk test and the results are displayed in table 4.8 below. From the table, all the values are above 0.5 indicating normal distribution.

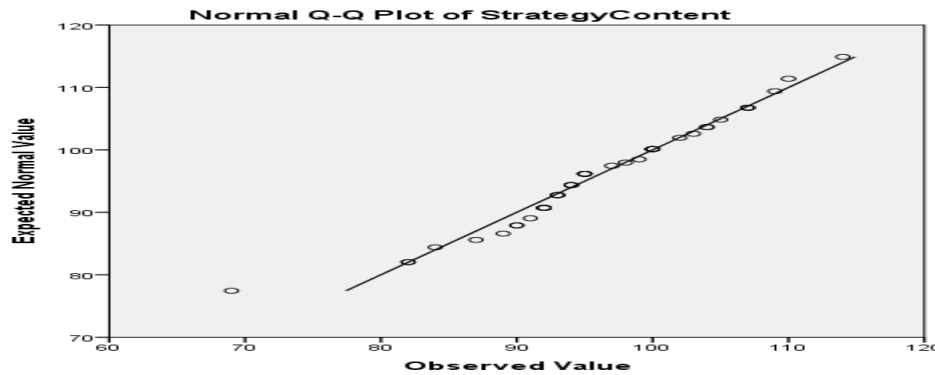
Table 4.8: Shapiro Wilk's Test

Items	Shapiro - Wilk		
	Statistics	df	Sig.
Strategy contents	0.846	42	0.012
Quality Management Practices	0.927	42	0.074
Organizational Factors	0.922	42	0.058

Source: Research data, 2015

The graphical representation of the observed values against the expected normal values was plotted on a normal Q-Q plot of strategy content, QMPs, Organizational factors and performance as shown in figures 4.1,4.2, 4.3 and 4.4 respectively. The observed values were shown to coalesce around the line of best fit. This implies that the data was normally distributed.

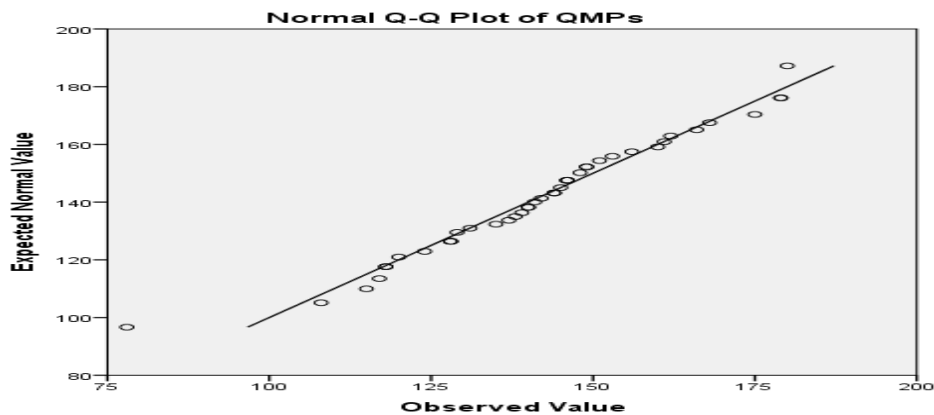
Figure 4.1 Normal Q-Q Plot of Strategy Content



Source: Research Data, 2015

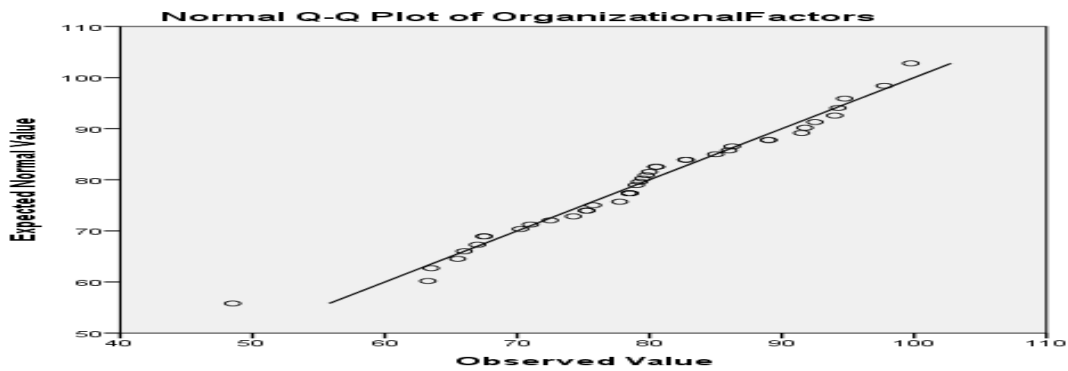
Figure 4.1 illustrates the Q-Q plot of strategy content. The figure illustrates that the observed values coalesce around the line of best fit. Similarly, figure 4.2 shows observed values of QMPs coalescing around the line of best fit, implying normally distributed data.

Figure 4.2 Normal Q-Q Plot of Quality Management Practices



Source: Research Data, 2015

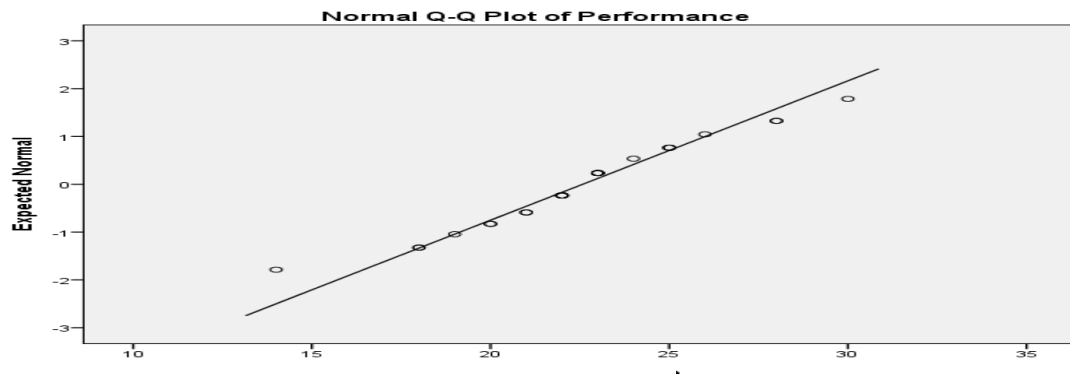
Figure 4.3 Normal Q-Q Plot for Organizational Factors



Source: Research Data, 2015

Figure 4.3 illustrates the Q-Q plot of organizational factors. The figure illustrates that the observed values coalesce around the line of best fit. Similarly, figure 4.4 shows observed values of organizational performance coalescing around the line of best fit, implying normally distributed data.

Figure 4.4 Normal Q-Q Plot of Performance



Source: Research Data, 2015

4.5 Multicollinearity test

Multicollinearity is a state where correlations among independent variables are strong hence increasing the standard errors of the coefficients. This increase in standard error leads to a situation where independent variables may be found to be significantly different whereas without multicollinearity, the same coefficients may be found to be significant (Kinuu, 2014).

In this study, multicollinearity was tested using variance inflation factors (VIF) which measure how much of the variance of the estimated coefficients are increased over the case of no correlation among variables. According to Hansen (2013), if two variables are not correlated, the VIFs will be equal to one. If VIF of one of the factors is equal to or greater than five, then there exists collinearity. VIF is the reciprocal of tolerance. Hence if tolerance of one of the variables is equal to or less than 0.2, then there is collinearity.

Table 4.9 shows results of the test of multicollinearity. From the table, all the constructs had VIF values below 5. It shows that they did not violate the assumption for multicollinearity. The construct with the highest VIF value was that of supplier relationship with a value of 4.489 while that with the lowest VIF value was product development with a value of 1.553. None of the constructs had tolerance value below 0.2.

Table 4.9: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Prospector	.412	2.430
Defender	.484	2.065
Analyzer	.534	1.874
Customer Perspective	.261	3.838
Product Development	.644	1.553
Market Penetration	.248	4.039
Market Development	.346	2.892
Differentiator	.267	3.741
Resources	.302	3.316
Structure	.237	4.218
Policies	.354	2.821
Systems	.364	2.745
Management style	.279	3.590
Staff	.209	4.787
Top Management Support	.341	2.929
Customer Relationship	.227	4.413
Supplier Relationship	.223	4.489
Information Analysis	.323	3.097

Source: Research Data, 2015

4.6 Qualitative Statistics and Analysis

The section presents qualitative statistics and analysis for the primary data gathered for this research. The statistics detail the mean, standard deviation, coefficients of variation, t-values and significance levels. The section also shows qualitative statistics of aggregated variables.

4.6.1 Strategy Content

This study focused on two aspects of strategy content namely stance and action. Strategic stance was grouped into four constructs of prospector, defender, analyzer and reactor. Strategic action was grouped into eight constructs. Strategy content unifies both groups of strategic stance and action. Table 4.10 illustrates the analysis of strategic positions.

Table 4.10: Items on Strategy Content

Items on Strategy Content	N	Mean	Std. Deviation	Coefficient of variation	t	Sig. (2-tailed)
Stance						
<i>Prospector</i>						
a) Unveils innovative programmes	42	3.88	.772	0.199	32.600	.000
d) Anticipates future opportunities	42	4.07	.558	0.137	47.250	.000
e) Programmes which provide future competitive edge	42	4.29	.742	0.173	37.433	.000
k) New ways of raising income	42	3.71	.774	0.208	31.094	.000
l) New approaches to improvement	42	4.36	.618	0.142	45.715	.000
<i>Defender</i>						
g) Rarely introduces new programmes but focus on core programmes	42	2.48	1.174	0.474	13.673	.000
<i>Reactor</i>						
h) Changes in programmes and services informed by regulators	42	3.05	1.343	0.441	14.711	.000
i) Pressure from competitors drives service improvement	42	3.81	.833	0.219	29.624	.000
j) Emphasizes short term profitability	42	2.12	1.152	0.544	11.922	.000
<i>Analyzer</i>						
b) Monitors competitors for new	42	2.93	1.135	0.387	16.727	.000

Table 4.10: Items on Strategy Content Continued...

academic programmes						
c) Emphasizes use of control	42	4.05	.731	0.181	35.888	.000
Strategic Action						
<i>Product Development</i>						
a) Creation of new courses	42	2.45	1.234	0.503	12.882	.000
b) Maintaining security of present market	42	3.81	.943	0.248	26.175	.000
<i>Market Penetration</i>						
c) Gaining market share through improving quality	42	4.19	.594	0.142	45.704	.000
d) Gaining market share through improving enrollment	42	3.74	.964	0.258	25.124	.000
f) Gaining market share through marketing	42	3.79	.813	0.215	30.193	.000
<i>Market Development</i>						
g) Produce diversified courses	42	3.55	.889	0.251	25.861	.000
h) Provide academic services to diversified market segments	42	3.74	.734	0.196	32.983	.000
e) Providing existing services to new users	41	3.56	.776	0.218	29.377	.000
<i>Diversification</i>						
i) Combine college's resources with other institutions	42	3.17	1.080	0.341	19.000	.000
k) Combine some of the college's capabilities with those of other institutions	42	3.19	.943	0.296	21.921	.000
l) Provide training for other institutions	42	2.02	1.239	0.612	10.583	.000
<i>Licensing</i>						
m) License other institutions to train	42	1.67	1.141	0.684	9.470	.000
<i>Cost Leadership</i>						
o) Manages expenses	42	3.76	.850	0.226	28.684	.000
<i>Differentiator</i>						
p) Provide unique programmes	42	3.62	.854	0.236	27.463	.000
q) Deliver quality services	42	4.19	.594	0.142	45.704	.000

Note: The ranking was on a 5 point likert scale: 1 – Not at All, 2 – To a Small Extent, 3 – Moderate extent, 4- Large Extent, 5- Very large extent

Source: Research Data, 2015

The results show that the tests were significant at 95% confidence levels. Coefficients of variations report that the highest variability was on licensing (68.4%) followed by an item on diversification (61.2%). The highest t value was 35.88 and the lowest was 9.47 meaning that there was significant difference between population mean and hypothesized mean. The test showed that all the items under manifestations of strategy had statistical significance with p values < 0.05. Table 4.11 presents a summary of descriptive statistics on strategy content.

Table 4.11: Descriptive Statistics on Strategy Content

Strategy Content	Typologies	Mean	Std. Deviation	Coefficient of Variation %	t	Sig. (2-tailed)
Stance	Prospector	4.0619	.49483	12	53.199	.000
	Defender	2.48	1.174	47	13.673	.000
	Reactor	2.9921	.74167	25	26.145	.000
	Analyzer	3.5714	.59028	17	39.211	.000
Strategic action	Product Development	3.1310	.74129	24	27.373	.000
	Market Penetration	3.9048	.50087	13	50.524	.000
	Market Development	3.6151	.59638	16	39.284	.000
	Diversification	2.7937	.79617	28	22.740	.000
	Licensing	1.67	1.141	68	9.470	.000
	Research	3.33	.902	27	23.958	.000
	Cost Leadership	3.76	.850	23	28.684	.000
	Differentiator	3.9048	.60725	16	41.672	.000

Source: Research Data, 2015

The respondents were asked to give a score between 1 and 5 for the organization's strategic content. The scores were 1=Not at all, 2=Small extent, 3 =moderate extent, 4 =large extent, 5=very large extent. A series of questions were asked that captured components of the organization's stance and strategic action.

The data was entered as numeric; hence the mean value could be calculated. In table 4.10 above, mean values tending to 5 imply most of the institutions were satisfied to a large extent about the given variable. The highest score was for prospector (4.0619) and the lowest was licensing (1.67). This means that most of the institutions were satisfied to a large extent about their “Firm’s focus on innovative approaches”. This is also asserted by the low coefficient of variation, which implied that the 42 institutions did not deviate very far from that mean value. The minimum score was 4 (large extent) while the maximum was 5 (very large extent).

As far as stance is concerned, the respondents disagreed that the college “rarely introduces new programmes or services but focuses on core programmes”. They gave a score of 2.48. However, some institutions agreed a lot with this statement. This response had the highest standard deviation (1.174). This could be attributed to the very few who gave very high score of 5 to the statement. In the strategic action section, the highest rated component was Market penetration with a mean of 3.9 and a small standard deviation of 0.5. A mean score of above 3 implied that the institutions were satisfied to a “moderate extent”. The institutions disagreed that they “license other institutions to train and give them rights to offer the organization’s courses for a fee”. This yielded a score of 1.67 although its standard deviation was quite high at 1.141. This was as a result of an outlier value of 4. This was an institution that agreed to a large extent with this statement.

4.6.2 Organizational Factors

Table 4.12 provides the qualitative statistics of items on organizational factors. The results show that the tests were significant at 95% confidence levels. Coefficient of variation shows that the items with the highest variability were on centralization of decision making and on involving employees on decision making.

Table 4.12: Qualitative Statistics of Items on Organizational Factors

Items	N	Mean	Std. Deviation	Coefficient of variation %	t	Sig. (2-tailed)
Structure						
b) Structure in place to implement strategic objectives	42	4.26	.828	19.4	33.352	.000
Resources						
a) The college has a budget	42	4.24	.576	13.6	47.656	.000
n) Sufficient resources	42	3.43	.966	28.2	22.994	.000
s) sufficient infrastructure	42	3.45	.916	26.5	24.425	.000
m) Employees participate in decision making	42	3.62	1.058	29.2	22.166	.000
p) The college organizes team building activities for staff	42	3.33	.928	27.8	23.270	.000
Skills and Competence						
o) training work force	42	3.43	.914	26.7	24.298	.000
Systems						
d) The adapted to strategies	42	4.17	.581	13.9	46.488	.000
e) Reference materials on quality management	42	4.14	.608	14.7	44.179	.000
f) autonomous departments	42	3.79	1.200	31.7	20.440	.000
Management style						
g) Access and support of top management	42	4.36	.850	19.5	33.209	.000
i) Cooperation with other departments	42	4.24	.759	17.9	36.187	.000
j) Rewards employees	42	3.58	.746	20.9	31.082	.000
k) Decision making is highly centralized	42	2.88	1.017	35.3	18.359	.000
q) Employee feedback	42	3.64	.906	24.9	26.062	.000
Culture						
h) Culture of trust	42	3.95	.731	18.5	35.043	.000
t) Competence in work	42	3.57	.831	23.3	27.866	.000

Note: The ranking was on a 5 point likert scale: 1 – Not at All, 2 – To a Small Extent, 3 Moderate

extent, 4- Large Extent, 5- Very large extent

Source: Research Data

The highest mean was on management style about staff having access to top management while the lowest mean was on decision making aspect of management style which was 2.88. The highest t value was 47.6 and the lowest was 18.3 meaning that there was significant difference between population mean and hypothesized mean.

Table 4.13 gives the descriptive statistics of organizational factors. The respondents were asked to give a score between 1 and 5 for the organizational factors. The scores were 1=Not at all, 2=Small extent, 3 =moderate extent, 4 =large extent, 5=very large extent. From the table, structure and systems had very high mean scores indicating that respondents agreed to a large extent that statements about structure and systems applied to their organizations. The lowest mean was recorded on staff (3.43). The highest variability was on staff which had a standard deviation of 0.914.

Table 4.13 Descriptive Statistics of Organizational Factors

Constructs	N	Mean	Std. Deviation	t	Sig. (2-tailed)	Coefficient of variation %
Structure	42	4.26	.828	33.352	.000	19.4
Policies	42	3.7024	.53316	45.003	.000	14.4
Staff	42	3.43	.914	24.298	.000	26.7
Systems	42	4.0317	.56458	46.280	.000	14
Management style	42	3.7393	.47415	51.109	.000	12.7
Culture	42	3.7619	.68287	35.702	.000	18.2

Source: Research Data, 2015

4.6.3 Quality Management Practices

Table 4.14 shows the descriptive statistics on QMPs. Coefficient of Variation shows that all the constructs had equal variability of 15.4%. The highest t value was 51.109 and the lowest was 24.3 meaning that there was significant difference between population mean and hypothesized mean. The constructs showed statistical significance at p level of 0.05.

A five point Likert scale was used to measure the manifestations. Coefficient of variation was used to measure variability of aspects of QMP. The t-test values were used to show the differences in statistical significance of values. P-values were used to test statistical significance of values.

Table 4.14: Items on Quality management Practices

Items	N	Mean	Std. Deviation	Coefficient of variation%	t	Sig. (2-tailed)
Top Management Support						
a.) Departmental heads accept responsibility for quality	42	4.00	.883	22.1	29.343	.000
b) Personal leadership for quality improvement	42	3.86	.718	18.6	34.810	.000
e) Communicates vision	42	3.98	.897	22.6	28.733	.000
f) Involved in quality improvement projects	42	4.14	.683	16.5	39.293	.000
Customer Relationship						
i) Proactive in anticipating customers' needs	42	3.98	.749	18.8	34.423	.000
j) Satisfies or exceeds expectations of customers	42	3.79	.717	18.9	34.223	.000
k) Customers give us feedback	42	4.00	.911	22.8	28.467	.000
l) Responsive to customers' needs	42	4.00	.698	17.5	37.116	.000
m) Quality criterion used by customers in selecting college	42	3.81	.833	21.9	29.624	.000
n) quality educational programmes and processes	42	4.14	.647	15.6	41.522	.000
o) Quality is priority in dealing with our customers	42	4.07	.745	18.3	35.394	.000
Supplier Relationship						
v) Criteria for supplier selection	42	4.33	.786	18.1	35.727	.000
w) Relationship with suppliers	42	4.12	.633	15.4	42.202	.000
Employee Involvement						
x) Takes programmes and process improvement suggestions seriously	42	4.05	.623	15.4	42.117	.000
y) Staff make suggestions	42	4.00	.883	22.1	29.343	.000
z) tells staff why suggestions are implemented or not used	42	3.76	.759	20.2	32.121	.000
aa) Many useful suggestions are	42	3.79	.842	22.2	29.136	.000

Table 4.14: Quality management Practices Continued...

implemented						
bb) Gets all team members' opinions and ideas	42	3.74	.734	19.6	32.983	.000
cc) The organization forms teams to solve problems	41	3.73	1.025	27.5	23.305	.000
dd) teams solve own problems	42	3.83	.696	18.1	35.719	.000
Information Analysis						
p) Analyses data collected	42	3.83	.794	20.7	31.297	.000
q uses data for decision making	42	3.95	.795	20.1	32.224	.000
Quality Assurance						
t) Reviews programmes frequently	42	3.83	.824	21.5	30.152	.000
u) Takes corrective and preventive actions	42	4.05	.764	18.9	34.354	.000
ee) The organization prevent problems	42	3.90	.821	21	30.832	.000
ff) Quality is designed into services	42	3.86	.718	18.6	34.810	.000
gg.) Improve aspects of programmes	42	4.07	.778	19.1	33.936	.000
hh) Performance a moving target	42	3.86	.814	21.1	30.722	.000
ii) Engages in dynamically changing itself	42	3.88	.705	18.2	35.652	.000
jj) Quality is the responsibility of everyone	42	4.02	.841	20.9	31.019	.000
kk) Perspectives to solving problems	42	4.05	.697	17.2	37.648	.000
ll) Accountable for quality	42	3.95	.854	21.6	29.992	.000
Strategic Quality Planning						
g) Customer satisfaction are integrated in plans	42	3.95	.731	18.5	35.043	.000
h) Long term quality vision	42	4.17	.853	20.5	31.656	.000
Human Resource Development						
r) trains staff on quality	42	3.71	.864	23.2	27.876	.000
s) conducive for working	42	3.81	.833	21.9	29.624	.000

Note: The ranking was on a 5 point likert scale: 1 – Not at All, 2 – To a Small Extent, 3 – Moderate extent, 4- Large Extent, 5- Very large extent

Source: Research Data, 2015

Table 4.15 gives a summary of descriptive statistics of QMPs. The respondents were asked to give a score between 1 and 5 for the organizational factors. The scores were 1=Not at all, 2=Small extent, 3 =moderate extent, 4 =large extent, 5=very large extent. A series of questions were asked that captured components of QMPs.

Table 4.15: Descriptive Statistics of QMPs

Constructs	N	Mean	Std. Deviation	t	Sig. (2-tailed)	Coefficient of variation %
Top Management Support	42	3.9940	.64508	40.126	.000	16.2
Customer Relationship	42	3.9694	.54149	47.507	.000	13.7
Supplier Relationship	42	4.2262	.66445	41.220	.000	15.7
Employee Involvement	42	4.0595	.72585	36.245	.000	17.9
Human Resource Development	42	3.8929	.74519	33.855	.000	19.1
Quality Assurance	42	3.9476	.61693	41.469	.000	15.6
Strategic Quality Planning	42	3.8929	.74519	33.855	.000	19.1
Information Analysis	42	3.7619	.75900	32.121	.000	20.1

Source: Research Data, 2015

From the table, structure and systems had very high mean scores indicating that respondents agreed to a large extent that statements about supplier relationship applied to their organizations. The lowest mean was recorded on information analysis (3.7619). The highest variability was on information analysis which had a standard deviation of 0.75900. The highest t value was 47.5 and the lowest was 32.1 meaning that there was significant difference between population mean and hypothesized mean.

4.6.4 Organizational Performance

Organizational performance was measured using the Sustainable Balanced Score Card (SBSC). The constructs measured included financial performance, non-financial performance which included learning and growth, internal business processes, CSR and environmental performance.

Coefficient of variation was used to measure variability in constructs of performance. T-test values were used to show statistical significance of the differences in manifestations of performance while p-values were used to show significance levels. Financial performance was based on surplus or deficit of revenue collection and expenditure since most organizations were public institutions which do not use conventional accounting methods to report financial performance. A likert scale with a range of 1 to 5 was used to measure non-financial aspects of performance. Table 4.16 presents descriptive statistics of items on organizational performance.

Table 4.16: Items Organizational Performance

Item	N	Mean	Std. Deviation	Coefficient of variation	t	Sig. (2-tailed)
Customer Perspective						
g - complaints have decreased	42	3.95	.661	0.167	38.761	.000
h - student unrest	42	4.24	.759	0.179	36.187	.000
n - Customer	42	3.98	.643	0.162	40.046	.000
Financial performance						
d - Revenue improved	42	3.81	.740	0.194	33.345	.000
e - Revenue exceeded expenditure	42	2.64	1.358	0.514	12.610	.000
j - costs of operations have reduced	42	3.45	1.041	0.301	21.499	.000
Internal Business Processes						
k - Staff absenteeism has decreased	42	3.88	.705	0.182	35.652	.000
l - New academic programmes	42	3.71	.774	0.208	31.094	.000
m - Wastage of resources has	42	3.79	.717	0.189	34.223	.000

Table 4.16: Items Organizational Performance Continued...

decreased						
Learning and Growth						
a- college’s graduates conformed	42	3.98	.563	0.141	45.805	.000
b- college’s graduates are preferred	42	3.64	.906	0.249	26.062	.000
i - Public image improved	42	4.00	.625	0.156	41.497	.000
f - Quality of teaching has improved	42	3.95	.582	0.147	43.984	.000
o - Increased student enrollment	42	4.05	.882	0.218	29.736	.000
CSR And Environmental performance						
q - Planted more trees	42	3.98	1.047	0.263	24.603	.000
r - Increased community based activities	42	3.60	.665	0.185	35.049	.000

Note: The ranking was on a 5 point likert scale: 1 – Not at All, 2 – To a Small Extent, 3 – Moderate extent, 4- Large Extent, 5- Very large extent

Source: Research Data, 2015

Table 4.16 illustrates the items on organizational performance. Coefficient of variation was used to measure the extent of variability of responses. The measure with the highest variability was on unit costs of operation with a value of 30.1%. The mean was used to measure central tendency. The highest mean was on student unrest which was 4.24% while the lowest was on revenue collection which was 2.64%. All the items had statistical significance at p value of 0.000. Table 4.17 presents the descriptive statistics for organizational performance.

Table 4.17: Descriptive Statistics for Organizational Performance

Constructs	N	Mean	Std. Deviation	t	Coefficient of variation %	Sig. (2-tailed)
Customer Perspective	42	12.1667	1.70961	46.121	14.1	.000
Financial Performance	42	13.7143	5.30203	16.763	38.7	.000
Internal Business Process	42	11.3810	1.51339	48.736	13.3	.000
Learning Growth	42	19.6190	2.34731	54.167	12	.000
Social and Environmental Performance	42	7.5714	1.48394	33.066	19.6	.000

Source: Research Data, 2015

The highest coefficient of variation was on financial performance, meaning that most responses were varied about financial performance while the lowest coefficient of variation was on the aspect of learning and growth. The highest mean was on learning and growth (19.619) while the lowest mean was on environmental and social aspect performance. Financial performance had the highest standard deviation while social and environmental performance had the lowest standard deviation. The highest t value was 48.7 and the lowest was 16.7 meaning that there was significant difference between population mean and hypothesized mean. All P-values were significant. Table 4.18 shows the reasons given by colleges for embracing ISO 9000 certification.

Table 4.18 Reasons for ISO 9000 Certification

Items	N	Mean	Std. Deviation	t	Coefficient of Variation %	Sig. (2-tailed)
Cost reduction	42	2.43	1.151	13.678	47.4	.000
Improving efficiency	42	4.50	.804	36.275	17.9	.000
Increasing revenue base	42	3.26	.964	21.924	29.6	.000
Improving image	42	4.29	.805	34.501	18.8	.000
Performance contract requirement	42	3.93	.947	26.879	24.1	.000

Source: Research Data, 2015

From the table, most colleges agreed to a very large extent that embracing QMPs was mainly to attain efficiency (Mean of 4.5) while most colleges did not consider cost reduction as a reason for acquiring certification (Small extent; mean of 2.43). The response with the highest coefficient of variation was that on cost reduction (47.4%) showing that most colleges differed on how they responded to this item.

The response with the lowest variation was that on improving efficiency meaning responses on this item tended to converge. The highest standard deviation was on cost reduction (1.151) while the lowest standard deviation was on improving efficiency (0.804).

From the preliminary tests, it was found that the data was suitable for parametric analyses. The qualitative statistical analyses performed presented the mean, standard deviation, t-value, coefficients of variation and significance level. Having presented the above statistical analyses, it suffices to present the tests of hypotheses next.

4.7 Results of Tests of Hypotheses

This section presents results of tests of various hypotheses on the study. There were five hypotheses in this study which had different relationships among the independent, moderating, intervening and dependent variables. To be able to analyse various hypotheses, organization composite indices were computed for various study variables concerning organizations of interest.

Testing of various hypotheses was done using multiple linear regressions. Additionally, hierarchical regression was used to augment the results of multiple linear regressions. The study was conceptualized on the basis that strategy content has an effect on organizational performance. This effect is intervened by quality management practices and moderated by organizational factors. A total of 42 organizations were engaged in the study and statistical analysis done.

The hypotheses were tested at 95% confidence levels ($\alpha=0.05$). The t-test and p-values were used to determine individual significance of relationships. Overall robustness and significance of regression models were assessed using F-test and P-values. If P-values ≤ 0.05 , the null hypothesis was rejected, otherwise it was not rejected.

Regression models and correlations of variables of the study were also presented in the chapter. There were a total of five objectives with corresponding hypotheses. The first objective was to determine the effects of strategy content on performance. The second objective sought to determine the effects of organizational factors on the relationship between strategy content and QMPs. The third objective aimed to determine the effect of quality management practices between strategy content and quality management practices. The fourth objective sought to determine the joint effects of strategy content, quality management practices and organizational factors on performance.

4.7.1 Strategy Content and Organizational Performance

The first objective was to determine the effect of strategy content on organizational performance. Strategy content was the independent while performance was the dependent variable. This was done through testing of hypothesis one which stated as follows:

H1: Strategy content has a significant effect on organizational performance.

The study therefore set to determine the effect of strategy content on performance. Strategy content comprises of two aspects namely stance and action. Stance comprises of four constructs of prospectors, defenders analyzers and reactors. Strategic action comprises of eight constructs of product development, market penetration, market development, diversification, licensing, research, cost leadership and differentiator.

The analysis was done in three levels. First, performance was regressed on constructs of stance and action. Secondly, composite indices of stance and action were obtained and organizational performance regressed on them. This was to determine individual contribution of stance and action to performance. Thirdly, a composite index of strategy content was obtained by combining strategic stance and action and organizational performance regressed on it. The regression model had strategy content as independent variable and organizational performance as the dependent variable.

To test the hypothesis, the correlation effect of strategy content and organizational performance was determined. The significance effect of strategy content on organizational performance was tested. The correlations were used to measure the correlation strengths of variables of study.

Significance effects test the coefficients, t-value, and p –values. The combined effects of strategy content on organizational performance explains the correlation coefficient (R), the coefficient of determination (R^2), level of significance and the overall statistical significance (F-ratio). Table 4.19 illustrates the effects of strategic stance on financial performance.

Table 4.19 Strategic Stance and Financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.320 ^a	.102	.005	5.28793	2.576	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.968	4	29.492	1.055	.393 ^b
	Residual	1034.603	37	27.962		
	Total	1152.571	41			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.803	8.789		1.002	.323
	Defenders	.178	.976	.039	.182	.856
	Reactors	-.457	.498	-.192	-.918	.364
	Analyzers	-.294	.569	-.098	-.517	.608
	Proectors	.578	.421	.270	1.373	.178
a. Dependent Variable: Financial Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .320, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, financial performance, can be explained by the independent variable, strategic stance.

In this case, 10.2% ($R^2 = .102$) can be explained, the remaining aspects can be explained by action, organizational factors and QMPs. The table shows that there was no statistically significant difference between the means of strategic stance and financial performance ($F(4, 37) = 1.055, p = 0.393$). Since the P-value is more than the significance level (0.05), we reject the alternative hypothesis. Thus there was no significance difference between the means of strategic action and financial performance. From the coefficients table, the equation of effect of strategic stance aspects on financial performance can be written as: Financial performance = $8.803 + 0.039$ (Defender) - 0.192 (Reactor) - 0.098 (Analyzer) + 0.27 (Prospector). Table 4.20 illustrates the effects of strategic stance on customer performance.

Table 4.20 Strategic Stance and Customer Perspective

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.722 ^a	.521	.469	1.24537	1.570	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: CustomerPerspective						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.449	4	15.612	10.066	.000 ^b
	Residual	57.385	37	1.551		
	Total	119.833	41			
a. Dependent Variable: CustomerPerspective						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.130	2.070		1.029	.310
	Defenders	.071	.230	.048	.307	.761
	Reactors	-.066	.117	-.085	-.559	.580
	Analyzers	.161	.134	.167	1.203	.237
	Proectors	.429	.099	.622	4.335	.000
a. Dependent Variable: Customer Perspective						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .722, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R² indicates how much of the dependent variable, customer performance, can be explained by the independent variable, strategic stance. In this case, 52.1% (R² = .521) can be explained, the remaining aspects can be explained by action, organizational factors, QMPs and error term. The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and customer perspective performance (F (4, 37) = 10.066, p = 0.00). The coefficients table shows that only prospector stance has statistically significant effect on customer perspective. From the coefficients table, the equation of effect of strategic stance aspects on Customer performance can be written as: Customer performance= 0.2130 + 0.048 (Defender) - 0.085 (Reactor) + 0.0167(Analyzer) + 0.622 (Prospector). Table 4.21 illustrates the effects of strategic stance on IBP.

Table 4.21 Strategic Stance and Internal Business Process

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.584 ^a	.341	.270	1.29296	2.123	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: Internal Business Process						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.050	4	8.013	4.793	.003 ^b
	Residual	61.855	37	1.672		
	Total	93.905	41			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			

Table 4.21 Strategic Stance and Internal Business Process Continued...

1	(Constant)	8.623	2.149		4.012	.000
	Defenders	.056	.239	.043	.235	.816
	Reactors	-.276	.122	-.405	-2.265	.029
	Analyzers	.309	.139	.362	2.224	.032
	Proectors	.088	.103	.143	.852	.400

a. Dependent Variable: Internal Business Process

Source: Research Data, 2015

The table provides the R and R² values. The R value is .582, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, Internal Business Process, can be explained by the independent variable, strategic stance. In this case, 34.1% (R² = .341) can be explained, the remaining aspects can be explained by action, organizational factors and QMPs and error term. The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and Internal Business Process (F (4, 37) = 4.0433, p = 0.03). The coefficients table shows that only reactor and analyzer stances have statistically significant effect on Internal Business Process. From the coefficients table, the equation of effect of strategic stance aspects on Customer performance can be written as: Internal Business Process = 0.8623 + 0.0433 (Defender) - 0.0405 (Reactor) + 0.362 (Analyzer) + 0.143 (Prospectors). Table 4.22 illustrates the effects of strategic stance on learning and growth.

Table 4.22 Strategic Stance and Learning and Growth

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.666 ^a	.443	.383	1.84335	2.211	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: Learning Growth						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.181	4	25.045	7.371	.000 ^b
	Residual	125.724	37	3.398		
	Total	225.905	41			
a. Dependent Variable: Learning Growth						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.883	3.064		3.552	.001
	Defenders	-.470	.340	-.235	-1.383	.175
	Reactors	-.047	.174	-.045	-.273	.786
	Analyzers	.161	.198	.121	.810	.423
	Proectors	.424	.147	.447	2.889	.006
a. Dependent Variable: Learning and Growth						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .666, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, learning and growth can be explained by the independent variable, strategic stance. In this case, 44.3% (R² = .443) can be explained, the remaining aspects are explained by action, organizational factors and QMPs. The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was a statistically significant difference between the means of strategic stance and learning and growth (F (4, 37) = 7.371, p = 0.000).

The coefficients table shows that only prospector stance has a statistically significant effect on learning and growth. From the coefficients table, the equation of effect of strategic stance aspects on learning and growth can be written as: Learning and growth = 10.883 - 0.235 (Defender) - 0.045 (Reactor) + 0.121 (Analyzer) + 0.447 (Prospectors). Table 4.23 illustrates the effects of strategic stance on social and environmental performance.

Table 4.23 Strategic Stance and Social and Environmental performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.519 ^a	.269	.190	1.33545	2.100	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: Social and Environmental Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.299	4	6.075	3.406	.018 ^b
	Residual	65.987	37	1.783		
	Total	90.286	41			
a. Dependent Variable: Social and Environmental Performance						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.877	2.220		1.296	.203
	Defenders	.298	.246	.236	1.208	.235
	Reactors	-.220	.126	-.329	-1.746	.089
	Analyzers	.040	.144	.047	.277	.784
	Proectors	.271	.106	.452	2.550	.015
a. Dependent Variable: Social and Environmental Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .519, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, social and environmental performance can be explained by the independent variable, strategic stance. In this case, 26.9% (R² = .269) can be explained, the remaining aspects are explained by action, organizational factors and QMPs.

The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and social and environmental performance (F (4, 37) = 3.406, p = 0.018). The coefficients table shows that only Reactor and Prospector stances have statistically significant effect on social and environmental performance. From the coefficients table, the equation of effect of strategic stance aspects on social and environmental performance can be written as: Social and environmental performance = 2.877 - 0.236 (Defender) - 0.329 (Reactor) + 0.047(Analyzer) + 0.452 (Prospectors). Table 4.24 illustrates the effects of strategic stance on non financial performance.

Table 4.24 Strategic Stance and Non –financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.760 ^a	.578	.532	3.78881	2.214	
a. Predictors: (Constant), Propector, Reactors, Analyzers, Defenders						
b. Dependent Variable: Non Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	726.982	4	181.745	12.661	.000 ^b

Table 4.24 Strategic Stance and Non –financial Performance Continued...

	Residual	531.137	37	14.355		
	Total	1258.119	41			
a. Dependent Variable: Non Financial Performance						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.513	6.298		3.893	.000
	Defenders	-.046	.699	-.010	-.066	.948
	Reactors	-.608	.357	-.244	-1.705	.097
	Analyzers	.671	.408	.215	1.646	.108
	Proectors	1.212	.301	.541	4.020	.000
a. Dependent Variable: Non Financial Performance						

Source: Research Data, 2015

The R value is .760, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R² indicates how much of the dependent variable, non financial performance can be explained by the independent variable, strategic stance. In this case, 57.8% (R² = .578) can be explained, the remaining aspects are explained by action, organizational factors and QMPs. The table shows that there was statistically significant difference between the means of strategic stance and social and non financial performance (F (4, 37) = 12.661, p = 0.000). The coefficients table shows that only Prospector stance has statistically significant effect on non financial performance. From the coefficients table, the equation of effect of strategic stance aspects on non financial performance can be written as: Non financial performance = 24.513 - 0.010 (Defender) - 0.244 (Reactor) + 0.21 (Analyzer) + 0.541(Prospectors). Table 4.25 illustrates the effects of strategic stance on organizational performance.

Table 4.25 Strategic Stance and Organizational Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.608 ^a	.369	.301	7.79514	2.460	
a. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
b. Dependent Variable: Organizational Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1316.127	4	329.032	5.415	.002 ^b
	Residual	2248.277	37	60.764		
	Total	3564.405	41			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Proectors, Reactors, Analyzers, Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.316	12.957		2.571	.014
	Defenders	.132	1.438	.017	.092	.928
	Reactors	-1.066	.734	-.254	-1.452	.155
	Analyzers	.377	.839	.072	.449	.656
	Proectors	1.789	.620	.475	2.885	.006
a. Dependent Variable: Organizational Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .608, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategic stance. In this case, 36.9% (R² = .369) can be explained, the remaining aspects are explained by action, organizational factors and QMPs. The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and organizational performance (F (4, 37) = 5.415, p = 0.002).

The coefficients table shows that only Prospector stance has statistically significant effect on organizational performance. From the coefficients table, the equation of effect of strategic stance aspects on organizational performance can be written as: Organizational performance = 33.316 + 0.017 (Defender) - 0.254 (Reactor) + 0.072 (Analyzer) + 0.475 (Prospectors). Table 4.26 illustrates the effects of strategic action on financial performance.

Table 4.26 Strategic Action and Financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.488 ^a	.239	.054	5.15681	2.677	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	275.014	8	34.377	1.293	.281 ^b
	Residual	877.558	33	26.593		
	Total	1152.571	41			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.875	7.793		1.011	.320
	Product Development	.724	.691	.202	1.047	.302
	Market Penetration	-1.258	.797	-.356	-1.577	.124
	Market development	.489	.598	.174	.817	.420
	Diversification	.334	.445	.150	.750	.459
	Licensing	-1.447	.836	-.311	-1.732	.093
	Research	.719	1.024	.122	.702	.488
	Cost Leadership	-.985	1.180	-.158	-.835	.410
	Differentiator	1.498	1.065	.343	1.406	.169
a. Dependent Variable: Financial Performance						
Source: Research Data, 2015						

The table provides the R and R² values. The R value is .488, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, financial performance can be explained by the independent variable, strategic action. In this case, 23.9% (R² = .239) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was no statistically significant difference between the means of strategic action and financial performance (F (8, 33) = 1.293, p = 0.281).

Since the P –value is more than the significance level (0.05), we reject the alternative hypothesis. Thus there was no significance difference between the means of strategic action and financial performance. None of the indicators of strategic action had statistical significance effect on financial performance. From the coefficients table, the equation of effect of strategic action indicators on financial performance can be written as:

$$FP = 7.875 + 0.202 (PD) - 0.356 (MP) + 0.174 (MD) + 0.150 (Div) - 0.311 (L) + 0.122 (R) - 0.158 (CL) + 0.343 (Dif)$$

Where FP means Financial Performance, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation. Table 4.27 illustrates the effects of strategic action on customer perspective.

Table 4.27 Strategic Action and Customer Perspective

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.663 ^a	.439	.303	1.42699	1.647	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Customer Perspective						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.636	8	6.579	3.231	.008 ^b
	Residual	67.198	33	2.036		
	Total	119.833	41			
a. Dependent Variable: Customer Perspective						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.741	2.156		3.126	.004
	Product Development	-.404	.191	-.350	-2.111	.042
	Market Penetration	.165	.221	.145	.747	.460
	Market development	.208	.165	.230	1.258	.217
	Diversification	.133	.123	.185	1.076	.290
	Licensing	-.468	.231	-.312	-2.025	.051
	Research	.593	.283	.313	2.094	.044
	Cost Leadership	-.028	.326	-.014	-.086	.932
Differentiator	.202	.295	.144	.686	.497	
a. Dependent Variable: Customer Perspective						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .663, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, customer perspective can be explained by the independent variable, strategic action.

In this case, 43.9% ($R^2 = .439$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and customer perspective ($F(8, 33) = 3.231, p = 0.008$).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic action and customer perspective. The indicators of product development and research had statistical significance effect on customer perspective. From the coefficients table, the equation of effect of strategic action indicators on customer perspective can be written as:

$$CP = 6.741 - 0.35 (PD) + 0.145 (MP) + 0.23 (MD) + 0.185 (Div) - 0.312 (L) + 0.313 (R) - 0.014 (CL) + 0.144 (Dif)$$

Where CP means customer perspective, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation. Table 4.28 illustrates the effects of strategic action on internal business process.

Table 4.28 Strategic Action and Internal Business Processes

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.736 ^a	.542	.431	1.14186	2.644	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Internal Business Process						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.878	8	6.360	4.878	.000 ^b
	Residual	43.027	33	1.304		
	Total	93.905	41			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.211	1.726		3.020	.005
	Product Development	.130	.153	.128	.852	.401
	Market Penetration	-.182	.177	-.181	-1.030	.311
	Market development	.314	.132	.391	2.371	.024
	Diversification	-.074	.099	-.118	-.756	.455
	Licensing	-.362	.185	-.273	-1.957	.059
	Research	.578	.227	.344	2.547	.016
	Cost Leadership	-.129	.261	-.073	-.496	.623
	Differentiator	.499	.236	.400	2.115	.042
a. Dependent Variable: Internal Business Process						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .736, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R² indicates how much of the dependent variable, internal business process can be explained by the independent variable, strategic action.

In this case, 54.2% ($R^2 = .542$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression model predicts the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and internal business process ($F(8, 33) = 4.878, p = 0.000$).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic action and internal business process. The indicators of market development, differentiation and research had statistical significance effect on internal business process. From the coefficients table, the equation of effect of strategic action indicators on internal business process can be written as:

$$IBP = 5.211 + 0.128 (PD) - 0.181 (MP) + 0.391 (MD) - 0.118 (Div) - 0.273 (L) + 0.344 (R) - 0.073 (CL) + 0.40 (Dif)$$

Where IBP means internal business process, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation.

Table 4.29 illustrates the effects of strategic action on learning and growth. The table provides the R and R^2 values. The R value is .785, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R^2 indicates how much of the dependent variable, learning and growth can be explained by the independent variable, strategic action.

Table 4.29 Strategic Action and Learning and Growth

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.785 ^a	.616	.522	1.62209	1.888	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Learning Growth						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.076	8	17.385	6.607	.000 ^b
	Residual	86.828	33	2.631		
	Total	225.905	41			
a. Dependent Variable: Learning Growth						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.888	2.451		4.850	.000
	Product Development	-.110	.217	-.069	-.504	.618
	Market Penetration	-.549	.251	-.352	-2.189	.036
	Market development	.411	.188	.330	2.184	.036
	Diversification	-.254	.140	-.259	-1.815	.079
	Licensing	.005	.263	.002	.019	.985
	Research	.645	.322	.248	2.002	.054
	Cost Leadership	-.207	.371	-.075	-.557	.581
	Differentiator	1.431	.335	.741	4.272	.000
a. Dependent Variable: Learning Growth						

Source: Research Data, 2015

In this case, 61.6% ($R^2 = .616$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression model predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and learning and growth ($F(8, 33) = 6.607, p = 0.000$).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic action and learning and growth. The indicators of market development, differentiation and market penetration had statistical significance effect on learning and growth. From the coefficients table, the equation of effect of strategic action indicators on learning and growth can be written as:

$$LG = 11.888 - 0.069 (PD) - 0.352 (MP) + 0.330 (MD) - 0.259 (Div) + 0.002 (L) + 0.248 (R) - 0.075 (CL) + 0.741 (Dif)$$

Where LG means learning and growth, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation.

Table 4.30 illustrates the effects of strategic action on social and environmental performance. The table provides the R and R² values. The R value is .785, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R² indicates how much of the dependent variable, social and environmental performance can be explained by the independent variable, strategic action.

Table 4.30 Strategic Action and Social and Environmental Performance

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.598 ^a	.357	.201	1.32625	2.035	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Social and Environmental Performance						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.241	8	4.030	2.291	.045 ^b
	Residual	58.045	33	1.759		
	Total	90.286	41			
a. Dependent Variable: Social and Environmental Performance						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.073	2.004		1.533	.135
	Product Development	-.130	.178	-.129	-.728	.471
	Market Penetration	-.279	.205	-.283	-1.363	.182
	Market development	.489	.154	.621	3.180	.003
	Diversification	-.051	.115	-.082	-.442	.661
	Licensing	.204	.215	.157	.950	.349
	Research	.286	.263	.173	1.084	.286
	Cost Leadership	.489	.303	.280	1.613	.116
Differentiator	.078	.274	.064	.286	.777	
a. Dependent Variable: Social and Environmental Performance						

Source: Research Data, 2015

In this case, 61.6% ($R^2 = .616$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression model predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and social and environmental performance ($F(8, 33) = 6.607, p = 0.000$).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic action and social and environmental performance. The indicator of market development had statistical significance effect on learning and growth. From the coefficients table, the equation of effect of strategic action indicators on social and environmental performance can be written as:

$$SEP = 3.073 - 0.129 (PD) - 0.283 (MP) + 0.621 (MD) - 0.082 (Div) + 0.157 (L) + 0.173 (R) + 0.280 (CL) + 0.064 (Dif)$$

Where SEP means social and environmental performance, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation.

Table 4.31 illustrates the effects of strategic action on non financial performance. The table provides the R and R^2 values. The R value is .811, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R^2 indicates how much of the dependent variable, non financial performance can be explained by the independent variable, strategic action. In this case, 65.8% ($R^2 = .658$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs.

Table 4.31 Strategic Action and Non-financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.811 ^a	.658	.575	3.61002	1.925	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Non Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	828.054	8	103.507	7.942	.000 ^b
	Residual	430.065	33	13.032		
	Total	1258.119	41			
a. Dependent Variable: Non Financial Performance						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.912	5.455		4.933	.000
	Product Development	-.513	.484	-.137	-1.059	.297
	Market Penetration	-.846	.558	-.229	-1.515	.139
	Market development	1.422	.419	.484	3.397	.002
	Diversification	-.247	.312	-.106	-.792	.434
	Licensing	-.621	.585	-.128	-1.062	.296
	Research	2.102	.717	.342	2.931	.006
	Cost Leadership	.125	.826	.019	.152	.880
	Differentiator	2.211	.746	.485	2.965	.006
a. Dependent Variable: Non Financial Performance						

Source: Research Data, 2015

The ANOVA table indicates that the regression model predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and non financial performance ($F(8, 33) = 7.942, p = 0.000$). Since the P-value is less than the significance level (0.05), we do not reject the alternative hypothesis.

Thus there was significance difference between the means of strategic action and non financial performance. The indicators of market development, research and differentiation had statistical significance effect on non financial performance. From the coefficients table, the equation of effect of strategic action indicators on non financial performance can be written as:

$$\text{NFP} = 26.912 - 0.137 (\text{PD}) - 0.229 (\text{MP}) + 0.484 (\text{MD}) - 0.106 (\text{Div}) - 0.128 (\text{L}) + 0.342 (\text{R}) + 0.019 (\text{CL}) + 0.485 (\text{Dif})$$

Where NFP means non financial performance, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation.

Table 4.32 illustrates the effects of strategic action on organizational performance. The table provides the R and R² values. The R value is .685, which represents the simple correlation and therefore, indicates a strong degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategic action.

Table 4.32 Strategic Action and Organizational Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.685 ^a	.470	.341	7.56758	2.348	
a. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
b. Dependent Variable: Organizational Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1674.552	8	209.319	3.655	.004 ^b
	Residual	1889.853	33	57.268		
	Total	3564.405	41			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Differentiator, Licensing, Research, Product Development, Cost Leadership, Market development, Diversification, Market Penetration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.787	11.436		3.042	.005
	Product Development	.212	1.014	.034	.209	.836
	Market Penetration	-2.103	1.170	-.339	-1.797	.081
	Market development	1.911	.878	.386	2.177	.037
	Diversification	.087	.653	.022	.133	.895
	Licensing	-2.068	1.226	-.253	-1.687	.101
	Research	2.821	1.503	.273	1.877	.069
	Cost Leadership	-.859	1.731	-.078	-.496	.623
Differentiator	3.709	1.563	.483	2.373	.024	
a. Dependent Variable: Organizational Performance						

Source: Research Data, 2015

In this case, 47% ($R^2 = .470$) can be explained, the remaining aspects can be explained by stance, organizational factors and QMPs. The ANOVA table indicates that the regression model predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic action and organizational performance ($F(8, 33) = 3.655, p = 0.004$).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic action and organizational performance. The indicators of market development, research and differentiation had statistical significance effect on organizational performance. From the coefficients table, the equation of effect of strategic action indicators on organizational performance can be written as:

$$P = 34.737 + 0.034 (PD) - 0.339 (MP) + 0.386 (MD) + 0.022 (Div) - 0.253 (L) + 0.273 (R) - 0.078 (CL) + 0.483 (Dif)$$

Where P means organizational performance, PD is product development, MP is market penetration, MD is market development, Div is diversification, L is licensing, R is research, CL is cost leadership and Dif is differentiation. Table 4.33 illustrates the effects of strategic stance and action on financial performance. The table provides the R and R² values. The R value is .242, which represents the simple correlation and therefore, indicates a weak degree of correlation.

Table 4.33 Strategic Stance and Action on Financial Performance

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.242 ^a	.059	.010	5.27435	2.697	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Financial Performance						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.639	2	33.819	1.216	.307 ^b
	Residual	1084.932	39	27.819		
	Total	1152.571	41			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Action, Stance						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.812	9.606		.709	.482
	Stance	-.091	.196	-.074	-.464	.645
	Action	.201	.129	.248	1.555	.128
a. Dependent Variable: Financial Performance						

Source: Research Data, 2015

The R^2 indicates how much of the dependent variable, financial performance can be explained by the independent variables, strategic stance and action. In this case, 5.9% ($R^2 = .059$) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was no statistically significant difference between the means of strategic stance and action on financial performance ($F(2, 39) = 1.216, p = 0.307$).

Since the P –value is more than the significance level (0.05), we reject the alternative hypothesis. Thus there was no significance difference between the means of strategic stance and action on financial performance. From the coefficients table, the equation of effect of strategic stance and action indicators on financial performance can be written as: Financial Performance = 6.812 – 0.74 (Stance) + 0.248 (Action). Table 4.34 illustrates the effects of strategic stance and action on customer perspective.

Table 4.34 Strategic Stance and Action on Customer Perspective

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.460 ^a	.212	.171	1.55646	1.840	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Customer Perspective						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.354	2	12.677	5.233	.010 ^b
	Residual	94.480	39	2.423		
	Total	119.833	41			
a. Dependent Variable: Customer Perspective						
b. Predictors: (Constant), Action, Stance						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.234	2.835		1.141	.261
	Stance	.158	.058	.397	2.722	.010
	Action	.042	.038	.160	1.095	.280
a. Dependent Variable: Customer Perspective						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .460, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, customer perspective can be explained by the independent variables, strategic stance and action.

In this case, 21.2% ($R^2 = .212$) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and action on customer perspective ($F(2, 39) = 5.233, p = 0.010$). Since the P-value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significant difference between the means of strategic stance and action on customer perspective. Stance had significant effect on performance. From the coefficients table, the equation of effect of strategic stance and action indicators on customer perspective performance can be written as: Customer perspective = 3.234 + 0.397 (Stance) + 0.160 (Action). Table 4.35 illustrates the effects of strategic stance and action on internal business process.

Table 4.35 Strategic Stance and Action on Internal Business Processes

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.409 ^a	.167	.124	1.41627	2.794	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Internal Business Process						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.678	2	7.839	3.908	.028 ^b
	Residual	78.226	39	2.006		
	Total	93.905	41			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Action, Stance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.128	2.579		2.376	.023
	Stance	.005	.053	.015	.103	.918
	Action	.094	.035	.405	2.700	.010
a. Dependent Variable: Internal Business Process						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .409, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, internal business process performance can be explained by the independent variables, strategic stance and action. In this case, 16.7% (R² = .167) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and action and internal business process performance (F (2, 39) = 3.908, p = 0.028).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significant difference between the means of strategic stance and action and internal business process performance. From the coefficients table, the equation of effect of strategic stance and action indicators on internal business process performance can be written as: Internal business process = 6.128 + 0.015 (Stance) + 0.405 (Action). Table 4.36 illustrates the effects of strategic stance and action on learning and growth.

Table 4.36 Strategic Stance and Action on Learning and Growth

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.384 ^a	.147	.104	2.22227	2.630	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Learning Growth						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.305	2	16.652	3.372	.045 ^b
	Residual	192.600	39	4.938		
	Total	225.905	41			

Table 4.36 Strategic Stance and Action on Learning and Growth Continued...

a. Dependent Variable: Learning Growth						
b. Predictors: (Constant), Action, Stance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.709	4.047		2.399	.021
	Stance	.095	.083	.174	1.149	.257
	Action	.109	.054	.305	2.012	.051

a. Dependent Variable: Learning Growth

Source: Research Data, 2015

The table provides the R and R² values. The R value is .384, which represents the simple correlation and therefore, indicates a moderately weak degree of correlation. The R² indicates how much of the dependent variable, internal business process performance can be explained by the independent variables, strategic stance and action. In this case, 14.7% (R² = .147) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and action and learning and growth performance (F (2, 39) = 3.372, p = 0.045).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significant difference between the means of strategic stance and action and learning and growth performance. From the coefficients table, the equation of effect of strategic stance and action indicators on learning and growth performance can be written as: Learning and growth performance = 9.709 + 0.174 (Stance) + 0.305 (Action). Table 4.37 illustrates the effects of strategic stance and action on social and environmental performance.

Table 4.37 Strategic Stance and Action and Environmental Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.340 ^a	.115	.070	1.43097	2.110	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Social and Environmental Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.426	2	5.213	2.546	.091 ^b
	Residual	79.859	39	2.048		
	Total	90.286	41			
a. Dependent Variable: Social and Environmental Performance						
b. Predictors: (Constant), Action, Stance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	2.606		.949	.349
	Stance	.032	.053	.094	.607	.547
	Action	.069	.035	.306	1.982	.055
a. Dependent Variable: Social and Environmental Performance						
Source: Research Data, 2015						

The table provides the R and R² values. The R value is .340, which represents the simple correlation and therefore, indicates a moderately weak degree of correlation. The R² indicates how much of the dependent variable, social and environmental performance can be explained by the independent variables, strategic stance and action. In this case, 11.5% (R² = .115) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was no statistically significant difference between the means of strategic stance and action and social and environmental performance (F (2, 39) = 2.546, p = 0.091).

Since the P –value is greater than the significance level (0.05), we reject the alternative hypothesis. Thus there was no significant difference between the means of strategic stance and social and environmental performance. From the coefficients table, the equation of effect of strategic stance and action indicators on social and environmental performance can be written as: Social and environmental performance = 2.473 + 0.094 (Stance) + 0.306 (Action). Table 4.38 illustrates the effects of strategic stance and action on non-financial performance.

Table 4.38 Strategic Stance and Action and Non-Financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.476 ^a	.226	.187	4.99558	2.624	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Non Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	284.840	2	142.420	5.707	.007 ^b
	Residual	973.279	39	24.956		
	Total	1258.119	41			
a. Dependent Variable: Non Financial Performance						
b. Predictors: (Constant), Action, Stance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.544	9.098		2.368	.023
	Stance	.290	.186	.226	1.562	.126
	Action	.314	.122	.371	2.569	.014
a. Dependent Variable: Non Financial Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .476, which represents the simple correlation and therefore, indicates a weak degree of correlation. 22.6% (R² = .226) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. It shows there was statistically significant difference between the means of strategic stance and action on non-financial performance (F (2, 39) = 5.707, p = 0.007). Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic stance and action on non-financial performance. From the coefficients table, the equation of effect of strategic stance and action indicators on non-financial performance can be written as: Non-Financial Performance = 21.544 + 0.226 (Stance) + 0.371 (Action). Table 4.39 illustrates the effects of strategic stance and action on organizational performance.

Table 4.39 Strategic Stance and Action on Organizational Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.393 ^a	.154	.111	8.79273	2.698	
a. Predictors: (Constant), Action, Stance						
b. Dependent Variable: Organizational Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	549.232	2	274.616	3.552	.038 ^b
	Residual	3015.172	39	77.312		
	Total	3564.405	41			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Action, Stance						

Table 4.39 Strategic Stance and Action on Organizational Performance Continued...

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.356	16.013		1.771	.084
	Stance	.199	.327	.092	.609	.546
	Action	.515	.215	.362	2.392	.022

a. Dependent Variable: Organizational Performance

Source: Research Data, 2015

The table provides the R and R² values. The R value is .393, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variables, strategic stance and action. In this case, 15.4% (R² = .154) can be explained, the remaining aspects can be explained by organizational factors and QMPs. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategic stance and action on organizational performance (F (2, 39) = 3.552, p = 0.038).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategic stance and action on organizational performance. The equation of effect of strategic stance and action indicators on organizational performance can be written as: Organizational performance = 28.356 + 0.092 (Stance) + 0.362 (Action). Table 4.40 illustrates the effect of strategy content on financial performance.

Table 4.40: Strategy Content and Financial Performance

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.167 ^a	.028	.003	5.29275	2.674	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Financial Performance						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.044	1	32.044	1.144	.291 ^b
	Residual	1120.528	40	28.013		
	Total	1152.571	41			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Strategy Content						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.838	9.271		.414	.681
	Strategy Content	.103	.096	.167	1.070	.291
a. Dependent Variable: Financial Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .167, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 2.8 % (R² = .028) can be explained, the rest can be explained by QMPs and organizational factors. The ANOVA table indicates that the regression model does not predict the outcome variable well. The table shows that there was statistically significant difference between the means of strategy content and financial performance (F (1) = 1.144, p = 0.291). Since the P –value is greater than the significance level (0.05), we reject the alternative hypothesis.

Table 4.40 shows the effects of Strategy content on financial performance. The table indicates that there was no significant effect of strategy content on financial performance since the p-value was more than 0.05 ($t = 1.070$, $p = .291$). From the table, the equation of the effect of strategy content on financial performance can be written as; Financial performance = $3.838 + .103$ (Strategy Content). The equation means that a unit increase in strategy content would result in 0.103 unit increase in financial performance. The Y intercept is 3.838. Table 4.41 illustrates the effect of strategy content on financial performance.

Table 4.41: Strategy Content and Non-Financial Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.476 ^a	.226	.207	4.93333	2.619	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Non Financial Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	284.607	1	284.607	11.694	.001 ^b
	Residual	973.512	40	24.338		
	Total	1258.119	41			
a. Dependent Variable: Non Financial Performance						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.303	8.641		2.465	.018
	Strategy Content	.306	.090	.476	3.420	.001
a. Dependent Variable: Non Financial Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .476, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, non financial performance can be explained by the independent variable, strategy content. In this case, 22.6 % (R² = .226) can be explained. The rest may be explained by QMPs and organizational factors.

The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and non-financial performance (F (1) = 11.694, p = 0.001). Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategy content and non-financial performance.

Table 4.41 shows the effects of Strategy content on non-financial performance. The table indicates that there was significant effect of strategy content on customer financial performance since the p-value was less than 0.05 (t = 3.420, p= .001). From the table, the equation of the effect of strategy content on financial performance can be written as; Non-Financial performance = 21.303 + .306 (Strategy Content). The equation means that a unit increase in strategy content would result in 0.306 unit increase in non-financial performance. The Y intercept is 21.303. Table 4.42 illustrates the effect of strategy content on customer perspective.

Table 4.42: Strategy Content and Customer Perspective

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.406 ^a	.165	.144	1.58194	1.955	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Customer Perspective						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.732	1	19.732	7.885	.008 ^b
	Residual	100.101	40	2.503		
	Total	119.833	41			
a. Dependent Variable: Customer Perspective						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.416	2.771		1.594	.119
	Strategy Content	.081	.029	.406	2.808	.008
a. Dependent Variable: Customer Perspective						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .406, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 16.5% (R² = .165) can be explained, the rest may be explained by QMPs and organizational factors.

The table shows that there was statistically significant difference between the means of strategy content and customer perspective (F (1) = 7.885, p = 0.008). The P –value is less than the significance level (0.05), we reject the null hypothesis. Thus there was significance difference between the means of strategy content and customer perspective organizational performance.

Table 4.42 shows the effects of Strategy content on customer perspective of organizational performance. The table indicates that there was significant effect of strategy content on customer perspective of organizational performance since the p-value was less than 0.05 ($t = 2.808$, $p = .008$). From the table, the equation of the effect of strategy content on customer perspective of performance can be written as; Customer Perspective = $4.416 + .081$ (Strategy Content). Table 4.43 illustrates the effect of strategy content on internal business process.

Table 4.43: Strategy Content and Internal Business Process

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.364 ^a	.132	.111	1.42717	2.695	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Internal Business Process						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.432	1	12.432	6.103	.018 ^b
	Residual	81.473	40	2.037		
	Total	93.905	41			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.229	2.500		2.092	.043
	StrategyContent	.064	.026	.364	2.471	.018
a. Dependent Variable: Internal Business Process						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .364, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 13.2% (R² = .132) can be explained, which is small.

The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and internal business processes ($F(1) = 6.103$, $p = 0.018$). Since the P-value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategy content and internal business processes.

Table 4.43 shows the significance effects of Strategy content on internal business processes. The table indicates that there was significant effect of strategy content on internal business processes since the p-value was less than 0.05 ($t = 2.471$, $p = .018$). From the table, the equation of the effect of strategy content on customer perspective of performance can be written as; Internal business Processes = $5.229 + .064$ (Strategy Content). The equation means that a unit increase in strategy content would result in 0.064 unit increase in Internal Business process performance. The Y intercept is 5.229. Table 4.44 illustrates the effect of strategy content on learning and growth.

Table 4.44: Strategy Content and Learning and Growth

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.383 ^a	.147	.126	2.19480	2.624	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Learning Growth						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.218	1	33.218	6.896	.012 ^b
	Residual	192.686	40	4.817		
	Total	225.905	41			
a. Dependent Variable: Learning Growth						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.563	3.844		2.487	.017
	Strategy Content	.105	.040	.383	2.626	.012
a. Dependent Variable: Learning Growth						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .383, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 12.6% (R² = .132) can be explained. The rest may be explained by QMPs and organizational factors.

The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and learning and growth (F (1) = 6.896, p = 0.012).

Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategy content and learning and growth. Table 4.44 shows the significance effects of Strategy content on learning and growth. The table indicates that there was significant effect of strategy content on learning and growth since the p-value was less than 0.05 ($t = 2.626, p = .012$). From the table, the equation of the effect of strategy content on learning and growth can be written as; Learning and growth = $9.563 + .105$ (Strategy Content)

The equation means that a unit increase in strategy content results in 0.105 unit increase in learning and growth. The Y intercept is 9.563. Table 4.45 illustrates the effect of strategy content on social and environmental performance.

Table 4.45: Strategy Content on Social aspect and Environmental Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.330 ^a	.109	.087	1.41804	2.134	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Social And Environmental Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.852	1	9.852	4.899	.033 ^b
	Residual	80.434	40	2.011		
	Total	90.286	41			
a. Dependent Variable: Social And Environmental Performance						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.095	2.484		.843	.404
	Strategy Content	.057	.026	.330	2.213	.033
a. Dependent Variable: Social And Environmental Performance						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .330, which represents the simple correlation and therefore, indicates a weak degree of correlation. The R² indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 10.9% (R² = .109) can be explained.

The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and social aspect and environmental (F (1) = 4.899, p = 0.033). Since the P –value is less than the significance level (0.05), we do not reject the alternative hypothesis. Thus there was significance difference between the means of strategy content and Social and environmental performance.

Table 4.45 shows the significance effects of Strategy content on Social and environmental performance. The table indicates that there was significant effect of strategy content on Social and environmental performance since the p-value was less than 0.05 (t = 2.213, p= .033). From the table, the equation of the effect of strategy content on learning and growth can be written as; Social and environmental performance = 2.095 + .057 (Strategy Content). The equation means that a unit increase in strategy content results in 0.057 increase in Social and Environmental performance. The Y intercept is 2.095. Table 4.46 presents the effect of strategy content on overall organizational performance.

Table 4.46: Strategy Content and Organizational Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.377 ^a	.142	.121	8.74179	2.671	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Organizational Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	507.648	1	507.648	6.643	.014 ^b
	Residual	3056.757	40	76.419		
	Total	3564.405	41			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.140	15.312		1.642	.108
	Strategy Content	.409	.159	.377	2.577	.014
a. Dependent Variable: Organizational Performance						

Source: Research Data, 2015

The R^2 indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 14.2% ($R^2 = .142$) can be explained, which is small.

The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and organizational performance ($F(1) = 6.643$, $p = 0.014$). Since the P –value is less than the significance level (0.05), the alternative hypothesis is not rejected. Thus there was significance difference between the means of strategy content and overall organizational performance.

4.7.2 Strategy Content, Organizational Factors and Quality Management Practices

The second objective was to determine the effect of organizational factors on the relationship between strategy content and QMPs. This objective was approached by testing hypothesis two which stated as follows:

H₂: Organizational factors have significant moderating effect between strategy content and QMPs.

To test the above hypothesis, correlation analysis using Pearson product moment correlation and hierarchical regressions were performed. Pearson correlation was done to test the strength of correlation between strategy content and organizational factors and correlation between organizational factors and quality management practices. The significance effect of strategy content as moderated by organizational factors was tested using hierarchical regression. Hierarchical regression included determination of correlation coefficient (R), coefficient of determination (R²), the overall statistical significance (F-Ratio) and the level of significance (P-value). Table 4.47 presents the Pearson product moment correlation coefficient

Table 4.47: Correlation between Strategy Content and Organizational Factors

Organizational Factors		Stance	Action	Strategy Content
Organizational Factors	Pearson Correlation	.586**	.448**	.635**
	Sig. (2-tailed)	.000	.003	.000
	N	42	42	42

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

Source: Research Data, 2015

From the table, there was a moderate positive correlation between strategic stance and organizational factors ($r = .586$, $p = 0.000$). The correlation between strategic action and organizational factors ($r = .448$, $p = 0.000$) was statistically significant. Overall, the correlation between strategy content and quality management practices was statistically significant ($r = .635$, $p = 0.000$). Table 4.48 presents the Pearson product moment correlation coefficient.

Table 4.48: Correlation between Organizational Factors and QMPs

Correlation	Structure	Resources	Policies	Staff	Skills	Systems	Style	Culture	Org. Factors
Pearson Correlation	.669**	.658**	.453**	.717**	.635**	.635**	.828**	.722**	.830**
QMPs Sig. (2-tailed)	.000	.000	.003	.000	.000	.000	.000	.000	.000
N	42	42	42	42	42	42	42	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Research Data, 2015

From the table, there was a strong significant positive correlation between QMPs and structure ($r = .669$, $p = 0.000$). The correlation between QMPs and Resources ($r = .658$, $p = 0.000$), The correlation between QMPs and policies ($r = .453$, $p = 0.000$), The correlation between QMPs and staff ($r = .717$, $p = 0.000$), The correlation between QMPs and skills ($r = .635$, $p = 0.000$), The correlation between QMPs and systems ($r = .635$, $p = 0.000$). The correlation between QMPs and style ($r = .828$, $p = 0.000$) and the correlation between QMPs and culture ($r = .722$, $p = 0.000$) were statistically significant. Overall, the correlation between organizational factors and quality management practices was statistically significant ($r = .830$, $n = 42$, $p = 0.000$). Table 4.49 illustrates the effect of strategy content on QMPs as moderated by organizational factors.

Table 4.49: Strategy and QMPs as Moderated by Organizational Factors

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.485 ^a	.236	.217	18.42007	.236	12.334	1	40	.001	
2	.832 ^b	.692	.676	11.84366	.456	57.754	1	39	.000	
3	.838 ^c	.703	.679	11.78451	.011	1.392	1	38	.245	2.362
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, SCOP										
d. Dependent Variable: QMPs										
ANOVA ^a										
Model			Sum of Squares	df	Mean Square	F	Sig.			
1	Regression		4184.822	1	4184.822	12.334	.001 ^b			
	Residual		13571.964	40	339.299					
	Total		17756.786	41						
2	Regression		12286.170	2	6143.085	43.794	.000 ^c			
	Residual		5470.616	39	140.272					
	Total		17756.786	41						
3	Regression		12479.548	3	4159.849	29.954	.000 ^d			
	Residual		5277.237	38	138.875					
	Total		17756.786	41						
a. Dependent Variable: QMPs										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, SCOP										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	29.058	32.265		.901	.373	-36.151	94.267		
	Strategy Content	1.174	.334	.485	3.512	.001	.498	1.849	1.000	1.000
2	(Constant)	24.470	20.754		1.179	.246	-17.509	66.449		
	Strategy Content	-.167	.278	-.069	-.601	.551	-.730	.395	.597	1.674
	Organizational Factors	1.684	.222	.874	7.600	.000	1.236	2.132	.597	1.674
3	(Constant)	94.685	103.067		-.919	.364	-303.333	113.962		
	Strategy Content	1.117	1.123	.462	.995	.326	-1.156	3.389	.036	27.565
	Organizational Factors	3.268	1.360	1.696	2.403	.021	.514	6.021	.016	63.701
	SCOP	-.017	.014	-1.234	-1.180	.245	-.046	.012	.007	139.778
a. Dependent Variable: QMPs										

Source: Research Data, 2015

The results show that the correlation coefficient (R) of strategy content is 0.485. When the parameter of organizational factors is added, it increases to 0.832. When the parameter of organizational factors and the interaction between organizational factors and strategy content is added, it increases to 0.838. The results further show that there are different variations in QMPs by strategy content and organizational factors.

The coefficient of determination R^2 of strategy content is 23.6%. When the parameter of organizational factors is added, the change of coefficient of determination (ΔR^2) increases by 45.6%. When the parameter of organizational factor and the interaction are added, the change of coefficient of determination (ΔR^2) increases by 1.1%.

The F-ratio for strategy content is 12.334. When the parameter of organizational factors is added, the change in F-ratio is 43.794. When the parameter of organizational factor and the interaction are added, the F ratio changes to 29.954. The P-value for strategy content is significant ($P < 0.05$). When the parameter of organizational factors is added in model 2, the P value is significant ($P < 0.05$). When the parameter of organizational factor and the interaction are added, the P value is not significant. The ANOVA table shows that organizational factors have a significant moderating effect between strategy content and QMPs ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

4.7.3 Strategy Content, Organizational Factors and Performance

The third objective in this research was to determine the effect of organizational factors on the relationship between strategy content and organizational performance. This objective was approached by testing hypothesis two which stated as follows:

H₃: Organizational factors have significant moderating effect between strategy content and organizational performance.

To test the above hypothesis, the significance effect of strategy content as moderated by organizational factors was tested using hierarchical regression. Hierarchical regression included determination of correlation coefficient (R), coefficient of determination (R²), the overall statistical significance (F-Ratio) and the level of significance (P-value). Table 4.50 illustrates the effect of strategy content on performance as moderated by organizational factors.

Table 4.50 Moderating Influence of Organizational Factors between Strategy Content and Organizational Performance

Model Summary^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.377 ^a	.142	.121	8.74179	.142	6.643	1	40	.014	
2	.641 ^b	.411	.381	7.33688	.269	17.786	1	39	.000	
3	.676 ^c	.457	.414	7.13959	.046	3.185	1	38	.082	2.528
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, SCOP										
d. Dependent Variable: Organizational Performance										
ANOVA^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	507.648	1	507.648	6.643	.014 ^b				
	Residual	3056.757	40	76.419						
	Total	3564.405	41							
2	Regression	1465.044	2	732.522	13.608	.000 ^c				
	Residual	2099.361	39	53.830						
	Total	3564.405	41							
3	Regression	1627.405	3	542.468	10.642	.000 ^d				
	Residual	1937.000	38	50.974						
	Total	3564.405	41							
a. Dependent Variable: Organizational Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, SCOP										
Coefficients^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
		B	Std. Error	Beta						
1	(Constant)	25.140	15.312		1.642	.108				
	Strategy Content	.409	.159	.377	2.577	.014				
2	(Constant)	23.563	12.857		1.833	.074				
	Strategy Content	-.052	.172	-.048	-.303	.764				
	Organizational Factors	.579	.137	.671	4.217	.000				
3	(Constant)	-85.618	62.442		-1.371	.178				
	Strategy Content	1.124	.680	1.038	1.653	.107				
	Organizational Factors	2.030	.824	2.351	2.464	.018				
	SCOP	-.015	.009	-2.523	-1.785	.082				
a. Dependent Variable: Organizational Performance										

Source: Research data, 2015

The results show that the correlation coefficient (R) of strategy content is 0.377. When the parameter of organizational factors is added, it increases to 0.641. When the parameter of organizational factors and the interaction between organizational factors and strategy content is added, it increases to 0.676. The results further show that there are different variations in performance by strategy content and organizational factors.

The coefficient of determination R^2 of strategy content is 14.2%. When the parameter of organizational factors is added, the change of coefficient of determination (ΔR^2) increases by 26.9%. When the parameter of organizational factor and the interaction are added, the change of coefficient of determination (ΔR^2) increases by 4.6%.

The F-ratio for strategy content is 6.643. When the parameter of organizational factors is added, the change in F-ratio is 13.608. When the parameter of organizational factor and the interaction are added, the F ratio changes to 10.642. The P-value for strategy content is significant ($P < 0.05$). When the parameter of organizational factors is added in model 2, the P value is significant ($P < 0.05$). When the parameter of organizational factor and the interaction are added, the P value is not significant. The ANOVA table shows that there is significant moderating effect of organizational factors between strategy content and organizational performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

4.7.4 Strategy Content, Quality Management Practices and Organizational Performance

The fourth objective was to determine the effect of quality management practices on the relationship between strategy content and organizational performance. This objective was approached by testing hypothesis three which stated as follows:

H₄: Quality Management practices have significant intervening effect between strategy content and organizational performance.

To test the above hypothesis, correlation analysis using Pearson product moment correlation and simultaneous regressions were performed. Pearson correlation was done to test the strength of correlation between strategy content and quality management practices, correlation between quality management and organizational performance and finally the significance of correlation between strategy content and organizational performance. Simultaneous regression included determination of correlation coefficient (R), coefficient of determination (R²), the overall statistical significance (F-Ratio) and the level of significance (P-value). Table 4.51 presents the Pearson product moment correlation coefficient.

Table 4.51: Correlation between Strategy Content and Quality management Practices

Quality Management Practices		Strategy Content	Stance	Action
QMPs	Pearson Correlation	.485**	.423**	.360*
	Sig. (2-tailed)	.001	.005	.019
	N	42	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Research Data, 2015

There was a moderate positive correlation between strategic stance and QMPs ($r = .423$, $n = 42$, $p = 0.005$). The correlation between strategic action and QMPs ($r = .360$, $n = 42$, $p = 0.019$) was statistically significant. Overall, the correlation between strategy content and quality management practices was statistically significant ($r = .485$, $n = 42$, $p = 0.001$). Table 4.52 presents the Pearson product moment correlation coefficient to determine the relationship between QMPs and organizational performance.

Table 4.52: Correlation between QMPs and Organizational Performance

Quality Management Practices	Financial	Business Process	Learning Growth	Non-Market	Customer	Overall Performance
Pearson Correlation	.284	.589**	.731**	.504**	.589**	.629**
QMPs Sig. (2-tailed)	.068	.000	.000	.001	.000	.000
N	42	42	42	42	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Research Data, 2015

As shown in the table, there was no correlation between QMPs and financial performance. There was a moderate positive correlation between QMPs and internal business processes ($r = .589$, $n = 42$, $p = 0.000$). The correlation QMPs and learning and growth was strong and statistically significant ($r = .731$, $n = 42$, $p = 0.000$). The correlation QMPs and non-market performance was moderate and statistically significant ($r = .589$, $n = 42$, $p = 0.000$). Overall, the correlation between quality management practices and organizational performance was statistically significant ($r = .629$, $n = 42$, $p = 0.000$). Table 4.53 presents the Pearson product moment correlation coefficient to determine the relationship between strategy content and organizational performance.

Table 4.53: Correlation between Strategy Content and Organizational Performance

Strategy Content		Financial	Business Process	Learning Growth	Non-Market	Customer	Overall Performance
Strategy Content	Pearson Correlation	.167	.364*	.383*	.330*	.406**	.377*
	Sig. (2-tailed)	.291	.018	.012	.033	.008	.014
	N	42	42	42	42	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Research Data, 2015

As shown in the table, there was no correlation between strategy content and financial performance. There was a weak positive correlation between strategy content and internal business processes ($r = .364$, $p = 0.018$). The correlation between strategy content and learning and growth was moderate and statistically significant ($r = .383$, $p = 0.012$). The correlation between strategy content and non-market performance was weak and statistically significant ($r = .330$, $p = 0.033$). Overall, the correlation between strategy content and organizational performance was statistically significant ($r = .377$, $p = 0.014$).

The intervening effect of QMPs is established when the significance effect of strategy content on organizational performance is not significant. According to Kim et al, (2001), if the significance effect of strategy content on organizational performance is reduced to zero, there would be a strong evidence of single dominant QMPs. If the significance effect of strategy content on organizational performance is not zero, it indicates that multiple aspects of QMPs are in operation.

Simultaneous regression was performed to determine the intervening effect of QMP between strategy content and organizational performance. The significance effect of QMPs on the relationship between strategy content and organizational performance explains the beta and the t-values that describe strategy content, QMPs and organizational performance. The tests also entailed a summary of effects explained by the correlation coefficient (R), the coefficient of determination (R²) and the overall statistical significance (F-Ratio) and the level of significance (P-Value). Table 4.54 illustrates the effect of strategy content on QMPs.

Table 4.54: Strategy Content and Quality Management Practices

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.485 ^a	.236	.217	18.42007	2.298	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: QMPs						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4184.822	1	4184.822	12.334	.001 ^b
	Residual	13571.964	40	339.299		
	Total	17756.786	41			
a. Dependent Variable: QMPs						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.058	32.265		.901	.373
	Strategy Content	1.174	.334	.485	3.512	.001
a. Dependent Variable: QMPs						

Source: Research Data, 2015

The table provides the R and R² values. The R value is .485, which represents the simple correlation and therefore, indicates a moderate degree of correlation. The R² indicates how much of the dependent variable, QMPs can be explained by the independent variable, strategy content. Strategy content explained 23.6% (R² = .000) of QMPs. The rest is explained by organizational factors and other variables which may not be part of this study.

The ANOVA table shows that there was statistically significant difference between the means of strategy content and QMPs (F (1) = 12.334, p = 0.001). Since the P –value is less than the significance level (0.05), the alternative hypothesis is not rejected. Thus there was statistically significant difference between the means of strategy content and QMPs.

Table 4.54 shows the significance effects of strategy content on QMPs. The table indicates that there was significant effect of strategy content on QMPs since the p-value was less than 0.05 (t = 3.512, p= .001). The effect of strategy content on QMPs can be expressed in an equation as: QMPs = 29.058 + 1.174 (Strategy Content). This can be explained as; unit increase in strategy content causes a 1.174 unit increase in QMPs. The Y intercept is 29.058. Table 4.55 illustrates the combined effects of strategy content on organizational performance. The table provides the R and R² values. The R value is .377, which represents the simple correlation and therefore, indicates a weak degree of correlation.

Table 4.55: Strategy Content and Organizational Performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.377 ^a	.142	.121	8.74179	2.671	
a. Predictors: (Constant), Strategy Content						
b. Dependent Variable: Organizational Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	507.648	1	507.648	6.643	.014 ^b
	Residual	3056.757	40	76.419		
	Total	3564.405	41			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Strategy Content						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.140	15.312		1.642	.108
	Strategy Content	.409	.159	.377	2.577	.014
a. Dependent Variable: Organizational Performance						

Source: Research Data, 2015

The R^2 indicates how much of the dependent variable, organizational performance can be explained by the independent variable, strategy content. In this case, 14.2% ($R^2 = .142$) can be explained, which is small. The ANOVA table indicates that the regression model predicts the outcome variable significantly well. The table shows that there was statistically significant difference between the means of strategy content and organizational performance ($F(1) = 6.643$, $p = 0.014$). Since the P-value is less than the significance level (0.05), the alternative hypothesis is not rejected. Thus there was significance difference between the means of strategy content and overall organizational performance. Table 4.56 illustrates the effect of strategy content on financial performance as intervened by QMPs.

Table 4.56: Strategy Content, QMP and Financial Performance

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.167 ^a	.028	.003	5.29275	.028	1.144	1	40	.291	
2	.286 ^b	.082	.035	5.20956	.054	2.288	1	39	.138	2.673
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Financial Performance										
ANOVA ^a										
Model	Sum of Squares		df	Mean Square	F	Sig.				
1	Regression	32.044	1	32.044	1.144	.291 ^b				
	Residual	1120.528	40	28.013						
	Total	1152.571	41							
2	Regression	94.130	2	47.065	1.734	.190 ^c				
	Residual	1058.441	39	27.140						
	Total	1152.571	41							
a. Dependent Variable: Financial Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.838	9.271		.414	.681	-14.899	22.574		
	Strategy Content	.103	.096	.167	1.070	.291	-.091	.297	1.000	1.000
2	(Constant)	1.872	9.217		.203	.840	-16.771	20.516		
	Strategy Content	.023	.108	.038	.216	.830	-.195	.242	.764	1.308
	QMPs	.068	.045	.265	1.513	.138	-.023	.158	.764	1.308
a. Dependent Variable: Financial Performance										

Source: Research Data, 2015

The results show that the correlation coefficient (R) of strategy content is 0.167. When the parameter of QMPs is added, it increases to 0.286. The results further show that there are different variations in financial performance by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 2.8%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 5.4%.

The F-ratio for strategy content is 1.144. When the parameter of QMP is added, the change in F-ratio is 2.288. The P-value for strategy content is not significant ($P > 0.05$). When the parameter of QMPs is added in model 2, the P value is not significant ($P > 0.05$). The results show that QMPs do not have significant intervening effect between strategy content and financial performance ($P > 0.05$). Table 4.57 illustrates the effect of strategy content on non-financial performance as intervened by QMPs.

Table 4.57: Strategy Content, QMP and Non-Financial Performance

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.476 ^a	.226	.207	4.93333	.226	11.694	1	40	.001	
2	.795 ^b	.632	.613	3.44751	.405	42.909	1	39	.000	2.177
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Non Financial Performance										
ANOVA ^a										
Model	Sum of Squares		df	Mean Square	F	Sig.				
1	Regression	284.607	1	284.607	11.694	.001 ^b				
	Residual	973.512	40	24.338						
	Total	1258.119	41							
2	Regression	794.591	2	397.296	33.427	.000 ^c				
	Residual	463.528	39	11.885						
	Total	1258.119	41							
a. Dependent Variable: Non Financial Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	21.303	8.641		2.465	.018	3.838	38.768		
	Strategy Content	.306	.090	.476	3.420	.001	.125	.487	1.000	1.000
2	(Constant)	15.670	6.100		2.569	.014	3.333	28.008		
	Strategy Content	.079	.072	.122	1.098	.279	-.066	.223	.764	1.308
	QMPs	.194	.030	.728	6.550	.000	.134	.254	.764	1.308

a. Dependent Variable: Non Financial Performance

Source: Research Data, 2015

The results show that the correlation coefficient (R) of strategy content is 0.476. When the parameter of QMPs is added, it increases to 0.795. The results further show that there are different variations in non-financial performance by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 22.6%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 40.5%.

The F-ratio for strategy content is 11.694. When the parameter of QMP is added, the change in F-ratio is 33.427. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and non-financial performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation for intervening effect can be expressed as; Non Financial performance = $15.670 + .079$ (Strategy content). This means that a unit increase in strategy content causes non-financial performance to increase by .079. Table 4.58 illustrates the effect of strategy content on customer perspective as intervened by QMPs. The results show that the correlation coefficient (R) of strategy content is 0.406. When the parameter of QMPs is added, it increases to 0.604.

Table 4.58: Strategy Content, QMP and Customer Perspective

Model Summary^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.406 ^a	.165	.144	1.58194	.165	7.885	1	40	.008	
2	.604 ^b	.365	.333	1.39657	.201	12.323	1	39	.001	1.736
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Customer Perspective										
ANOVA^a										
Model		Sum of Squares		df	Mean Square	F	Sig.			
1	Regression	19.732		1	19.732	7.885	.008 ^b			
	Residual	100.101		40	2.503					
	Total	119.833		41						
2	Regression	43.767		2	21.884	11.220	.000 ^c			
	Residual	76.066		39	1.950					
	Total	119.833		41						
a. Dependent Variable: Customer Perspective										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, QMPs										
Coefficients^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.416	2.771		1.594	.119	-1.184	10.016		
	Strategy Content	.081	.029	.406	2.808	.008	.023	.139	1.000	1.000
2	(Constant)	3.193	2.471		1.292	.204	-1.805	8.191		
	Strategy Content	.031	.029	.157	1.077	.288	-.027	.090	.764	1.308
	QMPs	.042	.012	.512	3.510	.001	.018	.066	.764	1.308
a. Dependent Variable: Customer Perspective										

Source: Research Data, 2015

The results further show that there are different variations in customer perspective by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 16.5%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 2.01%.

The F-ratio for strategy content is 7.885. When the parameter of QMP is added, the change in F-ratio is 11.220. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and customer perspective performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected. The equation for intervening effect can be expressed as; Customer Perspective performance = 3.193 + .031 (Strategy content). This means that a unit increase in strategy content causes customer perspective performance to increase by .031.

Table 4.59 illustrates the effect of strategy content on internal business process as intervened by QMPs. The results show that the correlation coefficient (R) of strategy content is 0.364. When the parameter of QMPs is added, it increases to 0.595. The results further show that there are different variations in internal business process by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 13.2%.

Table 4.59: Strategy Content, QMP and Internal Business Process

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.364 ^a	.132	.111	1.42717	.132	6.103	1	40	.018	
2	.595 ^b	.355	.321	1.24669	.222	13.420	1	39	.001	2.409
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Internal Business Process										
ANOVA ^a										
Model		Sum of Squares		df	Mean Square	F	Sig.			
1	Regression	12.432		1	12.432	6.103	.018 ^b			
	Residual	81.473		40	2.037					
	Total	93.905		41						
2	Regression	33.290		2	16.645	10.709	.000 ^c			
	Residual	60.615		39	1.554					
	Total	93.905		41						
a. Dependent Variable: Internal Business Process										
b. Predictors: (Constant), Strategy Content										
a. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	5.229	2.500		2.092	.043	.177	10.281		
	Strategy Content	.064	.026	.364	2.471	.018	.012	.116	1.000	1.000
2	(Constant)	4.090	2.206		1.854	.071	-.372	8.551		
	Strategy Content	.018	.026	.102	.694	.492	-.034	.070	.764	1.308
	QMPs	.039	.011	.539	3.663	.001	.018	.061	.764	1.308
a. Dependent Variable: Internal Business Process										

Source: Research Data, 2015

When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 22.2%. The F-ratio for strategy content is 6.103. When the parameter of QMP is added, the change in F-ratio is 10.709. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and customer perspective performance ($P < 0.05$). The alternative hypothesis is not rejected.

The equation for intervening effect can be expressed as; Internal business process performance = 4.090 + .018 (Strategy content). This means that a unit increase in strategy content causes internal business processes performance to increase by .018. Table 4.60 illustrates the effect of strategy content on Learning and Growth as intervened by QMPs. The results show that the correlation coefficient (R) of strategy content is 0.383. When the parameter of QMPs is added, it increases to .732.

Table 4.60: Strategy Content on Learning and Growth as Intervened by QMPs

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.383 ^a	.147	.126	2.19480	.147	6.896	1	40	.012	
2	.732 ^b	.536	.512	1.63943	.389	32.691	1	39	.000	2.150
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Learning Growth										
ANOVA ^a										
Model		Sum of Squares		df	Mean Square	F	Sig.			
1	Regression	33.218		1	33.218	6.896	.012 ^b			
	Residual	192.686		40	4.817					
	Total	225.905		41						
2	Regression	121.083		2	60.541	22.525	.000 ^c			
	Residual	104.822		39	2.688					
	Total	225.905		41						
a. Dependent Variable: Learning Growth										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	9.563	3.844		2.487	.017	1.793	17.333		
	Strategy Content	.105	.040	.383	2.626	.012	.024	.185	1.000	1.000
2	(Constant)	7.225	2.901		2.491	.017	1.358	13.092		
	Strategy Content	.010	.034	.037	.298	.767	-.059	.079	.764	1.308
	QMPs	.080	.014	.713	5.718	.000	.052	.109	.764	1.308
a. Dependent Variable: Learning Growth										

Source: Research Data, 2015

The results further show that there are different variations in learning and growth by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 14.7%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 38.9%.

The F-ratio for strategy content is 6.896. When the parameter of QMP is added, the change in F-ratio is 22.525. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and learning and growth ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation for intervening effect can be expressed as; Learning and growth = $7.225 + .010$ (Strategy content). This means that a unit increase in strategy content causes customer learning and growth performance to increase by .010. Table 4.61 illustrates the effect of strategy content on Social and Environmental Performance as intervened by QMPs. The results show that the correlation coefficient (R) of strategy content is 0.330. When the parameter of QMPs is added, it increases to .514.

Table 4.61: Strategy Content on Social and Environmental Performance as Intervened by QMPs

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.330 ^a	.109	.087	1.41804	.109	4.899	1	40	.033	
2	.514 ^b	.264	.226	1.30530	.155	8.208	1	39	.007	2.063
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Social And Environmental Performance										
ANOVA ^a										
Model		Sum of Squares		df	Mean Square	F	Sig.			
1	Regression	9.852		1	9.852	4.899	.033 ^b			
	Residual	80.434		40	2.011					
	Total	90.286		41						
2	Regression	23.837		2	11.919	6.995	.003 ^c			
	Residual	66.449		39	1.704					
	Total	90.286		41						
a. Dependent Variable: Social And Environmental Performance										
b. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.095	2.484		.843	.404	-2.925	7.115		
	Strategy Content	.057	.026	.330	2.213	.033	.005	.109	1.000	1.000
2	(Constant)	1.162	2.309		.503	.618	-3.509	5.833		
	Strategy Content	.019	.027	.112	.711	.481	-.036	.074	.764	1.308
	QMPs	.032	.011	.450	2.865	.007	.009	.055	.764	1.308
a. Dependent Variable: Social And Environmental Performance										

Source: Research Data, 2015

The results further show that there are different variations in Social and Environmental Performance by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 10.9%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 15.5%.

The F-ratio for strategy content is 4.899. When the parameter of QMP is added, the change in F-ratio is 6.995. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and Social and Environmental Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation for intervening effect can be expressed as; Social and Environmental Performance = 1.162+ .019 (Strategy content). This means that a unit increase in strategy content causes customer Social and Environmental Performance to increase by .019. Table 4.62 presents the effect of strategy content on overall organizational performance as intervened by QMPs.

Table 4.62: Strategy Content on Overall Organizational Performance as Intervened by QMPs

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.377 ^a	.142	.121	8.74179	.142	6.643	1	40	.014	
2	.635 ^b	.403	.372	7.38815	.260	17.000	1	39	.000	2.554
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, QMPs										
c. Dependent Variable: Organizational Performance										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	507.648	1	507.648	6.643	.014 ^b				
	Residual	3056.757	40	76.419						
	Total	3564.405	41							
2	Regression	1435.599	2	717.800	13.150	.000 ^c				
	Residual	2128.806	39	54.585						
	Total	3564.405	41							
a. Dependent Variable: Organizational Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
		B	Std. Error	Beta						
1	(Constant)	25.140	15.312		1.642	.108				
	Strategy Content	.409	.159	.377	2.577	.014				
2	(Constant)	17.542	13.072		1.342	.187				
	Strategy Content	.102	.153	.094	.665	.510				
	QMPs	.261	.063	.584	4.123	.000				
a. Dependent Variable: Organizational Performance										

Source: Research, 2015

The results show that the correlation coefficient (R) of strategy content is 0.377. When the parameter of QMPs is added, it increases to .635. The results further show that there are different variations in overall performance by strategy content and QMPs. The coefficient of determination R^2 of strategy content is 14.2%. When the parameter of QMPs is added, then the change of coefficient of determination (ΔR^2) increases by 26%.

The F-ratio for strategy content is 6.643. When the parameter of QMP is added, the change in F-ratio is 13.150. The P-value for strategy content is significant ($P < 0.05$). When the parameter of QMPs is added in model 2, the P value is significant ($P < 0.05$). The results show that QMPs has significant intervening effect between strategy content and overall organizational performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected. The equation for intervening effect can be expressed as; Organizational Performance = 25.140 + .377 (Strategy content). This means that a unit increase in strategy content causes Organizational Performance to increase by .377.

4.7.5 The Joint Effects of Strategy Content, Organizational Factors and QMPs on Organizational Performance

The fifth objective was to determine the joint effects of strategy content, quality management practices and organizational factors on organizational performance. This objective was approached by testing hypothesis four which stated as follows:

H₅: The joint effects of Strategy Content, Quality Management Practices and organizational factors on organizational performance are significantly different from their independent effects.

To test the above hypothesis, correlation analysis using Pearson product moment correlation and regression analyses were performed. Pearson correlation was done to test the strength of correlation between strategy content, quality management practices, organizational factors and organizational performance.

Regression analysis included determination of correlation coefficient (R), coefficient of determination (R²), the overall statistical significance (F-Ratio) and the level of significance (P-value). Table 4.63 presents the Pearson product moment correlation coefficient to determine the relationship between strategy content, organizational factors, QMPs and organizational performance.

Table 4.63: Correlation between Strategy Content, Quality Management Practices, Organizational Factors and Performance

Correlation		Customer	Financial	Business Process	Learning Growth	Non Market	Overall Non Financial
Strategy Content	Pearson Correlation	.406**	.167	.364*	.383*	.330*	.476**
	Sig. (2-tailed)	.008	.291	.018	.012	.033	.001
	N	42	42	42	42	42	42
QMPs	Pearson Correlation	.589**	.284	.589**	.731**	.504**	.788**
	Sig. (2-tailed)	.000	.068	.000	.000	.001	.000
	N	42	42	42	42	42	42
Organizational Factors	Pearson Correlation	.696**	.366*	.487**	.672**	.352*	.727**
	Sig. (2-tailed)	.000	.017	.001	.000	.022	.000
	N	42	42	42	42	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Research Data, 2015

As shown in the table, there was significant correlation between strategy content and Customer perspective ($r = .406$, $n = 42$, $p = 0.008$). There was no significant correlation between strategy content and financial performance. There was a weak positive correlation between strategy content and internal business processes ($r = .364$, $n = 42$, $p = 0.018$). The correlation between strategy content and learning and growth was weak and statistically significant ($r = .364$, $n = 42$, $p = 0.012$).

The correlation between strategy content and non-market performance was weak and statistically significant ($r = .330$, $n = 42$, $p = 0.033$). Overall, the correlation between strategy content and non financial performance was statistically significant ($r = .476$, $n = 42$, $p = 0.001$). QMPs were correlated with aspects of performance. As shown in the table, there was significant correlation between QMPs and Customer perspective ($r = .589$, $n = 42$, $p = 0.000$).

There was no significant correlation between QMPs and financial performance. There was a moderate positive correlation between QMPs and internal business processes ($r = .589$, $n = 42$, $p = 0.000$). The correlation between QMPs and learning and growth was strong and statistically significant ($r = .731$, $n = 42$, $p = 0.000$). The correlation between QMPs and non-market performance was moderate and statistically significant ($r = .504$, $n = 42$, $p = 0.001$). Overall, the correlation between strategy content and non financial performance was statistically significant.

Finally, organizational factors were correlated with aspects of performance. As shown in the table, there was significant correlation between organizational factors and Customer perspective ($r = .589$, $n = 42$, $p = 0.000$). There was no significant correlation between organizational factors and financial performance. There was a moderate positive correlation between organizational factors and internal business processes ($r = .589$, $n = 42$, $p = 0.000$). The correlation between organizational factors and learning and growth was strong and statistically significant ($r = .731$, $n = 42$, $p = 0.000$).

The correlation between organizational factors and social and environment performance was moderate and statistically significant ($r = .504$, $n = 42$, $p = 0.001$). Overall, the correlation between organizational factors and non financial performance was statistically significant ($r = .788$, $n = 42$, $p = 0.00$).

Table 4.64 below illustrates the joint effect of strategy content, organizational factors and QMPs on financial performance. The results show that the correlation coefficient (R) of strategy content is 0.167. When the parameter of organizational factors is added in model 2, it increases to .376.

Table 4.64: Joint Effect of Strategy Content, Organizational Factors, QMPs on Financial Performance

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.167 ^a	.028	.003	5.29275	.028	1.144	1	40	.291	
2	.376 ^b	.141	.097	5.03780	.113	5.151	1	39	.029	
3	.378 ^c	.143	.076	5.09783	.002	.087	1	38	.770	2.420
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Financial Performance										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	32.044	1	32.044	1.144	.291 ^b				
	Residual	1120.528	40	28.013						
	Total	1152.571	41							
2	Regression	162.774	2	81.387	3.207	.051 ^c				
	Residual	989.797	39	25.379						
	Total	1152.571	41							
3	Regression	165.033	3	55.011	2.117	.114 ^d				
	Residual	987.538	38	25.988						
	Total	1152.571	41							
a. Dependent Variable: Financial Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										

Table 4.64: Joint Effect of Strategy Content, Organizational Factors, QMPs on Financial Performance Continued...

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.838	9.271		.414	.681	-14.899	22.574		
	Strategy Content	.103	.096	.167	1.070	.291	-.091	.297	1.000	1.000
2	(Constant)	3.255	8.828		.369	.714	-14.601	21.111		
	Strategy Content	-.068	.118	-.110	-.572	.571	-.307	.172	.597	1.674
	Organizational Factors	.214	.094	.436	2.270	.029	.023	.405	.597	1.674
3	(Constant)	3.752	9.091		.413	.682	-14.652	22.156		
	Strategy Content	-.071	.120	-.115	-.591	.558	-.314	.172	.592	1.690
	Organizational Factors	.248	.150	.505	1.652	.107	-.056	.552	.241	4.153
	QMPs	-.020	.069	-.080	-.295	.770	-.160	.119	.308	3.246

a. Dependent Variable: Financial Performance

Source: Research Data, 2015

When the parameter of QMPs is added in model 3, it increases to 0.378. The results further show that there are different variations in financial Performance by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 2.8%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 11.3%. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases by 0.2%.

The F-ratio for strategy content is 1.144. When the parameter of organizational factors is added, the change in F-ratio is 3.207. When the parameter of QMPs is added, the F ratio changes to 2.117. The P-value for strategy content is not significant ($P > 0.05$). When the parameter of organizational factors is added in model 2, the P value is not significant ($P > 0.05$).

When the parameter of QMP is added in model three, the P value is not significant ($P > 0.05$). The results show that joint effect of strategy content, organizational factors and quality management practices have no significant effect compared to their independent effects on financial Performance ($P > 0.05$). Thus, the alternative hypothesis is rejected. The equation below explains the model as; Financial Performance = 3.752 - .071 (Strategy content). This means that a unit increase in strategy content causes financial performance to decrease by .071. Table 4.65 below illustrates the joint effect of strategy content, organizational factors and QMPs on non financial performance.

Table 4.65: Joint Effect of Strategy Content, Organizational Factors, QMPs on Non- Financial Performance

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.476 ^a	.226	.207	4.93333	.226	11.694	1	40	.001	
2	.727 ^b	.529	.505	3.89920	.302	25.031	1	39	.000	
3	.800 ^c	.640	.612	3.45267	.111	11.740	1	38	.001	2.147
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Non Financial Performance										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	284.607	1	284.607	11.694	.001 ^b				
	Residual	973.512	40	24.338						
	Total	1258.119	41							
2	Regression	665.173	2	332.587	21.875	.000 ^c				
	Residual	592.946	39	15.204						
	Total	1258.119	41							
3	Regression	805.124	3	268.375	22.513	.000 ^d				
	Residual	452.995	38	11.921						
	Total	1258.119	41							
a. Dependent Variable: Non Financial Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										

Table 4.65: Joint Effect of Strategy Content, Organizational Factors, QMPs on Non- Financial Performance Continued...

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	21.303	8.641		2.465	.018	3.838	38.768		
	Strategy Content	.306	.090	.476	3.420	.001	.125	.487	1.000	1.000
2	(Constant)	20.309	6.833		2.972	.005	6.488	34.129		
	Strategy Content	.015	.092	.024	.169	.867	-.170	.201	.597	1.674
	Organizational Factors	.365	.073	.712	5.003	.000	.217	.513	.597	1.674
3	(Constant)	16.395	6.157		2.663	.011	3.930	28.859		
	Strategy Content	.042	.081	.066	.518	.607	-.123	.207	.592	1.690
	Organizational Factors	.096	.102	.186	.940	.353	-.110	.302	.241	4.153
	QMPs	.160	.047	.601	3.426	.001	.065	.254	.308	3.246

a. Dependent Variable: Non Financial Performance

Source: Research Data, 2015

The results show that the correlation coefficient ρ of strategy content is 0.476. When the parameter of organizational factors is added in model 2, it increases to .727. When the parameter of QMPs is added in model 3, it increases to 0.800. The results further show that there are different variations in non-financial Performance by strategy content, organizational factors and QMPs.

The coefficient of determination (R^2) of strategy content is 22.6%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 30.2%. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases by 11.1%.

The F-ratio for strategy content is 11.694. When the parameter of organizational factors is added, the change in F-ratio is 21.875. When the parameter of QMPs is added, the F ratio changes to 22.513. The P-value for strategy content is significant ($P < 0.05$). When the parameter of organizational factors is added in model 2, the P value is significant ($P < 0.05$). When the parameter of QMP is added in model three, the P value is significant ($P < 0.05$).

The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on non financial Performance ($P < 0.05$). The alternative hypothesis is not rejected. The equation below explains the model as; Non-Financial Performance = 16.395 + .042 (S. content)

This means that a unit increase in strategy content causes Non-financial performance to increase by .042. Table 4.66 below illustrates the joint effect of strategy content, organizational factors and QMPs on customer perspective performance.

Table 4.66: Joint Effect of Strategy Content, Organizational Factors, QMPs on Customer Perspective

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.406 ^a	.165	.144	1.58194	.165	7.885	1	40	.008	
2	.698 ^b	.487	.461	1.25525	.323	24.530	1	39	.000	
3	.698 ^c	.487	.447	1.27140	.000	.015	1	38	.903	1.574
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Customer Perspective										
ANOVA ^a										
Model	Sum of Squares		df	Mean Square	F	Sig.				
1	Regression	19.732	1	19.732	7.885			.008 ^b		
	Residual	100.101	40	2.503						
	Total	119.833	41							
2	Regression	58.383	2	29.192	18.527			.000 ^c		
	Residual	61.450	39	1.576						
	Total	119.833	41							
3	Regression	58.408	3	19.469	12.044			.000 ^d		
	Residual	61.426	38	1.616						
	Total	119.833	41							
a. Dependent Variable: Customer Perspective										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.416	2.771		1.594	.119	-1.184	10.016		
	Strategy Content	.081	.029	.406	2.808	.008	.023	.139	1.000	1.000
2	(Constant)	4.099	2.200		1.864	.070	-.350	8.548		
	Strategy Content	-.012	.029	-.061	-.408	.686	-.072	.048	.597	1.674
	Organizational Factors	.116	.023	.735	4.953	.000	.069	.164	.597	1.674
3	(Constant)	4.048	2.267		1.785	.082	-.542	8.637		
	Strategy Content	-.012	.030	-.059	-.389	.699	-.072	.049	.592	1.690
	Organizational Factors	.113	.037	.712	3.010	.005	.037	.189	.241	4.153
	QMPs	.002	.017	.026	.123	.903	-.033	.037	.308	3.246
a. Dependent Variable: Customer Perspective										

Source: Research Data, 2015

The results show that the correlation coefficient (R) of strategy content is 0.406. When the parameter of organizational factors is added in model 2, it increases to 0.698. When the parameter of QMPs is added in model 3, it remains at 0.698. The results further show that there are different variations in customer perspective by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 16.5%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 32.3%. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) remains constant.

The F-ratio for strategy content is 7.885. When the parameter of organizational factors is added, the change in F-ratio is 18.527. When the parameter of QMPs is added, the F ratio changes to 12.044. The P-values for the three models were less than 0.05. The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on customer perspective Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation below explains the model as; Customer perspective Performance = 4.048 - .012 (Strategy content). This means that a unit increase in strategy content causes customer perspective performance to decrease by .012. Table 4.67 below illustrates the joint effect of strategy content, organizational factors and QMPs on Internal Business Process performance. The results show that the correlation coefficient (R) of strategy content is 0.364.

Table 4.67: Joint Effect of Strategy Content, Organizational Factors, QMPs on Internal Business Processes

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.364 ^a	.132	.111	1.42717	.132	6.103	1	40	.018	
2	.492 ^b	.242	.203	1.35082	.110	5.650	1	39	.022	
3	.598 ^c	.357	.306	1.26038	.115	6.798	1	38	.013	2.395
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Internal Business Process										
ANOVA ^a										
Model	Sum of Squares		df	Mean Square	F	Sig.				
1	Regression	12.432	1	12.432	6.103	.018 ^b				
	Residual	81.473	40	2.037						
	Total	93.905	41							
2	Regression	22.741	2	11.371	6.231	.004 ^c				
	Residual	71.164	39	1.825						
	Total	93.905	41							
3	Regression	33.540	3	11.180	7.038	.001 ^d				
	Residual	60.365	38	1.589						
	Total	93.905	41							
a. Dependent Variable: Internal Business Process										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	5.229	2.500		2.092	.043	.177	10.281		
	Strategy Content	.064	.026	.364	2.471	.018	.012	.116	1.000	1.000
2	(Constant)	5.065	2.367		2.140	.039	.278	9.853		
	Strategy Content	.016	.032	.092	.509	.614	-.048	.080	.597	1.674
	Organizational Factors	.060	.025	.429	2.377	.022	.009	.111	.597	1.674
3	(Constant)	3.978	2.248		1.770	.085	-.572	8.528		
	Strategy Content	.024	.030	.134	.793	.433	-.037	.084	.592	1.690
	Organizational Factors	-.015	.037	-.105	-.397	.694	-.090	.060	.241	4.153
	QMPs	.044	.017	.611	2.607	.013	.010	.079	.308	3.246
a. Dependent Variable: Internal Business Process										

Source: Research Data, 2015

When the parameter of organizational factors is added in model 2, it increases to 0.492. When the parameter of QMPs is added in model 3, it changes to 0.598. The results further show that there are different variations in Internal Business Process Performance by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 13.2%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 11 %. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases to 11.5%.

The F-ratio for strategy content is 6.103. When the parameter of organizational factors is added, the change in F-ratio is 6.231. When the parameter of QMPs is added, the F ratio changes to 7.038. The P-values for the three models were less than 0.05. The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on Internal Business Process Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation below explains the model as; Internal Business Process Performance = $3.978 + 0.024$ (Strategy content). This means that a unit increase in strategy content causes Internal Business Process to increase by .024. Table 4.68 illustrates the joint effect of strategy content, organizational factors and QMPs on Learning and Growth performance. The results show that the correlation coefficient of strategy content is 0.383. When the parameter of organizational factors is added in model 2, it increases to 0.674.

Table 4.68: Joint Effect of Strategy Content, Organizational Factors, QMPs on Learning and Growth

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.383 ^a	.147	.126	2.19480	.147	6.896	1	40	.012	
2	.674 ^b	.455	.427	1.77741	.308	21.993	1	39	.000	
3	.741 ^c	.549	.514	1.63720	.095	7.966	1	38	.008	2.116
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Learning Growth										
ANOVA ^a										
Model			Sum of Squares	df	Mean Square	F	Sig.			
1	Regression		33.218	1	33.218	6.896	.012 ^b			
	Residual		192.686	40	4.817					
	Total		225.905	41						
2	Regression		102.697	2	51.348	16.254	.000 ^c			
	Residual		123.208	39	3.159					
	Total		225.905	41						
3	Regression		124.048	3	41.349	15.426	.000 ^d			
	Residual		101.857	38	2.680					
	Total		225.905	41						
a. Dependent Variable: Learning and Growth										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	9.563	3.844		2.487	.017	1.793	17.333		
	Strategy Content	.105	.040	.383	2.626	.012	.024	.185	1.000	1.000
2	(Constant)	9.138	3.115		2.934	.006	2.838	15.438		
	Strategy Content	-.020	.042	-.072	-4.70	.641	-.104	.065	.597	1.674
	Organizational Factors	.156	.033	.718	4.690	.000	.089	.223	.597	1.674
3	(Constant)	7.609	2.920		2.606	.013	1.699	13.520		
	Strategy Content	-.009	.039	-.034	-2.37	.814	-.087	.069	.592	1.690
	Organizational Factors	.051	.048	.233	1.052	.300	-.047	.148	.241	4.153
	QMPs	.062	.022	.554	2.822	.008	.018	.107	.308	3.246
a. Dependent Variable: Learning and Growth										

Source: Research Data, 2015

When the parameter of QMPs is added in model 3, it changes to 0.741. The results further show that there are different variations in Learning and Growth Performance by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 14.7%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 14.7 %. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases to 30.8%.

The F-ratio for strategy content is 6.896. When the parameter of organizational factors is added, the change in F-ratio is 16.254. When the parameter of QMPs is added, the F ratio changes to 15.426. The P-values for the three models were less than 0.05. The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on Learning and Growth Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation below explains the model as; Learning and Growth Performance = 7.609 – 0.009 (Strategy content). This means that a unit increase in strategy content causes Learning and Growth to decrease by .009. Table 4.69 illustrates the joint effect of strategy content, organizational factors and QMPs on Social and Environmental Performance. The results show that the correlation coefficient R of strategy content is 0.330. When the parameter of organizational factors is added in model 2, it increases to 0.378.

Table 4.69: Joint Effect of Strategy Content, Organizational Factors, QMPs on Social and Environmental Performance

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.330 ^a	.109	.087	1.41804	.109	4.899	1	40	.033	
2	.378 ^b	.143	.099	1.40866	.034	1.534	1	39	.223	
3	.548 ^c	.300	.245	1.28963	.157	8.531	1	38	.006	2.147
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Social and Environmental Performance										
ANOVA ^a										
Model	Sum of Squares		df	Mean Square	F	Sig.				
1	Regression	9.852	1	9.852	4.899	.033 ^b				
	Residual	80.434	40	2.011						
	Total	90.286	41							
2	Regression	12.897	2	6.448	3.250	.050 ^c				
	Residual	77.389	39	1.984						
	Total	90.286	41							
3	Regression	27.086	3	9.029	5.429	.003 ^d				
	Residual	63.200	38	1.663						
	Total	90.286	41							
a. Dependent Variable: Social and Environmental Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.095	2.484		.843	.404	-2.925	7.115		
	Strategy Content	.057	.026	.330	2.213	.033	.005	.109	1.000	1.000
2	(Constant)	2.006	2.468		.813	.421	-2.987	6.999		
	Strategy Content	.031	.033	.180	.936	.355	-.036	.098	.597	1.674
	Organizational Factors	.033	.026	.238	1.239	.223	-.021	.086	.597	1.674
3	(Constant)	.760	2.300		.330	.743	-3.896	5.415		
	Strategy Content	.039	.030	.229	1.298	.202	-.022	.101	.592	1.690
	Organizational Factors	-.053	.038	-.387	1.398	.170	-.130	.024	.241	4.153
	QMPs	.051	.017	.714	2.921	.006	.016	.086	.308	3.246
a. Dependent Variable: Social and Environmental Performance										

Source: Research Data, 2015

When the parameter of QMPs is added in model 3, it changes to 0.548. The results further show that there are different variations in Social and Environmental Performance by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 10.9%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 3.4 %. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases by 15.7%.

The F-ratio for strategy content is 4.899. When the parameter of organizational factors is added, the change in F-ratio is 3.250. When the parameter of QMPs is added, the F ratio changes to 5.429. The P-values for the three models were less than 0.05. The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on Social and Environmental Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected.

The equation below explains the model as; Social and Environmental Performance = $0.760 + 0.039$ (Strategy content). This means that a unit increase in strategy content causes Social and Environmental Performance to increase by .039. Table 4.70 below presents the joint effects of strategy content, quality management practices and organizational factors on overall organizational performance.

Table 4.70: joint effects of strategy content, quality management practices and organizational factors on overall organizational performance

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.377 ^a	.142	.121	8.74179	.142	6.643	1	40	.014	
2	.641 ^b	.411	.381	7.33688	.269	17.786	1	39	.000	
3	.664 ^c	.441	.397	7.24153	.030	2.034	1	38	.162	2.357
a. Predictors: (Constant), Strategy Content										
b. Predictors: (Constant), Strategy Content, Organizational Factors										
c. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
d. Dependent Variable: Organizational Performance										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	507.648	1	507.648	6.643	.014 ^b				
	Residual	3056.757	40	76.419						
	Total	3564.405	41							
2	Regression	1465.044	2	732.522	13.608	.000 ^c				
	Residual	2099.361	39	53.830						
	Total	3564.405	41							
3	Regression	1571.692	3	523.897	9.990	.000 ^d				
	Residual	1992.713	38	52.440						
	Total	3564.405	41							
a. Dependent Variable: Organizational Performance										
b. Predictors: (Constant), Strategy Content										
c. Predictors: (Constant), Strategy Content, Organizational Factors										
d. Predictors: (Constant), Strategy Content, Organizational Factors, QMPs										
Coefficients ^a										
Model		Unstandardized Coefficients			Standardized Coefficients	t	Sig.			
		B	Std. Error	Beta						
1	(Constant)	25.140	15.312		1.642	.108				
	Strategy Content	.409	.159	.377	2.577	.014				
2	(Constant)	23.563	12.857		1.833	.074				
	Strategy Content	-.052	.172	-.048	-.303	.764				
	Organizational Factors	.579	.137	.671	4.217	.000				
3	(Constant)	20.147	12.914		1.560	.127				
	Strategy Content	-.029	.171	-.027	-.169	.867				
	Organizational Factors	.344	.213	.398	1.611	.115				
	QMPs	.140	.098	.312	1.426	.162				
a. Dependent Variable: Organizational Performance										

Source: Researcher, 2015

The results show that the correlation coefficient R of strategy content is 0.377. When the parameter of organizational factors is added in model 2, it increases to 0.641. When the parameter of QMPs is added in model 3, it changes to 0.664. The results further show that there are different variations in overall Performance by strategy content, organizational factors and QMPs. The coefficient of determination (R^2) of strategy content is 14.2%. When the parameter of organizational factors is added, then the change of coefficient of determination (ΔR^2) increases by 26.9 %. When the parameter of QMPs is added, the change of coefficient of determination (ΔR^2) increases by 3.0%.

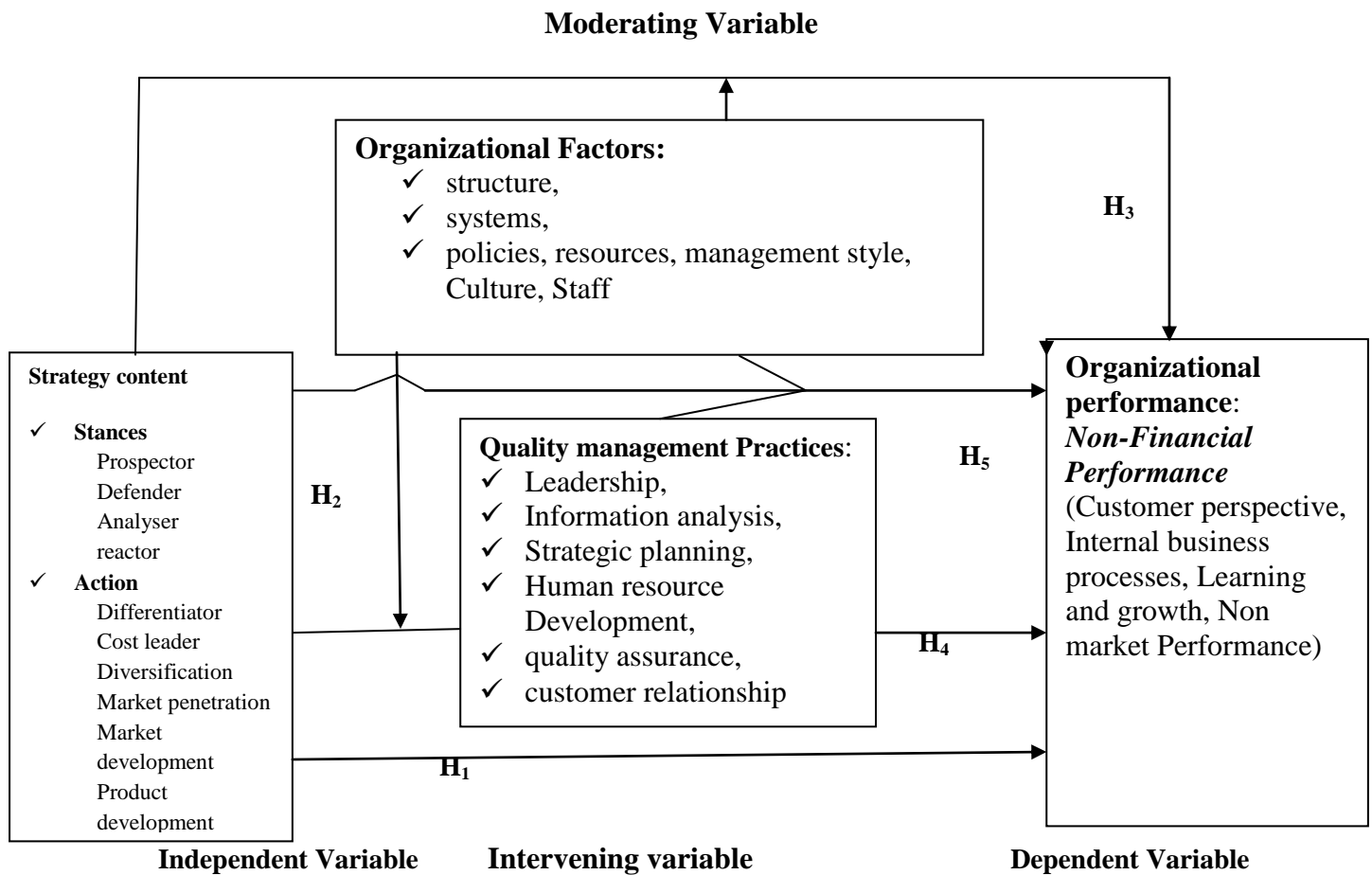
The F-ratio for strategy content is 6.643. When the parameter of organizational factors is added, the change in F-ratio is 13.608. When the parameter of QMPs is added, the F ratio changes to 9.999. The P-values for the three models were less than 0.05.

The results show that joint effect of strategy content, organizational factors and quality management practices is significant compared to their independent effects on overall organizational Performance ($P < 0.05$). Thus, the alternative hypothesis is not rejected. The model can be explained by the equation; Organizational Performance = 20.147 + 0.171 (Strategy content). This means that a unit increase in strategy content causes Organizational Performance to increase by .171.

4.8 Significant Effect of Regression Results

The researcher evaluated the factors that should be considered as part of explanation of results of the study. Financial performance was omitted as it did not add value to the conceptual model. Both dimensions of strategy content of stance and action and QMPs were of value in the model and thus were included. The resulting model was illustrated in figure 4.5 below.

Figure 4.5: Conceptual model



Source: Researcher, 2015

Figure 4.5 of conceptual model illustrates the results arising out of the testing of various hypotheses. The model shows that strategy content has a significant effect on organizational non financial performance as supported by the testing of hypothesis one. Organizational factors moderate the relationship between strategy content and quality management practices. This is supported by results of testing hypothesis two. The result of testing hypothesis three depicts a moderating effect of organizational factors between strategy content and organizational performance. QMPs were shown to intervene the relationship between strategy content and performance as shown by testing of hypothesis four. The joint effect of strategy content, QMP and organizational factors on performance was different from individual effects. This is shown by results of the testing of hypothesis five.

4.9 Objectives, Hypotheses and Results

The researcher compared the objectives, hypotheses and results of the study to evaluate whether objectives of the study were met. The outcome of the study may either support or not support the hypotheses of the study. Table 4.71 below presents the summary of the comparison of research objectives, corresponding hypotheses, results and interpretation.

From the table, all the alternative hypotheses were not rejected. The interpretation of which is; strategy content affected performance, organizational factors moderated the relationship between strategy content and performance and between QMPs and performance. QMP intervened the relationship between strategy content and performance and finally, the joint effects of strategy content, organizational factors and QMP affected organizational performance.

Table 4.71: summary of the comparison of research objectives, corresponding hypotheses and results

Objective	Hypothesis	Results	Interpretation
i. To establish the effect of strategy content on organizational performance	H₁ : Strategy content has significant effect on organizational performance	Alternative hypothesis not rejected	Strategy Content is a moderate predictor of organizational performance
ii. To establish the effect of organizational factors on the relationship between strategy content and QMPs	H₂ : Organizational factors have significant moderating effect between strategy content and QMPs	Alternative hypothesis not rejected	Organizational Factors moderates the relationship between Strategy Content and QMPs
iii. To establish the effect of organizational factors on the relationship between strategy content and organizational performance	H₃ : Organizational factors have significant moderating effect between strategy content and performance	Alternative hypothesis not rejected	Organizational Factors moderates the relationship between Strategy Content and Performance
iv. To establish the effect of quality management practices on the relationship between strategy content and performance.	H₄ : Quality management practices have a significant intervening effect between strategy content and organizational performance.	Alternative hypothesis not rejected	Strategy Content is indirectly related to Org. Performance. QMP mediates relationship between Strategy content and Performance
v. To determine the joint effect of Strategy content, quality management practices and organizational factors on performance	H₅ - The joint effect of Strategy content, quality management practices and organizational factors on performance is more than their individual variables effects on performance.	Alternative hypothesis not rejected	Joint effect influences organizational performance

Source: Research, 2015

Table 4.71 above show the objectives, hypotheses and corresponding results. There were four objectives and hypotheses which the researcher sought to test. Out of the four hypotheses, three were supported by the study. However, hypothesis three on moderating effect of organizational factors was not supported.

4.13 Chapter Summary

This chapter has discussed the analysis of data and findings on strategy content, quality management practices, organizational factors and organizational performance. It was divided into background of the study, presentation of findings and interpretation of study findings.

The chapter presented results of various tests namely reliability and validity of the study, normality tests, multicollinearity tests, factor analysis and tests for homogeneity of variance. The profiles of organizations of study were discussed and descriptive statistics were presented in line with study objectives and hypotheses. Finally, the four objectives of the study were studied by testing corresponding hypotheses.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter entails the discussion of the results of each hypothesis. The results of findings are compared with literature and conclusions expounded. The discussions include: strategy content and organizational performance, strategy content and quality management practices, strategy content, organizational factors and quality management practices, strategy content, QMPs and performance and finally joint effects of strategy content, organizational factors and QMPs on organizational performance.

5.2 Strategy Content and Organizational Performance

Strategy content was found to have a significant effect on organizational performance. This finding is similar to that of Andrew et al, (2006). Strategy content had no significant effect on financial performance but had significant effect on non financial performance. Porter (1981) explains that financial performance impacts on overall organizational performance negatively. Specifically, strategy content had significant effect on customer performance, internal business processes, learning and growth and social and environmental performance. Strategic stance was correlated significantly with customer performance. It had no correlation with other aspects of performance. Stance had no significant effect on financial performance but had significant effect on non financial performance. On specific aspects of performance, stance had significant effect on non-financial but not with financial measures. This finding is because two aspects of stance, reactors and defenders had reducing effects on performance.

Strategic action had no significant effect on financial performance but had significant effects on non financial performance. Porter (1981) reports that financial performance impacts negatively on general performance. On non financial measures of performance, action had significant effects on customer performance, internal business processes, learning and growth, social and environmental performance.

All aspects of strategic action did not register statistically significant effects on financial performance. Aspects of market development, research and differentiation had statistically significant effect on non financial performance. This finding is consistent with that of Andrews et al, (2006) which found market development strategy to be associated with performance. This can be seen as the most radical and innovative of strategic actions and is consistent with prospector stance. Prescott (2008) found that educational institutions which succeed in differentiation strategy often have access to leading scientific research, highly skilled and creative services, product development teams and sales teams with ability to successfully communicate the perceived strengths of the services, products and corporate reputation for quality and innovation.

Prospector stance was positively correlated with non financial performance but not with financial performance. Defender stance had significant but negative effect on non financial performance while its effect was not significant on financial performance though it was negative. Analyzer stance was significantly and positively correlated with non financial performance. It affected non financial performance significantly. Reactor stance was found not to have significant effect on financial performance.

Its effect on non financial performance was significant but negative. These findings corroborate those of Miles and Snow, (1978) and Oyedijo and Akewusola (2013), Zajac and Shortell (1989).

Andrews et al, (2006) found that strategy content matters in the performance of an organization, a position which was corroborated by Oyedijo and Akewusola (2013). Studying SMEs in Nigeria, they reported that Strategies adopted by companies really matter when it comes to performance. Mile and Snow (1978) reported that prospector stance was positively associated with performance and that this aspect of stance was actually better when compared with other aspects like defenders, reactors and analyzers. They also found that there is performance difference between prospectors and defenders. Shortell and Zajac (1989) corroborated findings of Miles and Snow (1978) by reporting that defenders fell behind prospectors especially in markets that are dynamic.

Poister et al, (2011) found that neither strategic stance nor action have consistent significance association with financial performance. This explains failure of some aspects of stance and action to have significant effects on financial performance. For example, reactors and defenders were found to have a reducing effect on performance. Oyedijo and Akewusola (2013) explain that failure of reactor to perform is due to erratic adoption of strategies and late adoption of strategies by Nigerian companies which eventually lead to their exit from the market.

5.3 Strategy Content, Organizational Factors and Quality Management Practices

Strategy content was found to have significant moderate positive correlation with organizational factors. Organizational factors had significant correlation with both aspects of strategy content of stance and action. QMPs had strong positive correlation with all aspects of organizational factors. Overall, organizational factors were found to moderate the relationship between strategy content and quality management practices and performance. This finding is in agreement with Machuki et al (2012) that firm-level institutions are correlated with aspects of performance. The finding of this study contradicts that of Rao (1997) that adoption of QMPs as a strategic choice does not depend on context.

The finding however corroborates those of Zakuan et al, (2012), Sharp (2000), Arshida and Agil, (2012), Jamali (2010) Kasongo and Moono (2010) and Mohammad (2004). Zakuan et al, (2012) argue that top management support is necessary for adoption of QMPs. Sharp (2000) posit that culture, teamwork and cooperation are essential for successful adoption of QMPs. Jamali (2010) and Arshida and Agil (2012) advance that culture, management style and staff motivation are key to adoption and successful implementation of QMPs.

5.4 Strategy Content, QMPs and Organizational Performance

Strategy content was correlated with QMPs. The study found significant correlation between strategy content and QMPs. QMPs were significantly correlated with both stance and action. The correlation of strategy content with performance found that strategy content had moderate correlation with non financial aspects of performance such as customer performance, internal business processes, learning and growth and social aspect and environmental performance. It was however found that strategy content was not correlated with financial performance.

When QMPs were correlated with organizational performance, it was found that QMPs had strong correlation with all measures of performance except financial performance. QMPs had significant intervening effect between strategy content and non financial aspects of performance. It however did not intervene the relationship between strategy content and financial performance. Measures of performance which were significantly intervened by QMPs included customer perspective, learning and growth, internal business processes and social and environmental performance. These findings are supported by that of Pajoro and Sohal(2006), Machuki (2011) and Muchara (2012).

The findings of effect of strategy content on performance are corroborated by Ogendero (2014), Poister et al, (2011) and Andrew et al, (2006) who found that strategy content has an effect on performance. The study further corroborates findings of Pajoro and Sohal, (2004) that QMPs enhances ability of organizations to realize performance objectives. They particularly argue that QMPs enable organizations to be innovative and proactive. Muchara (2012) argues that embracing quality management enhances organizational efficiency and competitive advantage.

QMPs have been found to intervene between strategy content and learning and growth and customer perspective. This finding is supported by Ferdows and Demeyer (1990) and Philip et al (1983) who associate QMP with differentiation strategy and continuous improvement. Findings of this study further corroborate those of Douglas and Judge (2001), Ho et al (2001), Kaynak (2003) and Shah and Ward (2003) that QMPs are associated with non financial performance. The findings however contradict those of Dooyoung et al., (1998) which do not associate QMPs with performance.

5.5 Strategy Content, Organizational Factors, QMPs and Organizational Performance

Strategy content was found to be moderately and significantly correlated to organizational factors. Strategy content had significant correlation with QMPs. It was found that QMPs had moderate correlation with organizational performance. Organizational factors were found to be correlated significantly with QMPs. However, variables of strategy content, QMPs and organizational factors had weak insignificant correlation with financial performance. Strategy content had significant effect on QMPs. It was also found to have significant effect on non financial performance but no significant effect on financial performance. QMPs were found to have significant effect on Non financial aspects of performance. The study found that organizational factors moderate the relationship between strategy content and organizational performance, a similarity with findings of Boyne (2003) which showed that managerial variables make a difference in service performance. The results showed that lack of focus on organizational arrangement are associated with poor performance.

The study reports that joint effects of strategy content, quality management practices and organizational factors on financial performance was not significant. However, joint effects of strategy content, QMPs and organizational factors on non financial performance were statistically significant. The study further reports on the statistical significance of the joint effects on individual non financial performance. The study corroborates the findings of Porter (1981) and Ogendo (2014). Porter conducted a study on contribution of industrial organizations on strategic management.

The study revealed that financial performance measurement impacted overall organizational performance negatively. Ogendo (2014) studied knowledge transfer, external environment, strategy content and performance and recommended the adoption of sustainable balanced score card as a comprehensive measure of organizational performance. The findings further corroborate that of Miles and Snow (1978) which reported that prospector firms performed better than defenders and reactors.

5.6 Summary of the Chapter

This chapter has discussed the results of each hypothesis. The results of findings have been compared with literature and conclusions expounded. The discussions have included: strategy content and organizational performance, strategy content and quality management practices, strategy content, organizational factors and quality management practices, strategy content, QMPs and performance and finally joint effects of strategy content, organizational factors and QMPs on organizational performance.

The next chapter discusses the conclusion and recommendations for further study. The chapter will explore the implications of the study to theory, management and policy. The implications of the study to practice will also be explained. The chapter will culminate by suggesting areas for further research.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter comprises the summary of findings, conclusion, implications of the study, limitations of the study and areas of further research. It also discusses the implications of the study along theory, practice and policy. The chapter ends by discussing the contributions of this study to advancement of frontiers of knowledge.

6.2 Summary

The main objective of the study was to examine the influence of quality management practices and organizational factors on the relationship between strategy content and organizational performance. There were five specific objectives with corresponding hypotheses. The first objective was to determine the effect of strategy content on organizational performance. The first hypothesis which states that strategy content has significant effect on performance was used to test this effect. The research findings in chapter five established that strategy content had statistically significant effect on organizational performance. It was established that strategy content had significant effects on internal business processes, CSR and environmental performance, customer perspective and learning and growth but no effect on financial performance.

The second and third objectives were to determine the effects of organizational factors on the relationship between strategy content and quality management practices and between strategy content and performance. Hypothesis two and three were used to test this effect. Both regression and correlation analyses were performed in order to test the hypotheses.

The research findings determined that organizational factors had statistically significant mediating effect between strategy content and quality management practices and between strategy content and performance. The fourth objective was to establish the effect of quality management practices on the relationship between strategy content and organizational performance. The fourth hypothesis was used to test the effect. The research findings determined that there was statistically significant intervening effect of quality management practices on the relationship between strategy content and organizational performance.

The fifth objective was to establish the joint effects of strategy content, quality management practices and organizational factors on organizational performance. The fifth hypothesis was used to test this effect. The research findings showed that the joint effects of strategy content, quality management practices and organizational factors were more than the sum of their individual effects on non financial performance.

6.3 Conclusion

The research set out to meet five objectives. The first objective was to determine the effect of strategy content on performance, tested by hypothesis one. The study showed that strategy content has a significant effect on performance. The second and third objectives were to determine the effect of organizational factors on the relationship between strategy content and performance and between QMPs and performance. This was tested using the second and third hypotheses.

The results of this study found that organizational factors have moderating effect between strategy content and QMPs. The organizational factors have equally been found to moderate the relationship between strategy content and performance. This finding implies that organizations need specific organizational factors in order to embrace quality management practices and that in deed quality management practices are context dependent. The results show that strategy content, organizational factors and QMPs jointly affect performance of middle level colleges. Impliedly, to explain performance of these ISO 9000 Certified institutions, these variables should be considered.

6.4 Implications of the Study

The section addresses the theoretical, managerial, methodological and policy implications of the study.

6.4.1 Theoretical Implications

The study has anchored the use of SBSC in the strategy content and quality management research. Most studies have used financial performance as traditional measure of performance. While the use of financial measure of performance remains valid, it fails to provide a holistic view of an organizational performance since non-financial and less tangible aspects of performance such as customer perspective, learning and growth and environmental performance are not considered (Kaplan and Norton, 1992). The inclusion of stakeholder theory in this study has enabled the use of contemporary frameworks of performance like the sustainable balanced score card.

The study supports the industrial organizations economics theory which anchors the concept of strategy content. Strategy content is further supported by Mile and Snow (1978) typology about strategic stances. The aspects of strategic actions are supported by generic strategies by Porter (1985), Ansoff (1965) and pearce and Robinson (2012). The findings of the study also support neo-institutional theory (Di Maggio and Powell, 1991) which anchors the concepts of quality management practices. Resource based theory by Wernerfelt (1984) grounds the concept of organizational factors while the concept of performance is supported by stakeholders' theory (Kaplan & Norton, 1982).

This study has implications on industrial organization economic theory along the structure conduct performance paradigm as it has attempted to determine the influence of strategy content on performance. The debate on how strategy content aspects of stance and action affect performance has been majorly inconclusive with various aspects of stance drawing conflicting conclusions. The study makes contributions to IO economic theory by corroborating findings of other researchers who have shown that strategy content affects performance. The study therefore contributes to a growing body of literature of strategy content by testing various constructs of strategic stance and action on both financial and non financial performance.

The study has implications for neo-institutional theory and resource based view. The study shows that organizations are not passive implementers of environmental cues like QMPs and that indeed; these cues can be used to enhance organizational performance.

Even though embracing ISO 9000 certification may be a performance requirement, aligning organizational factors with these practices can culminate into better performance. The study reports moderate correlation between organizational factors and QMP and overall performance. This shows that organizational factors statistically moderate the relationship between strategy content and QMPs or performance; it in fact explains performance variation among ISO 9000 certified organizations. This finding lends credit to resource based view which states that organizational resources are unique and can be deployed to enhance performance objectives.

6.4.2 Managerial Implications

The study has examined ways by which strategy content affects organizational performance. The mediating effect of quality management practices and moderating effect of organizational factors between strategy content and organizational performance was examined. Practitioners in the field of education can draw upon the findings in this study on the importance of embracing QMPs to help realize organizational strategies. The findings of this study therefore lend itself to managerial scrutiny on the adoption of quality management practices and aligning strategies to internal environment.

The study further enables managers to make informed decisions on long term strategies an organization can use to compete. It is shown from the study that prospector stance is positively associated with performance. It is also shown that analyzers stance is the other option that middle level institutions can use to compete. It is shown from the study that adoption of defender stance or reactor stance negatively affects performance.

The study shows that organizations that move into newer markets register better performance than other actions. This action can be used by defender and analyzer organizations to turn around their performance outcomes.

The study reports statistically significant moderating effect of organizational factors on the relationship between strategy content and QMPs and between strategy content and performance. This shows that organizational factors should be considered by managers in making decisions on strategies since they contribute to performance outcome. The results show that organizational strategies should be aligned with contextual factors to register desired performance outcomes.

6.4.3 Methodological Implications

The principal focus of this study was to explain statistical relationships. The study has examined the processes which cause these relationships as suggested by Lenz (1981). Methodological choices have gone beyond the choice of statistical models to testing the interactions among various variables in this study. Prior research on strategy content has suffered from the weakness that survey respondents are forced to choose between mutually exclusive strategic categories and placing their organization in one box. This is inconsistent with the evidence that organizations pursue a mix (and sometimes contradicting) strategies. This study has attempted to resolve this by using a likert scale to assess the location of organizations on different dimensions of strategy content. The study departed from conventional way of testing direct relationship between strategy content and performance. The departure was by testing the intervening effect of QMPs and moderating effect of organizational factors on the relationship between strategy content and performance.

The study has revealed that the moderating effect of organizational factors is significant between strategy content and QMPs and between strategy content and performance. The study has shown that QMPs have significant intervening effect between strategy content and performance. Further, the study has shown that the joint effect of strategy content, QMPs and organizational factors on organizational performance is significant. This study is perhaps the first to investigate the effect of QMPs and organizational factors on the relationship between strategy content and organizational performance.

The study confirms the use of cross sectional survey when carrying out a study on the effect of QMPs and organizational factors on the relationship between strategy content and organizational performance. One sample t-test has been used to analyze the data. It provides the mean and t-value to measure statistical description of the data. Correlation analysis was used to show relationship among various variables.

Simple linear regression, hierarchical regression and simultaneous regressions were found to be adequate in testing statistical significance of the study variable. Non financial and financial indicators were also shown to have adequacy in measuring organizational performance.

6.4.4 Policy Implications

Middle level colleges play a significant role in providing skilled work force needed to realize vision 2030. Therefore, quality of training and their overall performance is a policy concern. The findings of this study showed that prospectors and analyzers register statistically significant positive performance outcomes.

It was also shown that defenders and reactors registered negative performance outcomes. QMPs were shown to intervene the relationship between strategy content and performance. Overall, it was shown that organizational factors moderated the relationship between strategy content and QMPs and between strategy content and performance. Organizational factors were also shown to moderate the relationship between QMPs and performance. Arising from the findings, deliberate policy measures aimed at enhancing quality of training, non financial performance and financial sustainability are necessary.

Findings of this study provide a basis for policy makers to decide on ISO 9000 certification benefits, organizational factors necessary for success of strategies and adopting sustainable balance score card in measuring organizational performance. The findings from this study expose the inadequacy of financial performance as indicators of organizational performance. The holistic approach of SBSC makes it adaptable for organizational measures of performance.

6.5 Contribution to Knowledge

The study has shown that strategy content has significant influence on performance of middle level colleges. The study has shown that strategies adopted have implications on performance outcome. The findings of this study show that prospectors and analyzers register statistically significant positive performance outcomes. It is also shown that defenders and reactors register negative performance outcomes.

Overall, it is shown that organizational factors moderate the relationship between strategy content and QMPs and between strategy content and performance. Organizational factors show moderately strong significant positive correlation with QMPs and performance.

QMPs have been found to intervene the relationship between strategy content and organizational performance. Specifically, the intervening effects of QMPs have been found to have significant effect on non financial performance. Organizational factors have been shown not to moderate on the effect of strategy content and QMPs. Strategy content has been found to have significant effect on affect QMPs.

The study has demonstrated that financial measurement of performance is not robust enough in explaining the effect of strategy content, QMPs and organizational factors on overall organizational performance. The results show that adoption of sustainable balanced scorecard contributes to understanding the effect of individual variables and joint effects of variables on performance.

6.6 Limitations of the Study

The use of cross sectional approach in studying the variable of strategy content, QMPs, organizational factors and performance limited the holistic view of the influence of QMPs and organizational factors on the relationship between strategy content and organizational performance. Given that most middle level colleges have adopted QMPs in a period of three years and below, the use of cross sectional study may not provide a complete picture of how organizational factors and QMPs affect performance in the long term. Perhaps, the use of longitudinal study approach may provide a different angle on the interplay of these variables on performance considering that like any practice, time has a factor of cementing QMPs in organizations.

The financial measure of performance in most of public middle level colleges is centred on an organization having a surplus or a deficit at the end of a financial year. A surplus may not reflect better financial performance as it may also show lack of appropriate use of funds. Lack of appropriate financial measures may make findings on financial performance in this study to be argued as being inadequate.

Finally, this study was limited to the variables of strategy content, organizational factors, QMPs and their influence on performance. Other factors other than organizational factors and QMPs may affect the relationship between strategy content and performance. For example Government policies and procedures may affect performance of middle level colleges irrespective of strategies in place. The study cannot also be generalised beyond the population of ISO 9000 certified colleges.

6.7 Suggestions for Further Study

Future studies could explore the effect of government policies and regulations in moderating the influence of strategy content on QMPs as this may explain the adoption of QMPs by middle level colleges. External environment could also be considered as a moderator in this relationship.

Secondly, Future studies should examine the effects of the strategy content, quality management practices and organizational factors on performance across several industries. While the focus of this study has been in middle level colleges, other industry studies could help in explaining further moderators to these relationships.

Replication plays an important role in the external validation of cause and effect relationship. Hubbard and Vetter (1996) state that replication research aids in ensuring the integrity of a discipline's empirical results and in contributing to knowledge by guarding against type one error (errors of rejection of the null hypothesis). In line with this, there is need to replicate this study after a period of time to establish if the findings stand the test of time.

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APPENDICES

Appendix I: Research Questionnaire

This questionnaire is designed to collect data from ISO Certified Middle Level Colleges in Kenya on the topic strategy content, quality management practices, organizational Factors and performance of ISO 9000 certified middle level colleges. A five point Likert scale is provided for you to rank your response based on the extent to which you agree with the statement.

Part I: Section A: Background information

1. Please indicate by ticking the staff population: Teaching staff
50-149
150-249
250-349
350-449
500 and above
Non-teaching staff
50-149
150-249
250-349
350-449
500 and above
2. Please indicate by ticking the population of students in your college
100-499
500-999
1000-1499
1500-1999
2000 and above
3. Please indicate the type of certificate awarded
 Certificate
 Diploma
 Certificate and diploma
 Degree
 All
4. Please indicate the number of areas of specialization in your college
10-19
20-29
30-39
40 and above
5. (a) Please indicate by ticking (√) in the bracket whether your organization is currently ISO 9000 certified.
 Our organization is currently certified Yes No
(b) If certified, please indicate how many years have passed since achieving ISO certification
 Three years or less

- More than three years []
- 6. Using **1**=Not at all, **2**=Less extent, **3** =moderate extent, **4** =large extent, **5**=very large extent, Please indicate To what extent did the following reasons motivate your embracing ISO 9000 certification

Reason for embracing ISO 9000 certification	1	2	3	4	5
a. Cost reduction					
b. Improving efficiency					
c. Increasing revenue base					
d. Improving image					
e. Performance contract requirement					

Any other reason.....

Section B: Strategy Content

7. The following statements are descriptive of an organization's strategy content. Using **1**=Not at all, **2**=Small extent, **3**=moderate extent, **4**=large extent, **5**=very large extent, Please indicate by ticking (√) in the applicable box the extent to which the following statements apply to your college strategies?

Statement	1	2	3	4	5
a. The college is at the fore front of unveiling innovative programmes and services to customers					
b. The college monitors competitors for new academic programmes and services then implement competitors' successful programmes and services					
c. The college emphasizes use of control systems for monitoring performance					
d. The college prepares for and anticipates future opportunities					
e. The college emphasizes on programmes which provide future competitive edge					
f. The college evaluates possible consequences thoroughly and obtain alternatives					
g. The college rarely introduces new programmes or services but focus on core programmes					
h. Changes in programmes and services are MAINLY informed by regulators, auditors or Inspectors					
i. College sees pressure from competitors as important drivers to service improvement					
j. The college emphasizes short term profitability over long term goals					
k. Developing new ways of raising income is a major part of college's strategy					
l. New approaches to improvement(e.g. services, charter, QMS) are a major part of the college's approach					

8. Using 1=Not at all, 2=Small extent, 3 =moderate extent, 4 =large extent, 5=very large extent, Please indicate by ticking (√) in the applicable box the extent to which the following statements apply to your college strategies?

Statement	1	2	3	4	5
a. Creation of new courses to replace existing ones					
b. Maintaining security of present market while changing specializations or developing new ones					
c. Gaining market share through improving quality					
d. Gaining market share through improving enrollment and opening new campuses					
e. Providing existing services to new users is a major part of the organization's approach					
f. Gaining market share through marketing					
g. Produce diversified courses from same resources to the customers					
h. Provide academic services to diversified market segments					
i. Combine college's resources with other institutions to create competitive advantage					
j. The college competes by excelling on few chosen programmes					
k. Combine some of the college's capabilities with those of other institutions to create competitive advantage					
l. Provide training for other institutions and allow them to give their certificates					
m. License other institutions to train and give them rights to offer the organization's courses for a fee					
n. Seek advice on research and development from research organizations					
o. Provide plans and policies aimed at managing the organization's expenses					
p. Provide unique academic programmes to customers					
q. Deliver quality services to customers					

Section B: Organizational Factors

The following statements are descriptive of organizational factors. Using **1**=Not at all, **2**=Small extent, **3** =moderate extent, **4** =large extent, **5**=very large extent, Please indicate by ticking (√) in the applicable box the extent to which the following statements about organizational factors apply to your organization.

Statement	1	2	3	4	5
a. The college has a budget which is tied to performance objectives					
b. The college ensures suitable organization structure is in place to implement strategic objectives					
c. The college has an effective internal auditing program					
d. The systems used to manage the college have been adapted to ensure success of strategies					
e. The college has in place reference materials on quality management					
f. The college has a autonomous departments					
g. The departments have access and support of top management					
h. The management staff have a culture of trust					
i. Department staff coordinate their activities in cooperation with other departments					
j. The organization rewards employees who excel in assigned duties					
k. Decision making is highly centralized					
l. There are systems in place to monitor what individuals do as compared to what they are expected to do					
m. Employees are encouraged to participate in decision making					
n. Sufficient resources have always been allocated to departments to accomplish performance objectives					
o. The need for training work force to ensure efficient service delivery has always been taken into account					
p. The college organizes team building activities for staff					
q. Top management encourages employee feedback on performance					
r. The management ensures there are qualified staff to undertake responsibilities					
s. The organization has sufficient infrastructural facilities to ensure competitiveness					
t. Organizational Culture encourages attainment of competence in work					
u. The organization has highly motivated employees					
v. The organization possesses unique resources					

Section D: Quality Management Practices

The following statements are descriptive of Quality Management practices (QMP). Using **1**=Not at all, **2**=Small extent, **3** =moderate extent, **4** =large extent, **5**=very large extent, Please indicate by ticking (√) in the applicable box the extent to which the following statements apply to quality management practices in your organization.

Statement	1	2	3	4	5
a. All major departmental heads within the institution accept their responsibility for quality					
b. Management provides personal leadership for quality products and quality improvement					
c. The top priority in evaluating institution's management is quality performance					
d. Top management strongly encourages employee involvement in the production process					
e. Top management creates and communicates a vision focused on quality improvement					
f. Top management is involved in quality improvement projects					
g. Quality management and customer satisfaction are integrated in organizational plans					
h. The organization has a long term quality vision					
i. The organization is proactive in anticipating customers' needs					
j. The organization satisfies or exceeds the requirements and expectations of customers					
k. Customers give us feedback on quality and delivery performance					
l. Organization is highly responsive to customers' needs					
m. Quality is the number one criterion used by customers in selecting the college					
n. Customers can rely on the college for quality educational programmes and processes					
o. Quality is college's number one priority in dealing with our customers					
p. The college analyses data collected on our processes					
q. The college uses collected, analysed data for decision making					
r. The college continuously trains our staff on quality					
s. The college provides conducive environment and resources for working					
t. The college reviews programmes frequently to ensure conformance to standards					
u. The college takes corrective and preventive actions to ensure product conformance					
v. The college has a criteria for supplier selection					
w. The college maintains long term relationship with suppliers					
x. Management takes all programmes and process improvement					

suggestions seriously					
y. Staff are encouraged to make suggestions for improving performance					
z. Management tells staff why suggestions are implemented or not used					
aa. Many useful suggestions are implemented					
bb. During problem solving sessions, The college make an effort to get all team members' opinions and ideas before making a decision					
cc. The organization forms teams to solve problems					
dd. Employee teams are encouraged to try to solve their own problems, as much as possible					
ee. The organization works to prevent problems, rather than fixing them after they occur					
ff. Quality is designed into the college's services rather than defects inspected out after the fact					
gg. The college strives to continually improve all aspects of programmes and processes, rather than taking a static approach					
hh. Continuous improvement makes college's performance a moving target, which is difficult for competitors to attack					
ii. The organization is not a static entity, but engages in dynamically changing itself to better serve its customers					
jj. Quality is the responsibility of everyone in the organization					
kk. Bringing a variety of perspectives to solving problems in the organization leads to better solutions					
ll. Everyone in the organization has been made accountable for quality					

Please provide any comment with regard to quality management practice in your college.....
.....

Section D: Organizational Performance

The following statements are descriptive of organizational performance. Using 1=Not at all, 2=Small extent, 3 =moderate extent, 4 =large extent, 5=very large extent, Please indicate by ticking (√) in the applicable box the extent to which the following statements apply to performance of your organization.

Statement	1	2	3	4	5
a. For the last three years, college’s graduates have conformed to market requirements					
b. For the last three years, college’s graduates are preferred by employers to graduates from ISO uncertified institutions					
c. For the last three years, there has been expansion of revenue base					
d. Revenue collection has improved over the last three years					
e. Revenue collected has exceeded college’s expenditure over the last three years					
f. For the last three years, quality of teaching has improved					
g. Customer complaints have decreased over the last three years					
h. There has been less student unrest over the last three years					
i. Public image of the college has improved over the last three years					
j. Unit costs of operations have reduced over the last three years					
k. Over the last three years, staff absenteeism has decreased					
l. New academic programmes have been introduced in the last three years					
m. Wastage of resources has decreased over the last three years					
n. Customer satisfaction has increased in the last three years					
o. The last three years has seen increased student enrollment in the college					
p. The number of students assisted to receive bursary has increased over the last three years					
q. The college has planted more trees over the last three years					
r. The college has increased community based activities					

Indicate on the column provided the amount of deficit or surplus on your college revenues for the last three years (if a deficit, place the amount within a bracket)

Year	2011-2012	2012-2013	2013-2014
Revenue deficit/surplus			

Please provide any comment with regard to your college’s performance.....

Thank you for your time and cooperation

Appendix II: List of ISO 9000 Certified Middle level Colleges in Kenya

The following organizations were selected for the study.

1. Bumbe Technical Training Institute
2. Bukura Agricultural College
3. Coast Institute
4. Cooperative College of Kenya
5. Kenya School of Law
6. Egoji Teachers Training College
7. East African School of Aviation
8. Friends College Kaimosi (Kaimosi Institute of Research & Technology)
9. Kenya School of Government
10. Gusii Institute of Technology
11. Institute of advanced Technology
12. Kaiboi Technical Training Institute
13. Kabete Technical Training College
14. Kabianga University College
15. Kenya Education Management Institute
16. Kenya Industrial Research & Development Institute
17. Kenya Medical Training College
18. Kenya Technical Teachers College
19. Kenya Institute of Special Education
20. Kenya Forestry College
21. Kenya Wildlife Services Training Institute
22. Kenya Utalii College
23. Kenya Water Institute
24. Kiambu Institute of Science & Technology
25. Kiirua Technical Training Institute
26. Kirinyaga University College
27. Kisumu Polytechnic
28. Kitale Technical Training Institute
29. Machakos Teachers' Training College
30. Machakos University College

31. Mathenge Technical Training Institute
32. Meru Technical Training Institute
33. Meru University of Science & Technology
34. Michuki Technical Training Institute
35. Mombasa Technical Training College
36. Murang'a University College
37. Nkabune Technical Training Institute
38. Nairobi Technical Training Institute
39. North Eastern Province Technical Training Institute
40. Nyandarua Institute of Science and Technology
41. Nyeri Technical Training Institute
42. Ol'lessos Technical Training Institute
43. P.C. Kinyanjui Technical Training Institute
44. Rift Valley Institute of Science & Technology
45. Rift Valley Technical Training Institute
46. Ricatti Business College
47. Railway Training College
48. Sangalo Institute of Science & Technology
49. St. Lawrence Egoji Teachers' College
50. Thika Technical Training Institute

Source: (Kenya Bureau of Standards, 2014; Bureau Veritas, 2014, SGS, 2015)

Appendix III: Letter of Introduction

Jack Oluoch Kelly,

University of Nairobi,

P.O. Box 30197-00100,

NAIROBI

Email: oluochkelly@yahoo.com

Mobile Number: 0725218289

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Dear sir/Madam,

**REQUEST FOR DATA: STRATEGY CONTENT, QUALITY
MANAGEMENT PRACTICES, ORGANIZATIONAL FACTORS
AND PERFORMANCE OF ISO 9000 CERTIFIED MIDDLE LEVEL
COLLEGES IN KENYA**

I am a doctor of philosophy (PhD) candidate in the department of business administration, school of business in the University of Nairobi. As part of the requirement for the award of the degree, I am expected to conduct a research study. My topic is as outlined above. I kindly request that my questionnaire herewith attached be filled.

The research results will be used solely for academic purposes and will be treated with strict confidentiality. No one, except the university will have access to these records. Should you require the summary, kindly indicate so at the end of the questionnaire.

Many thanks,

Jack Oluoch Kelly

Doctor of philosophy (PhD) candidate

Supervisors:

Dr. Vincent Machuki, Ph. D, Prof. Zachary B Awino, Ph. D and Prof. G P. Pokhariyal, Ph.D., all from the University of Nairobi, P.O. Box 30197-00100, Nairobi.