

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICE
ON PERFORMANCE OF SAVINGS AND CREDIT CO-
OPERATIVE SOCIETIES IN PUBLIC ROAD TRANSPORT,
KENYA**

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**Influence of Strategic Management Practice on Performance of
Savings and Credit Co-Operative Societies in Public Road
Transport, Kenya**

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**A Thesis Submitted in Partial Fulfillment for the Degree of Doctor
of Philosophy in Business Administration in the Jomo Kenyatta
University of Agriculture and Technology**

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DECLARATION

This thesis is my original work and has not been presented for a study in any University.

Signature..... Date.....

Josiah Mugwe Thatia

This thesis has been submitted for examination with our approval as the appointed University Supervisors.

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JKUAT, Kenya

DEDICATION

This thesis is dedicated to my wife and our children for their moral support and encouragement during the period of this study.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAMEL	Capital Adequacy, Asset Quality, Management Efficiency and Liquidity Management
GOK	Government of Kenya
ICT	Information and Communication Technology
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KMO	Kaiser-Meyer-Olkin
MOTC	Ministry of Transport and Communication
NACOSTI	National Commission for Science, Technology and Innovation
NTSA	National Transport and Safety Authority
OTC	Overseas Trading Company
PSV	Public Service Vehicle
ROI	Return on Investment
SACCO's	Savings and Credit Cooperative Societies
SMART	Specific, Measurable, Attainable, Realistic, and Time bound.
SPSS	Statistical Package of Social Sciences
SWOT	Strength, Weakness, Opportunity and Threat.
TLB	Transport Licensing Board

OPERATIONAL DEFINITION OF TERMINOLOGIES

Environment Scanning: Refers to the practice of analyzing internal and external environment in order to identify those elements that can affect organizations policies and performance (Pearce & Robinson, 2011).

Implementation: Refers to transforming formulated policies or strategies into action. It involves organization of the firm's resources and motivation of the staff to achieve objectives (Mintzberg, 2004).

Information Communication Technology Adoption: Refers to the use of technology-based means of transmitting information, creating knowledge, saving cost, enhancing innovative capacity and increasing productivity (Khalifa, 2016).

Matatus: Public road transport vehicles (NTSA, 2014).

Organizational Performance: Refers to the actual results or output of an organization as measured against the intended output (Tomal & Jones, 2015)

Strategic Human Resource Development: Defined as the creation of a learning culture within which a range of training, development and learning strategies both respond to corporate strategy and also help to shape and influence it (McCracken & Wallace, 2000).

Strategic Leadership: Is about managing the strategy-making process to increase the performance of an organization, thereby increasing the value of the enterprise to its owners, that is, its shareholders (Stowell & Mead, 2016).

Strategic Management Practice: Involves the identification of the purpose of the organization in the changing business environment by formulating and implementing strategies to achieve the intended long term goals of an organization (Thompson, Peteraf, Gamble, & Strickland, 2012).

Strategy: Large-scale, future oriented plans for interacting with the competitive environment to achieve company objectives. It is a company's game plan (Pearce & Robinson, 2013).

ABSTRACT

The main objective of the study was to establish the influence of strategic management practice on performance of Savings and Credit Co-operative Societies in the Public Road Transport in Kenya. The specific objectives of the study were: to establish the influence of strategic leadership, strategic human resource development and information communication technology adoption on Sacco performance and also the moderating effect of environmental scanning on the relationship between strategic management practice and performance of Sacco's in the public road transport in Kenya. Underperformance of Sacco's in public road transport in Kenya is an issue of concern that has received mixed reactions from different stakeholders like public road transport commuters, industry investors and the Government. The study adopted descriptive research design. The target population was 475 Sacco's in public road transport spread over 34 counties in Kenya as per National Transport and Safety Authority report of 2015. Using proportionate simple random sampling method 204 Sacco's were chosen from the target population to be the representative sample of the study. Respondents were managers of Sacco's in the public road transport. Structured questionnaires which comprised of closed ended questions were used to collect primary data due to their effectiveness of capturing respondent information in a structured manner. Data collected was analyzed using analytical tools which were: descriptive statistics, factor analysis, correlation and regression methods. Before regression analysis, diagnostic tests such as Kaiser-Meyer-Olkin, Bartlett's and multicollinearity tests were conducted. The research results were tabulated for easier interpretation. After regression analysis, it was established that there was a positive statistical relationship between strategic leadership, strategic human resource development and information communication technology adoption on performance of Sacco's in the public road transport in Kenya. Additionally, environmental scanning was found to have a moderating effect on the relationship between strategic management practice and performance of Sacco's in the public road transport. The study concluded that unless Sacco's dedicate their effort in strategic leadership, strategic human resource development and adopt information communication technology, achieving competitiveness would be an uphill task. The study recommended that the Government of Kenya should establish a formal institute that offers professional courses tailored to transport sector workers including drivers and conductors. Further, the Government should intervene and reinforce labor laws among Sacco's thus enhancing customer service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

World class organizations are driven by strategic management practice in order to perform and achieve a competitive edge (Murimbika & Urban, 2013). Most of the global companies operating in the developed countries like United States, Germany, China and Russia have achieved their strategic goals by adopting strategic management practice. According to Rodríguez-Ponce and Pedraja-Rejas (2012) firms need to look inward for strategic opportunities and adopt strategic management practices that promote an entrepreneurial posture and simultaneously captures existing organizational competitive advantages while at the same time explore future needs that will ensure sustainable competitiveness. Turbulent business environments, competition, globalization and influence of technology are aspects that are directly or indirectly influencing strategic decisions of competitive firms (Pearce & Robinson, 2009).

Ofunya (2013) argues that the strategy of an organization consists of the business approaches and initiatives it undertakes to attract customers and fulfill their expectations, to withstand competitive pressures and to strengthen its market position. These strategic responses provide opportunities for the organization to respond to the various challenges within its operating environment. Firms also develop strategies to enable them seize strategic initiatives and maintain a competitive edge in the market (Porter, 2004). Strategy is implemented through organizational design in which an organization selects a combination of organizational structure and control systems that enable it create a sustainable competitive advantage (Pearce & Robinson, 2011). Hrebiniak (2006) argues that formulating the right strategies is not enough, because managers and employees must be motivated to implement those strategies. The survival and prosperity of an organization depends on how the organization relates to its environment. Such survival becomes paramount when the environment is adverse.

Thompson, Peteraf, Gamble and Strickland (2012) assert that the position taken by an organization in adapting to the turbulent environment is vital to its success. Proper strategic management enables the organization to avoid a mismatch with the environment. It provides a link between an organization and its environment and must be consistent with the goals, values, the external environment, resources, organizational structures and systems (Charles & Gareth, 2007). Strategy is the heart of strategic management because it helps the organization to formulate and implement various tasks to remain competitive in a turbulent environment (Melchorita, 2013).

1.1.1 Strategic Management Practice and Performance

An organizational strategy defines its unique image, provides its purpose and direction to its activities and to the people within and outside the organization (Charles & Gareth, 2007). Strategic Management issues considered, central to strategy implementation, include matching organizational structure with strategy, linking performance and pay to strategies, creating an organizational climate conducive to change, managing political relationships, creating a strategy-supportive culture, and managing human resources (Pearce & Robinson, 2013).

Muogbo (2013) suggests that strategic management is a concept that concerns making decisions and taking corrective actions to achieve long-term targets and goals of an organization. It is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce & Robinson, 2007). Strategic management therefore includes; strategy formulation, strategy implementation and strategy evaluation and control. Establishing annual objectives, devising policies, and allocating resources are central strategy implementation activities common to all organizations. Also, depending on the size and type of the organization, other management issues could be equally important to successful strategy implementation (Pearce & Robinson, 2011).

Strategic management practice contributes to performance by generating relevant information, creating a better understanding of the environment and reducing uncertainty. Murimbika and Urban (2013) suggests that there is a positive correlation between strategic management practice and organizational performance. Organizations that operate in the dynamic business environment are likely to remain competitive if they adopt appropriate strategies. Porter (2004) states that organizational performance is determined by the ability of the firm to find its unique position and strategic management practice is the tool to enable the firm acquire that strategic position. In addition, Kaplan and Norton (2006) assert that performance management is commonly used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the management of organizational performance with the management of individual performance. Organizational performance perspectives suggested by Kaplan and Norton include; financial perspective, that entails measuring whether the organization is generating profits from its core businesses; Customer perspective, that entail customer satisfaction from goods and services; Internal business processes, that involves continuous improvement of services using modern technology and finally innovation and learning, that entails ability of organizations to develop new products and services thus team learning and co-partnerships in the industry.

Alkhafaji (2011) argues that for effective strategic management in a dynamic business environment, competitive organizations can adopt a number of strategic management practices such as exerting strategic leadership, developing the human resource and technological adoption in order to enhance their performance. Strategic leadership is regarded as multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment (Griffin, 2007). A survey by Forbes (2014) concurs that changing business environment will only accommodate organizations that align their strategic practices with the changing needs of different stakeholders.

It was noted that 70% of the strategic formulations were not actualized due to issues of leadership, culture, management styles and resource capability.

Armstrong (2010) regards Strategic human resource development as a process that facilitates the development of human capital in the organization. He further argues that, human resource strategies have remained the integral part of any competitive business enterprise. Strategic human resource development is instituting policies and procedures that facilitate skillful strategy execution, using teams to influence cross-functional knowledge and capabilities (Linge & Kiruri, 2013). It involves developing knowledge management abilities that facilitate the leveraging of best practices and effective and efficient capture of economy of scope opportunities. It also involves developing learning organizations that facilitate the constant adoption, utilization, ownership, internal dissemination of best practices, and executing change management approaches that contribute to building and maintaining strategy supportive corporate culture (K'obonyo & Arasa, 2012).

Gilaninia *et al* (2011) on the impact of information technology application on supply chain performance established that ICT enhances business processes and leads to improved communication between the users easier. Adoption of ICT and other electronic devices facilitate automatic execution of tasks by employees which also contribute to efficient internal processes and increased satisfaction levels among users. Therefore, the study concluded that ICT is the key driver of organizational performance. Efficiency and effectiveness of the supply chain activities are enhanced by adopting appropriate technology in the value chain (Gavrea, Lies, & Stegorean, 2011).

1.1.2 Sacco's in the Public Road Transport in Kenya

The history of public road transport in Kenya stretches back to 1934 when London-based Overseas Trading Company (OTC) introduced the first buses, a fleet of 13 on 12 routes. These routes 1-12 formed the earliest traditional bus routes in Kenya that are still in use today. Public road transport is dominated by Matatus. The term

Matatu is derived from a local Kikuyu vernacular term “mang’otore matatu” which means thirty cents, and which was then the standard charge for every trip made (GoK, 2014).

Kenya’s public road transport sector has undergone many changes over the past five decades and has yet reached arguably its most illustrious period. KIPPRA (2013) noted that the Matatu industry in Kenya has for many years been associated with road accidents, recklessness and lawlessness. It is an industry that is most cited for lack of strategic practices and policies despite being managed by the various registered Sacco’s. This has resulted to: lack of schedules, poor working conditions for workers, fluctuating fares, undesignated stops, cartels, and harassment.

The formation of the public road transport Sacco’s was initiated by the Ministry of Transport and Communications Legal Notice No. 161 formulated in 2003. The objectives of the Legal Notice were to: reduce accidents caused by over speeding; enhance the safety of commuters; ensure responsibility, accountability and competency of drivers and conductors; eliminate illegal drivers, conductors and criminals that had infiltrated the industry; facilitate identification of vehicles and restrict their operation to authorized routes through registered Sacco’s (MOTC Transformation of Road Transport Report, 2004). In this regard, Matatu owners are encouraged to register their vehicles under Sacco’s as a new government policy through the Ministry of Transport (National Transport & Safety Authority, 2015). The policy requires that Matatu owners should hand over their vehicles to registered road transport Sacco’s by signing a contract or franchise agreements with the management of Sacco’s. On the other hand, Sacco’s ensure that the industry players abide by the policies formulated by the government in order to manage the public road transport more efficiently and effectively (NTSA, 2015).

1.2 Statement of the Problem

Sacco’s in public road transport are a major economy booster; creating direct and indirect employment to thousands of diverse vehicle owners, Sacco managers,

drivers, touts, route managers, mechanics; and a source of livelihood and investment opportunity for hundreds of Kenyans working in insurance companies, tracking companies and spare part dealers among others (NTSA, 2015). Despite the significant contribution to the economy, public road transport Sacco's performance is deteriorating based on increased rate of strikes and conflicts among industry players, high rate of accidents that have increased mortality rates and psychological duress among family members of accident victims, inconsistencies in service delivery and slow rate of implementing new policies (NTSA, 2015). According to NTSA report of 2017 there were 317 passenger deaths as at May, 2017 caused by Matatus, compared to 279 deaths reported during same period in 2016 (NTSA, 2017). This calls for proper strategic management practices to address the situation, for sustainable Sacco performance. However, it is not clear which strategic management practice is most effective and hence this study. According to studies by KIPPRA (2014) stability of Matatu Sacco's in Kenya is purely dependent on strategic management and which has remained a challenge despite the efforts of the Ministry of Transport to encourage Sacco's to embrace law and order.

Researches, both locally and internationally, relating to strategic management practice and organizational performance have identified variables other than those of this study. For instance, studies by: Melchorita (2013) on the influence of strategic management practices and competitive advantage on organizational performance in higher educational institutions in Kenya focused on higher educational institutions, adopted non-probability sampling design and interview guide as data collection instrument; Murimbika and Urban (2013) on strategic management practices and performance of small and medium enterprises in South Africa, was limited to different variables such as scanning intensity, locus of planning, planning flexibility, planning horizon and control attributes; Mohamud, Mohamud & Mohamed (2015) on the relationship between strategic management and organizational performance in Mogadishu-Somalia, looked at individual variables from a holistic perspective, adopted too little sample used to generalize total population and study carried out in Somalia; Bakar, Tufail, Yusof & Virgiyanti (2011) on implementation of strategic

management practices in the Malaysian construction industry, focused on management of construction industries in Malaysia, adopted a case study and data analyzed using factor analysis; Dauda, Akingbade & Akinlabi (2010) on strategic management practice and corporate performance of selected small business enterprises in Lagos-Nigeria, focused on research and development, adopted a census approach, data analyzed using factor analysis and the study conducted in Nigeria.

A study by Wambugu and Waiganjo (2015) on the effects of strategic management practices on organizational performance of construction companies in Nairobi City County-Kenya, examined strategic customer relationship management and strategic technical skills management as study variables. In addition, a survey conducted in the United States of America by Fortune Magazine (2013), pointed out that 68% of the organizations failed to implement their strategies thus resulting to poor performance due to internal and external factors such as employee empowerment, poor communication, lack of budgetary allocation and management support. However, none of these previous studies investigated the influence of strategic management practice on performance of Sacco's in the public road transport in Kenya. Also, a number of conceptual and contextual gaps have not been addressed comprehensively. Therefore, it is on this background this study sought to establish the influence of strategic management practice on performance of Sacco's in the public road transport sector in Kenya.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to establish the influence of strategic management practice on performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were to:

1. Establish the influence of strategic leadership on performance of Sacco's in the public road transport in Kenya.
2. Determine the influence of strategic human resource development on performance of Sacco's in the public road transport in Kenya.
3. Examine the influence of information communication technology adoption on performance of Sacco's in the public road transport in Kenya.
4. Assess the influence of environmental scanning between strategic management practice and performance of Sacco's in the Public Road Transport in Kenya.

1.4 Research Hypothesis

The research hypotheses of the study were:

- H₀₁** Strategic leadership has no significant influence on performance of Sacco's in the public road transport in Kenya.
- H₀₂** Strategic human resource development has no significant influence on performance of Sacco's in the public road transport in Kenya.
- H₀₃** Information communication technology adoption has no significant influence on performance of Sacco's in the public road transport in Kenya.
- H₀₄** Environmental scanning has no significant influence between strategic management practice and performance of Sacco's in the public road transport in Kenya.

1.5 Significance of the Study

Firstly, the findings of this study would increase the existing body of knowledge in the area of strategic management practice and provide a basis that would be used by other researchers to formulate hypothesis of relevant research topics. The study would also be of importance to future scholars in the field of strategic management practice. The study would add value to already existing theories in the field of strategic management. Secondly, the Management Boards of the public road transport sector Sacco's in Kenya would benefit from the findings of the study through accessing information that would give them insights on the issues around strategic leadership, strategic human resource development and ICT adoption that influence performance.

Thirdly, the findings of the study would help County Governments determine and identify appropriate policies to put in place to monitor the progress of public road transport sector projects implemented and control activities to reinforce policies of the Ministry of Transport in Kenya. The findings of the study would help the National Government of Kenya understand challenges experienced by County Governments when implementing new policies formulated by the Ministry of Transport and ensure that industry stakeholders observe the policies formulated. The findings of the study will help the Ministry of Transport in Kenya in establishing effective ways of achieving their long term objectives in partnership with Sacco's in the public road transport.

1.6 Scope of the Study

The study focused on establishing the influence of strategic management practice on performance of Sacco's in the public road transport sector in Kenya. Sacco's in the public road transport sector in Kenya were chosen because of their significant contribution to social economic developments in the country (NTSA, 2014). The independent variables of the study comprised of strategic leadership, strategic human resource development and information communication technology adoption while dependent variable was performance of Sacco's in the public road transport sector in

Kenya. The moderating variable was environmental scanning. This study was conducted for a period of three months.

1.7 Limitations of the Study

The study faced some limitations while conducting this research; first, management of Sacco's operating in the Public Road Transport Sector was reluctant to allow the research assistants to conduct research in their organizations. This challenge was mitigated by using the research authorization permit from the National Commission for Science, Technology and Innovation (NACOSTI) and the introduction letter issued by Jomo Kenyatta University of Agriculture and Technology to confirm that the study was for academic purposes.

The second limitation was unwillingness of respondents to cooperate since they could not understand how the study would benefit them. This was alleviated by first getting their consent and explaining them how future researchers and also their organization could benefit from the study by identifying some of the issues that can hamper performance. Timely response, response rate, and quality of responses, were also additional challenges given the depth of information required and nature of business. To guard against this, the use of drop and pick method improved the response rate while another method of motivating the research assistants helped keep the field participants focused on completion of the questionnaire filling exercise. The data collection process was done within three months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses theoretical review of the study. First, theories that informed the study are discussed into detail and deductive arguments were made based on the concepts of these theories. Second, the conceptual framework that described the relationship between independent variables and dependent variable plus the moderating variable is discussed in relation to the theories of study. Third, empirical review discussing related studies carried out in the local or international context thus illustrating their findings and gaps. The summary of research gaps highlighting issues that were not addressed by previous studies carried out in the local and international context are discussed.

2.2 Theoretical Review

This study is anchored on Ricky Griffin's Model and supported by other three theories which included human capital theory, resource-based view theory and open system theory.

2.2.1 Ricky Griffin's Model

The theory was established by Griffin in 2007. The theory argues that organizational performance is determined by effective implementation of strategies formulated by top leaders. Internal factors that include; leadership, employee skills, structure of the organization, information control systems, technology in use and culture among other factors are some of the critical aspects that contribute to organizational performance. According to the model, strategic leadership is the fundamental perspective of successful change implementation among organizations operating in the turbulent business environment (Redman & Wilkinson, 2006).

Ricky Griffin's Model suggests that the main factors that influence organizational performance are; organization leadership which provides strategic vision or direction, communicating effectively, enhancing motivation of staff and setting up team culture and value in an organization (Taiwo & Idunnu, 2010). Leaders offer direction and influence organization performance. An organization structure is another factor proposed by the model. Organic structures that are decentralized enhance change implementation while mechanical structures that are centralized hinder effective change implementation of competitive firms. Decentralized structures enhance communication, transparency and accountability among leaders and employees in any organization (Woods, 2010).

Organization objectives are achieved by dedicated team of employees who are influenced by leadership qualities (Arthur, Strickland & Gamble, 2008). The third factor proposed by the theory that enhances performance of the organization is technology in use. Organizations with automated systems are likely to improve customer service delivery and minimize costs of operation. Technology enhances job design, control system which includes financial budgeting, procedures that influence organization strategy implementation (Zima, 2007).

Shields (2007) argue that recruitment of qualified personnel, promoting employees based on performance and job enrichment will enhance organization performance. The assumption of this theory/study is that, organizations are likely to realize increased profitability, improved customer satisfaction, reduced costs of operation though automated systems of production, distribution, and marketing and human resource management. If organizations are intending to perform effectively in the dynamic business environment, leadership, structures, technology, information control and human resource systems should be aligned appropriately in the organizational context (Hrebiniak, 2006).

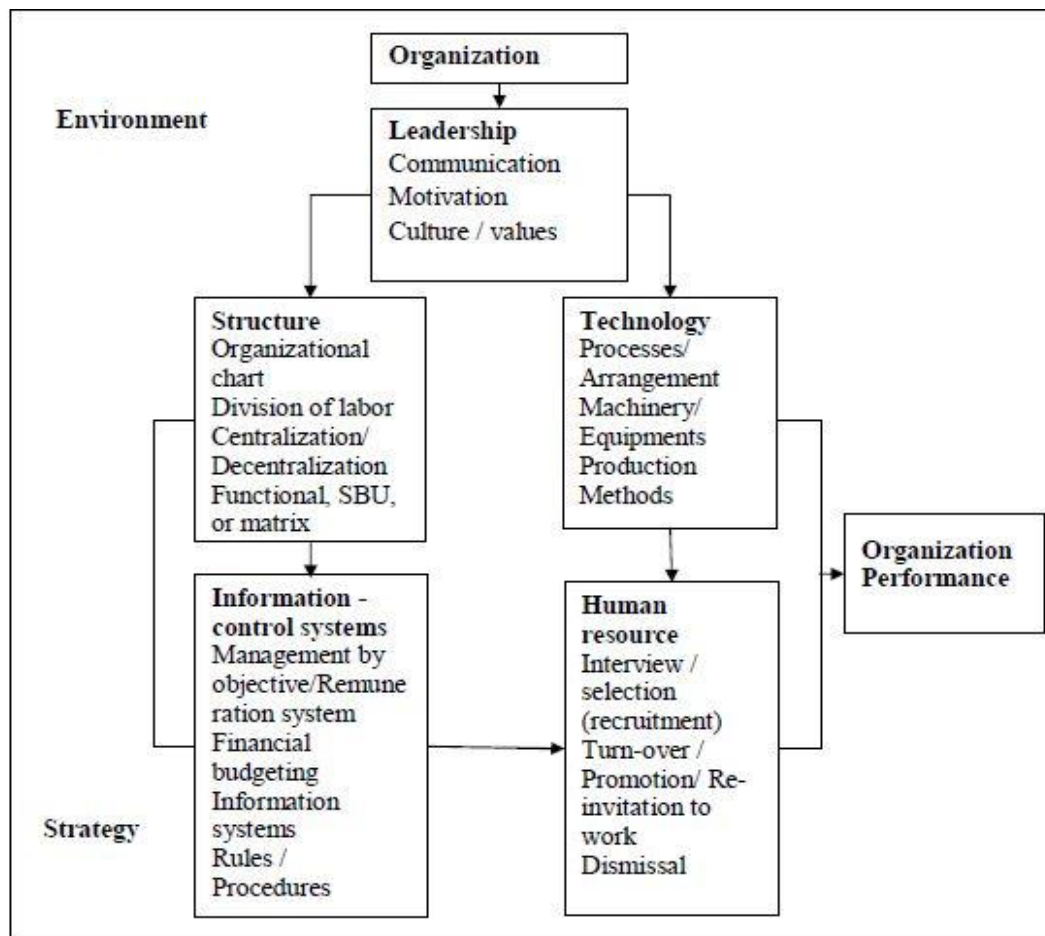


Figure 2.1: Ricky Griffin's Model (2007)

Source: Ricky Griffin's Model (2007)

The theory is related with this study based on the assumption that strategic leadership adopted by Sacco's in the public road transport sector would enhance organizational performance. Strategic leadership would facilitate decentralization of decision, promote technology integration in the system, develop employee skills and knowledge through training and integrate technology to enhance system efficiency and effectiveness. Adoption of contingency approach of strategic leadership would contribute to Performance of Sacco's in the public road transport in Kenya.

2.2.2 Human Capital Theory

The theory was founded by Becker's in 1993. In his classic book, *Human Capital*: Becker argues that there are different kinds of capitals that include schooling, a computer training course and expenditures on medical care. Becker noted that the most valuable of all capital is that of investment in human being. He distinguishes firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development (Guest, Michie, Conway, & Sheehan, 2003).

Human capital arises out of any activity able to raise individual worker productivity (Guest *et al.*, 2003). In practice full-time education is, too readily, taken as the principal example. For workers, investment in human capital involves both direct costs, and costs in foregone earnings. Workers making the investment decisions compare the attractiveness of alternative future income and consumption streams, some of which offer enhanced future income, in exchange for higher present training costs and deferred consumption. Returns on societal investment in human capital may in principle be calculated in an analogous way (Huang, Roy, Ahmed, Heng & Lim, 2002)

Human capital, in real sense, is an invisible asset (Carell, 2006). The importance of the human capital pool (the collection of employee capabilities), and how it is managed through human resource processes, becomes apparent, then, to the strategic aims of the organization. If the types and levels of skills are not equally distributed, such that some firms can acquire the talent they need and others cannot, then (*ceteris paribus*) that form of human capital can be a source of sustained competitive advantage. This emphasis on human capital also chimes with the emphasis in strategy research on 'core competencies,' where economic rents are attributed to 'people-embodied skills (Huang *et al.*, 2002).

The theory is a modern extension of Adam Smith's explanation of wage differentials by the so-called net (dis)advantages between different employments (Legge, 2005). With the beginning of the new millennium it has become more and more apparent that education and human capital constitute a key element of modern economies. Despite the important role of human capital in modern societies, there are still many unknowns about the process of educational production as well as individual and collective decisions concerning how much and what kind of education to obtain (Robinson, Pearce & Mital, 2008). The basic concept of human capital that models individuals is that of investing in skills in response to the expected returns to education as one of the critical factors.

Because educational attainment may also be affected by other factors such as school characteristics or family background, other aspects that are considered include; educational production functions and the significance of potential inputs into the process of educational production (Redman & Wilkinson, 2006). Even in economics, critics of human-capital theory point to the difficulty of measuring key concepts, including future income and the central idea of human capital itself (Robinson *et al.*, 2008). Not all investments in education guarantee an advance in productivity as judged by employers or the market.

In particular, there is the problem of measuring both worker productivity and the future income attached to career openings, except in near-tautological fashion by reference to actual earnings differences which the theory purports to explain. Empirical studies by Muogbo (2013) suggest that, though some of the observed variation in earnings is likely to be due to skills learned, the proportion of unexplained variance is still high, and must be an attribute of the imperfect structure and functioning of the labor-market, rather than of the productivities of the individuals constituting the labor supply.

There is a large and growing body of evidence that demonstrates a positive linkage between the development of human capital and organizational performance. The emphasis on human capital in organizations reflects the view that market value

depends on resources, but rather on intangible ones, particularly human resources. Recruiting and retaining the best employees, however, is only part of the equation. The organization also has to leverage the skills and capabilities of its employees by encouraging individual and organizational learning and creating a supportive environment where knowledge can be created, shared and applied (Robinson *et al.*, 2008).

The theory was applicable with this study based on the assumption that strategic human resource development among Sacco's in public road transport in Kenya would improve organizational performance. Adopting good recruitment and selection policies, employee delegation, conducive working environment, employee training and recognition would enhance competitiveness of Sacco's in the public road transport in Kenya.

2.2.3 Resource-Based View Theory

Resource Based View of the firm is an approach to achieving competitive advantage that emerged in 1980s and 1990s, after the major works published by Wernerfelt ("The Resource-Based View of the Firm"), Prahalad and Hamel ("The Core Competence of the Corporation"), Barney ("Firm resources and sustained competitive advantage"), and others. The supporters of this view argue that organizations should look inside the company to find the sources of competitive advantage instead of looking at competitive environment for it (Barney, 1991).

The theory is one of the concepts applied by modern competitive firms in the dynamic business environment when formulating, implementing and monitoring strategies (Thompson *et al.*, 2012). According to Pearce and Robinson (2013) Resource Based View is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization. Ngau and Kumssa (2006) define resources as stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Capabilities, in contrast, refer to a firm's

capacity to deploy resources, usually in combination, using organizational processes, to produce a desired effect. Hence, the presence of capability enables resources to begin to be utilized, and the potential for the creation of output arises. Whereas resources are the source of a firm's capabilities, capabilities are the main source of its competitive advantage (Thompson *et al.*, 2012).

The Resource Based View theory suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm. According to Zingier (2002) the concept of resources includes all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by a firm and that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. Basically the resource based view states that a firm's internal resources and capabilities are the best source of competitive advantage over other firms. The theory views employees as strategic assets with distinctive competencies to produce superior value. If these competencies can be kept unique to the firm, they can be used to develop a competitive advantage (Pearce & Robinson, 2011).

The theory sheds light on how information communication technology adoption among Sacco's in the public road transport in Kenya would enhance efficiency and effectiveness of customer service delivery. Investment in ICT infrastructure among Sacco's in the public road transport in Kenya would enhance performance by reducing operational cost and hence gain a competitive advantage.

2.2.4 Open System Theory

Open systems theory was pioneered by Millett in 1998. The theory argues that firms as open systems lend themselves to the external environment. All systems have boundaries, although the boundaries can be difficult to identify because systems can be very dynamic. Open systems have porous boundaries through which useful feedback can readily be exchanged and understood. Closed systems, unlike open

systems, have hard boundaries through which little information is exchanged. Organizations that have closed boundaries often are unhealthy.

The external environment includes a wide variety of needs and influences that can affect the organization, but which the organization cannot directly control. Influences can be political, economic, ecological, societal and technological in nature. Highly effective organization regularly exchanging feedback with external environment and strategic management, being an externally oriented management philosophy in the modern context, helps them circumnavigate through the ever-changing environment in order to be efficient and effective in the long run (Pearce & Robinson, 2011).

The theory argues that organizations should align their strategic management practices in order to survive in the dynamic business environment. Internal and external factors should be analyzed when formulating strategic policies. To cope with uncertainty during strategy implementation process, mechanistic thinking organizations are now focusing on becoming leaner, agile, flexible, and right-sized (Ngau & Kumssa, 2006).

For organizations to survive and thrive in today's unpredictable environment, organizations need to become actively adaptive to internal and external factors that influence strategy implementation. Engrained within their strategic futures organizations need to have plans and structures that align and realign their values with those of the extended social environment. They need to understand that not only does the environment change their organization, but they themselves can also influence the environment (Charles & Gareth, 2007).

This theory informs the study by describing how Sacco's in public road transport would survive and thrive in today's unpredictable environment through systematic collection, analysis and interpretation of market information. Public Road Transport sector Sacco's need to become actively adaptive to internal and external factors that influence performance.

2.3 Conceptual Framework

The assumption of conceptual framework in this study described the influence of strategic leadership, strategic human resource development and information communication technology adoption on performance of Sacco's in the public road transport sector in Kenya. Further, the moderating influence of environmental scanning between the independent variables and the dependent variable was conducted.

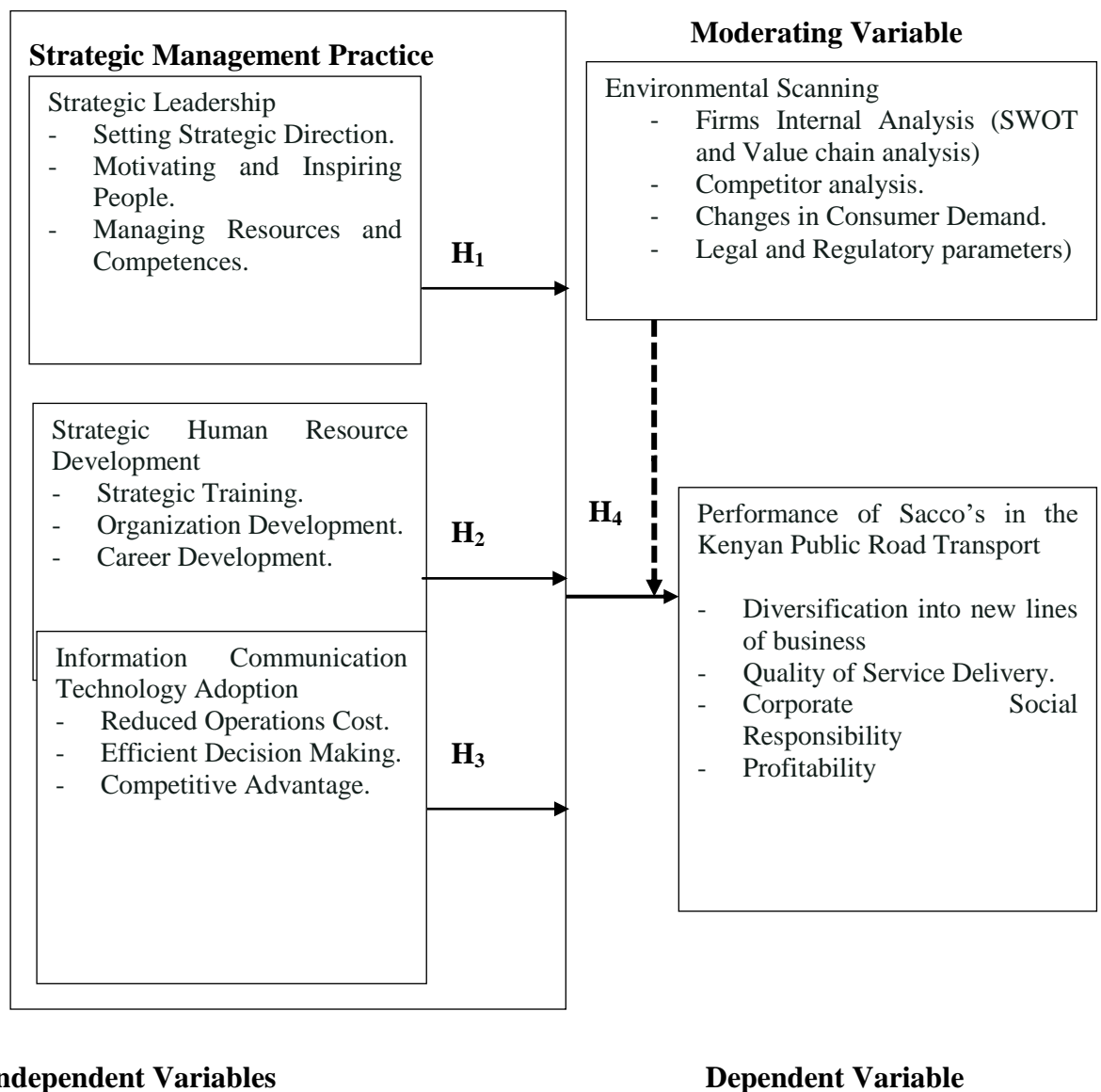


Figure 2.2 Conceptual Framework

2.3 Strategic Management Practice and Performance

Performance of Sacco's in the public road transport was influenced by other strategic management practice factors which include and not limited to strategic leadership, strategic human resource development, ICT adoption and environmental scanning.

2.3.1 Strategic Leadership

Strategic leadership is about how to most effectively manage a company's strategy-making process to create competitive advantage. Strategy-making is the process by which managers select and implement a set of strategies that aim to achieve a competitive advantage. Strategic leadership is concerned with managing the strategy-making process to increase the performance of a company, thereby increasing the value of the enterprise to its owners, that is, its shareholders (Kotter, 2001). Maximizing shareholder value is the ultimate goal of profit-making companies, for two reasons. First, shareholders provide a company with the risk capital that enables managers to buy the resources needed to produce and sell goods and services. Secondly, shareholders are the legal owners of a corporation, and their shares therefore represent a claim on the profit generated by a company.

Okibo and Agili (2015) observe that leadership is about coping with change and also leading an organization to constructive change by setting a direction, aligning people and motivating and inspiring the people. Direction setting refers to creating vision and strategies and also providing a focus in which planning can then be realistically carried out. Strategic direction involves clarity of thought and purpose and is generally articulated through vision and mission statements and objectives. Motivating the people entails; satisfying basic human needs for achievement, having a sense of belonging, recognition, self-esteem, a feeling of control over one's life and the ability to live up to ones ideals.

Strategic capability of a business is determined by the adequacy and suitability of its resources and competencies in order to survive and prosper. Resources can either be tangible such as motor vehicles, plant, labor and finance or intangible such as

information, reputation and knowledge. The efficiency and effectiveness of a firm's resources depends on not just their existence but how they are managed, the cooperation between the people, their adaptability, their innovatory capacity, the relationship with customers and suppliers and the experience and learning about what works well and what does not. The term "competences" is used to mean the activities and processes through which an organization deploys its resources effectively (Pearce & Robinson, 2013).

In recent years, competitive markets and business environments have been volatile, turbulent, uncertain, complex, and heterogeneous. Thus, firms have implemented valuable competencies, capabilities and strategies for their business operations and activities in order to enhance business excellence, encourage competitive advantage, achieve firm performance, gain corporate survival, and promote organizational sustainability in these circumstances (Halawi, Aronson & McCarthy, 2015). Strategic leadership has become a key determinant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations. Therefore, the role of the leader appears to be fundamental to the success of organizations (Kabetu & Iravo, 2018).

2.3.2 Strategic Human Resource Development

To compete and thrive, many organizations are including employee education, training and development as an essential part of their organizations strategy. According to Lyons (2016) strategic human resource development refers to the field of practice and academic discipline focused on improving organizational performance through strategic alignment and integration of multiple purposefully selected and proactively implemented methods for workforce training and development. McCracken and Wallace (2000) suggest that strategic human resource development is the creation of a learning culture within which a range of training, development and learning strategies both respond to corporate strategy and also help to shape and influence it. It is the reciprocal mutually enhancing, nature of the

relationship between human resource development and corporate strategy which lies at the heart of strategic human resource development and at the heart of the development of a learning culture. Strategic human resource development focuses almost exclusively on those activities that relate to organizational strategy and improving performance.

Garavan and Carberry (2012) assert that strategic human resource development links human resource function with the strategic objectives of the organization in order to improve performance. Effective strategic human resource development necessitates constant interaction between executives and managers involved in strategic processes, line management and individuals responsible for the development of the human resources of the company. Aspects of strategic human resource development includes strategic training, which constitutes a major part of strategic human resource development, activities such as coaching, career development, team building and organization development.

Strategic training should be distinguished from traditional training during which learning occurs with the exclusive aim of improving the current performance of the executives, managers and employees by expanding their knowledge and skills. Strategic training is a purposeful learning intervention whilst traditional training manifests in repeated training opportunities. The distinction between strategic and traditional training is thus based on the outcome of the training. Strategic training attempts to adapt and expand the knowledge and skills which managers and employees currently have in order to enable the company to achieve its emergent strategic objectives. Strategic training serves as an adaptive system since it equips managers and employees for changes that may take place in future. “Instead of bringing individual performance into compliance with organizational policies, procedures, work methods, and cultural requirements, training becomes a vehicle for anticipating future environmental requirements (Garavan and Carberry, 2012).

Organization development refers to planned and systematic approach to improving the effectiveness of a company or any organization. It aligns strategy, individuals and

processes. Organization structures and processes influence the motivation and behavior of the workforce. Organization development encompasses the aligning of organizations with their complex and rapidly changing environments through organization learning, knowledge management and adopting organization values and norms (Garavan, 1991). Career development is an ongoing process by which individuals' progress through a series of stages each of which is characterized by a relatively unique set of issues, themes and tasks. It involves two distinct processes: career planning and career management. Career planning involves activities performed by an individual often with the assistance of counselors in order to establish a realistic career plan. Career management involves taking necessary steps to achieve that plan, and generally focuses more on what an organization can do to foster employee career development (Werner & Desimone, 2012).

2.3.3 Information Communication Technology Adoption

Information communication technologies are more than just computers or the Internet. Although there has been a tendency to focus on Internet technology, the study of technology effects in economy and business fields must also be closely considered. Today, ICTs must be conceived broadly to encompass the information that businesses create and use, as well as the wide spectrum of increasingly convergent and linked technologies that process that information (Davis, Grabskis & Kasavana, 2009). ICT adoption refers to the use of technology-based means of transmitting information, creating knowledge, saving cost, enhancing innovative capacity and increasing production. Access, adoption and usage of ICT have become a key enabler of overall technological readiness for any country (Khalifa, 2016).

According to Kitur (2006) several organizations including banks, insurance companies and service companies have adopted ICT and consider it as a key success factor for the reason that it has turned out to be the motivating force that is decisive, in the production and delivery of goods and services in those industries. Certainly, ICT applications can contribute to improve information and knowledge management inside the firm, can reduce transaction costs and can increase the speed and reliability

of transactions. More specifically, ICT can reduce business costs, improve productivity and strengthen growth possibilities. In particular, ICTs have a valuable potential for developing organizations through more effective use and better integration of ICTs in business processes while assisting them to make more efficient decisions relevant to their performance (Barba-Sanchez, Martinez-Ruiz & Jimenez-Zarco, 2007).

Besides, the adoption and implementation of ICT by firms can improve business cooperation, business relationships, quality and diffusion of knowledge. Despite the fact that ICT is not a strategic resource itself, it is freely available in the market and is valuable, difficult to imitate and non-substitutable (Barney, 1991). For this reason, ICT must be complementarily exploited along with other business resources in order to get a source of competitive advantage. The analysis of the strategic value of ICT must include not only the own technological features but also the individual adjustments of the particular firm to the organizational structure, capabilities, resources, incentive structure, facilitating interaction mechanisms to all elements performance conditioners and the possible contribution to a competitive advantage.

2.3.4 Environmental Scanning

Zhang, Majid and Foo (2010) define environmental scanning as the monitoring, evaluating and disseminating of information from external and internal environment to key people within the corporation or organization. It is a process of gathering, analyzing and dispensing information for tactical or strategic purposes. Corporate leaders base their firms' pursuit of market opportunities not only on the existence of external opportunities but also on a very sound awareness of their firm's competitive advantages arising from the firms' internal resources, capabilities, and skills (Choo, 2001).

A firm's external environment entails the factors beyond the control of the firm that influence its choice of direction and action, organization structure, and internal processes. These factors which constitute the external environment can be divided

into three interrelated subcategories: factors in the remote environment, industry environment, and operating environment. Combination of the factors forms the basis of the opportunities and threats that a firm faces in a competitive environment (Pearce & Robinson, 2013). In this study environmental scanning moderates by strengthening the relationship between strategic management practice valuables and performance of Sacco's in the public road transport.

2.3.5 Organization Performance

The potential success of a business depends on its organizational performance which means its ability to effectively implement strategies to achieve institutional objectives. According to Bashaer, Sanjay and Sherine (2016) the performance of any organization depends in large part on the level of skills its leaders possess when it comes to implementing strategies. It also depends on its employees who are a key part of the organization and form the team that works toward achieving the organizational goals.

Tomal and Jones (2015) define organization performance as the actual results or output of an organization as measured against the intended output. Organization performance refers, to continually achieving the preferred results in a manner that is as effective and efficient as possible. Performance may include components, products, consequences, impact, and can also be linked to economy, efficient, effectiveness, cost effectiveness or equity. Firm performance can be measured by the conventional financial method or non-financial performance measures.

Eltinay and Masri, (2014) observe that firms are increasingly implementing new performance measures to evaluate managerial performance and to track non-financial metrics such as customer and employee satisfaction, product and service quality, market share, productivity, and innovation. They argue that non-financial performance measures are more future-oriented than traditional financial measures, thus managers rely heavily on them in making decisions that will benefit their organizations in future. According to Hogue and Adams (2011) argue that non-

financial performance measures take an explicit strategic focus and provide more appropriate internal information within a proper time period and respond to various information needed for decision making. This system is also capable to provide signals for improving crucial activities in organizations and better indicators of future financial performance.

The non-financial performance measures adopted by this study include; expansion into new lines of business, quality of service delivery, corporate social responsibility (CSR) and profitability. Business growth is a stage where the business reaches the point for expansion and seeks additional options to generate more profit. It is a function of the business lifecycle, industry growth trends, and the owner's desire for equity value creation hence the likelihood of investing into new lines of business. Among factors that contribute to quality service include employees' role performance, the effectiveness of coordination and process control on perceived service quality. Owing to this fact, managers ought to deliver seamless service, be trustworthy, attentive and resourceful as they deliver high quality service (Folan, Browne & Jagdev, 2007).

Today, due to globalization of businesses and organization dynamics firms have learned that cutting-edge innovation and competitive advantage can result from weaving social and environmental considerations into business strategy from the onset (Kotler & Lee, 2005). Corporate social responsibility is a commitment to improve community wellbeing through discretionary business practices and contributions of corporate resources. CSR can be referred to as the business commitment to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life. CSR initiatives can benefit an organization by strengthening its brand positioning, enhance corporate image and clout, increased ability to attract, motivate and retain employees (Ahmad & Zabri, 2016).

2.4 Empirical Review

Empirical studies are researches that derive their data by means of direct observation or experiment to answer a question or hypothesis (Sekaran, 2006). The study has to put forward different perspectives and views of functionalists and positivists, in order to compare or argue their perspective in relation to the topic of study. Sufficient background information should be presented for readers to understand and evaluate the results of the present study. This section explored the previous empirical studies relating to the influence of the independent variables for this study (Strategic leadership, Strategic human resource development, and Information communication technology adoption) on the dependent variable (Performance of Sacco's in public road transport). Also, the influence of moderating valuable (Environmental scanning) between strategic management practice and performance of Sacco's in public road transport in Kenya.

2.4.1 Strategic Leadership and Performance

A study by Martindale (2011) on Leadership styles: How to handle the different personas, established that strategic leadership entails the ability of leaders to institutionalize and conceptualize the formulated vision, mission, objectives and strategies. Strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences the organization by aligning the systems, culture, and organizational structure to ensure consistency with the strategy. Influencing employees to voluntarily make decisions that enhance the organization is the most important part of strategic leadership.

The study further noted that a leader, in both instances, prepares for the future and considers both the long-term goal as well as understanding the current contextual setting of the organization. However, it was noted that the study adopted cross-sectional research design, adopted a sample size that was too large and probability sampling techniques selected was inaccurate, multiple tools of data collection such as interview guide and questionnaire and observation forms were used. Furthermore, it was observed that data analysis method was discriminant analysis method.

Okibo and Agili (2015) on factors influencing implementation of change in selected public universities in Kenya revealed that careful planning before making any change in the company is absolutely crucial in a strategic style of leadership. The philosophy behind the practice of leadership is to use strategy in every act of decision making. A more thoughtful management approach can lead to greater success in the workplace if many factors are considered before action is implemented. The study adopted change leadership and organizational culture as study variables.

Waititu (2016) on the relationship between strategy implementation and performance of commercial banks in Nairobi County-Kenya, established that leadership commitment to the strategic direction of an organization is of paramount importance and therefore top management must not spare any effort to persuade, inspire, motivate and encourage employees in order to generate valuable ideas for effective strategy implementation. Therefore, leaders should be able to craft a strategic vision and set SMART goals. The study also postulated that effective leaders implement change through articulating a vision, fostering acceptance of group goals, providing individualized support and intellectual stimulation and clarifying performance expectations. Strategic leaders re-think the situation rather than going through with a change. They make proactive rather than reactive measures. However, it was observed that study was limited to different variables such as communication systems, organization structure and culture. The study was also limited to performance of commercial banks and not Sacco's in the public road transport sector.

Ombui and Mwendu (2014) on factors affecting effective implementation of strategic change at co-operative bank of Kenya identified that success of any change initiative lies in the understanding of that change by visionary leaders. Change in any form, irrespective of how minor, will usually face opposition of some kind. Clearly when the decision to change is made, the change initiators will need to have a vision as to why it is required. Unless these visions are shared with the employees concerned, total acceptance is unlikely. To overcome this, change initiators can merge the change processes that include the 'wants' of employees as well as that of the

organization. However, it was noted that the results of the study were limited to Cooperative banks of Kenya and not public road transport sector.

Melchorita (2013) on the influence of strategic management practices and competitive advantage on organizational performance in higher educational institutions in Kenya, posits that strategic leadership was one of the strategic moves of attaining organizational excellence. The ability of managers to have unique qualities to influence employees will result to improved organizational productivity in the changing business environment. Using a combination of management styles like democratic, bureaucratic, free style, management by objectives and management by walking around will facilitate organizational performance. However, it was noted that the study adopted descriptive research design, adopted a sample size that was too large and non-probability sampling design was inaccurate, data was collected using interview guide.

Mulemi (2014) on strategic change implementation on performance of Sacco's in Kenya ascertains that an effective leader recognizes when an employee or work team is experiencing morale problems even when the sentiment is unspoken. This emotional intelligence allows a leader to step in, identify the root source of the problem, and take proactive measures to get the worker or team headed in the right direction. However, the study was limited to a single variable which is strategic leadership and ignored other variables such as strategic human resource management and information communication technology.

Mohamud, Mohamud and Mohamed (2015) on the relationship between strategic management and organizational performance in Mogadishu-Somalia postulate that inability of the leaders to perform will contribute to poor organizational performance. Organizations and employees rely on leaders to analyze and solve problems. During strategic planning meetings, leaders collaborate to figure out how to leverage the strengths and opportunities available to the company while avoiding pitfalls. People development is what separates a great leader from a manager who gets the basic job done. The study also revealed that in order for organizations, divisions or

departments to grow and prosper, leaders must build up the knowledge and expertise of their work teams. Coaching includes ongoing communication when praise or reprimands are required. Some of the limitations of this study were; too little sample used to generalize the total population, the study looked at independent variables from a holistic perspective rather than independent view.

Transparency International Report (2014) indicated the purpose of an organization is to produce certain objectives. Organizational leadership is less concerned with transforming people than with the smooth operation of the bureaucracy. It is a less exalted form of leadership more akin to management. Further, it was noted that effective strategic leadership is likely to influence the behavior of employees thus resulting to minimal employee resistance to change, promote team work, enhance communication and promote participative decision making from employees of the organization. However, it was noted that the study adopted cross-sectional research design, adopted a sample size that was too large and probability sampling technique adopted was inaccurate, multiple tools of data collection such as interview guide and questionnaire were used. Furthermore, it was observed that data analysis method was cluster analysis.

Taiwo and Idunnu (2010) on the impact of strategic planning on organizational performance and survival pointed out that for effective strategy implementation, top leadership of an organization has to constantly monitor progress, anticipate obstacles and take corrective actions where necessary, in order to ensure that the organization is agile to changing market conditions and competitive forces. Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment. The study further noted that strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing. However, it was noted that the study adopted longitudinal research design, adopted a sample and sampling design which was inadequate to make conclusions about the

problem, multiple tools of data collection such as interview guide and questionnaire were used. Furthermore, it was observed that data analysis method was factor analysis.

Kwenze (2011) pointed out that organizational leadership entails providing a long term road map that guides the organization to deal with change in the business environment, and to clarify strategic intent, that builds the organization and shape their culture to fit with the opportunities and challenges. Leadership is the process of influencing an organization in its efforts towards achievement of its long term goal. On the other hand, Kipkemoi (2010) concurs that strategic leaders have a role to play in organizations that have a long term intended dream. However, it was noted that the study adopted cross-sectional research design, adopted a sample size that was too large and non-probability sampling design was inaccurate, multiple tools of data collection such as interview guide and questionnaire were used.

Kwamensa (2016) on strategic interventions on performance of Construction companies in Kenya, found out that strategic leadership involves the ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary. Strategic leadership is widely described as one of the key drivers of effective strategy implementation. However, lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. Further, the study noted that several identifiable actions characterize strategic leadership that positively contributes to effective strategy implementation include; determining strategic direction, establishing balanced organizational controls, effectively managing the organization's resource portfolio, sustaining an effective organizational culture and emphasizing ethical practices. However, it was noted that the study adopted cross-sectional research design, adopted a sample size that was too large and non-probability sampling design was inaccurate, multiple tools of data collection such as interview guide and questionnaire were used. Furthermore, it was observed that data analysis method was factor analysis.

2.4.2 Strategic Human Resource Development and Performance

Mbondo (2011) on strategic human resource management practices at the Kenya Police Staff Sacco Ltd argues that strategic human resource development is a function in organizations designed to maximize employee performance in the service of an employer's strategic objectives. Strategic human resource management is primarily concerned with the management and developments of people within organizations, focusing on policies that are intended to enable the organization survive in the changing business environment. However, it was noted that the study adopted a case study research design, adopted a census approach, adopted questionnaire as instruments of data collection and analyzed data using factor analysis.

Bakar, Tufail, Yusof and Virgiyanti (2011) on the implementation of strategic management practices in the Malaysian construction industry ascertain that strategic management practice can improve efficiency and most firms practicing strategic management have a clear objective, a winning strategy to achieve the objectives. The study suggests the strategic human resource development is one of the strategic management practices that contributed to organizational performance. Human resource development practices like employee coaching, training, mentorship and delegation of duties contributed to improved productivity of the organization. There is a relationship between employee skills and performance among organizations. By extension, the study observed that employee training entails a set of essential abilities that involve the development of a knowledge base, expertise level and mindset that is increasingly necessary for success in the modern workplace. However, it was noted that the study adopted a case study research design, adopted a census approach that was too large, adopted questionnaire as instruments of data collection and analyzed data using relative important index (RII).

Afzal, Mahmood, Sherazi, Sajid and Hassan (2013) on the effect of human resource planning on organizational performance of Telecom Sector suggest that human resource planning is one of the human resource competitive practices that enhance

organizational productivity. Organizations regard its human resource as their core competency because it would lead towards better organizational performance and therefore they should always seek to identify people with the right mix of knowledge and skills to perform. Organizations that do not have clear human resource plans are likely to fail. The study adopted job satisfaction, efficiency, employee motivation and technology as the study variables and data analysed using factor analysis. The study was carried out in Pakistan. According to Chebet (2015) effective human resource planning was the only way organizations are using to meet customer demands in the changing business environment. Organizations should engage human resource professionals to conduct employee needs assessment.

Mulei (2016) observed that employee skill development was a strategic approach of preparing working for unpredictable business environment which may be characterized by technology, competition and globalization and change consumer demands. For organizations to compete, they require periodical review and evaluation of employee performance based on objectives set. On the other hand, extra-organizational performance management involve communication of performance for the purposes of governance and accountability to organizational stakeholders including Government, funding bodies, audit agencies and the wider public. However, it was noted that the study adopted a sample size that was too small, adopted observation forms as instruments of data collection and analyzed data using content analysis.

Dauda, Akingbade and Akinlabi (2010) on the strategic management practice and corporate performance of selected small business enterprises in Lagos Metropolis pointed out that employee training and development is one of the strategic approaches that can result to minimal change resistance among workers in the organization. The study established that lack of awareness and strategy institutionalization were direct obstacles to organizational performance. The study also revealed that strategic management practices enhance both organization profitability and company market share. Therefore, the study concluded that

investment in human resources was the fundamental aspect of organizational performance. By extension, the study noted that employee should be responsible for meeting deadlines, planning a schedule and multi-tasking various assignments, tasks, and events currently on the employee's plate of responsibilities. However, it was noted that the study adopted a case study research design, adopted a census approach, questionnaire as instruments of data collection and analyzed data using factor analysis.

A study by Okoye and Ezejiofor (2013) on the effect of human resources development on organizational productivity aimed at to determine the extent at which effective human resource development can enhance productivity in order to reduce poor performance in organizations. The study established that no business can exist entirely without human beings and that the major faction of human resource development is the engagement of people to work in order to achieve sales growth and profitability. Data collected were analyzed by use of means, variance and standard deviation and hypothesis formulated were tested using z-test statistical tool. The study focused on training and development and attitudes of management. The study was carried out in Nigeria. Mbondo (2011) suggests that managers who notice a decline in achievement must take proactive steps to implement strategies to increase motivation and employee morale. Training is one of non-financial rewards that drive and empower workers to work towards organizational strategic intent. Mulei (2016) on the other hand concurs that employee ability to perform better is a factor dependent on recognition of employee efforts by managers, delegation, promotion, salary increment, and job design.

Taiwo and Idunnu, (2010) suggest that investments in training and development of employees can make them more productive or more effective in their jobs, directly contributing to the bottom line. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities to adapt in dynamic business environments. When the organization invests in improving the knowledge and skills of its employees, the investment is

returned in the form of more productive and effective employees. However, it was noted that the study was confined to Taiwan and focused on different variables such as training, organization development and analyzed data using factor analysis.

2.4.3 Information Communication Technology Adoption and Performance

Warui (2014) on factors influencing the adoption of internet banking in Kenya: Case of Imperial Bank indicated that customers face a dilemma between desirable and undesirable consequences of the adoption of internet banking and hence face a risky decision on security. Insufficient trust on financial institutions is a critical perceived credibility issue that lower internet banking acceptance. Customer trust is an essential way to retain existing bank customers as well as encouraging the adoption of internet banking. Further, online banking environment and utilization of internet banking revealed that long response time poses transaction risks of internet banking services. The slow response to customers' online requests is mainly due to the shortage of knowledgeable personnel. The study concluded that Internet banking allows costs saving, increases productivity, improves bank service delivery, customizes banking services, and minimizes the human errors of the front-desk staffs in performing routine banking. The study used structured questionnaire to collect data, random sampling method and focused on security, online banking and internet payment as study variables.

Gilaninia *et al.* (2011) on the impact of information technology application on supply chain performance observed that information communication technology has become an integral part of modern society and business driver, such that information and communication leads to knowledge society. Aduda and Kingoo (2012) concur that organizations in particular adopt information and communication technology to improve the efficiency and effectiveness of services offered to customers, improve business processes, as well as to enhance managerial decision making and workgroup collaboration. This helps strengthen their competitive positions in rapidly changing or emerging economies. However, it was noted that the study was confined

to a different country that was Taiwan, focused on different variables such as training, organization development and analyzed data using factor analysis.

Njagi and Kombo (2014) on the effect of strategy implementation on performance of commercial banks in Kenya, pointed out that environmental, organizational, and technological factors are creating a highly competitive business environment in which customers are the focal point. While the growth of the ICT sector in Kenya has been significantly influenced by global trends, it can also be evaluated in terms of number of fixed and mobile telephone lines; the number of computers and services; internet service providers, the number of internet users; broadcasting stations; and market share of each one of them. However, it was noted that the study was confined to commercial banks, focused on different variables such as environmental conditions and organizational structure and analyzed data using multiple analysis.

Macharia and Nyakwende (2009) on the factors affecting the adoption and diffusion of internet in higher educational institutions in Kenya establishes that Competition Pressure, Government Support, ICT Vendors Support, and Perceived Socio Economic factors influence the adoption and diffusion of the Internet. Further, Njongi (2016) established that the growth of any enterprise is tied to retaining loyal customers, improving productivity, cutting costs, increasing market share, and providing timely organizational response. ICT integration is a major enabler for dealing with these issues. On the other hand, Muogbo (2013) on the impact of strategic management on organizational growth and development: A study of selected manufacturing firms in Anambra State, Nigeria noted that technology integration in the system of competitive organization has resulted to increased productivity. Efficiency and effectiveness of the system is enhanced through adoption of modern technologies. With the influence of technology, globalization concept has been promoted where companies sell their products in the global market. However, the study focused in one corporation and ignored other public

corporations. Multiple regression method adopted was not appropriate since the study was not intended to test hypothesis.

Khan (2016) on the challenges and benefits of electronic commerce in an emerging economy notes that the advancement of ICT has brought a lot of changes in all spheres of daily life of human being. E-commerce has a lot of benefits which add value to customer satisfaction in terms of convenience and enables modern firms gain competitive moves in the local and global markets. Companies have cut down costs of operation like paper based systems to automated systems that requires employees with information communication technology skills to operate. Employees with computer skills are more likely to be productive compared to computer illiterate workers in the competitive job market. Employee with computer skills are more likely to adapt to new changes in the business environment compared to computer illiterate employees. However, the study was qualitative in nature, written on the basis of secondary data and focused on different variables such as e-commerce and customer satisfaction. The study was also carried out in Bangladesh.

Aduda and Kingoo (2012) on the relationship between electronic banking and financial performance among commercial banks in Kenya established that ICT provides the firm with a greater degree of functional and organizational structure and coordination that aids in effective managerial decision-making. Through ICT, an organization can reduce expenses, increase the competitive advantage and improve performance, thus creating more profits. They proposed that there are numerous competitive advantages resulting from ICT implementation which include reduction of business costs, quick response to customers and acceleration of corporate partnerships. These in turn lead to improved financial performance. However, it is noted that the study was limited to different variables such as internet banking and mobile banking and adopted multiple regression method to analyze data.

Maina (2016) on the impact of electronic commerce on corporate business strategy of supermarkets in the retail industry in Kenya observed that the main driver behind the adoption of electronic commerce as a trading platform is competition. The study

recommended that corporate managers should reinforce the adoption of technology to gain competitive advantage. Technology is omnipresent in the workplace. In recent years, the use of technological tools and equipment by companies has grown exponentially. Technology undoubtedly provides companies with new opportunities for improving work performance, access to global markets and increasing security on their premises. However, it is noted that the study was limited to different variables such as e-commerce processes and efficiency. Further the study adopted explanatory research design and was limited to impact of electronic commerce on Kenyan supermarkets.

Kipkemoi (2010) noted that in some circumstances, the use of advanced technology can pose higher security threats, which outweigh the benefits the technology provides. Technology in the workplace allows businesses to expand quickly and efficiently. Business technology such as video conferencing, social networks and virtual office technology has removed workplace boundaries that previously limited business expansion. With business technology, companies can target a wider customer base and grow to higher levels. However, it is noted that the study was limited to different variables such as product innovation and product design and adopted linear regression method to analyze data.

Lelei (2015) on the influence of information technology and performance of small business enterprises pointed out that in the information age, the advent of computers and the Internet has increased organization efficiency and effectiveness. Many businesses cannot even function without the use of computer technology. This impact is seen in nearly all areas of business, including human resources, where technology continues to have a significant impact on human resource practices. Enhanced performance management is another byproduct of technological improvement. Human resources professionals can use computer technology to assess employee performance and also to get employee feedback to be used for the betterment of the organization. However, it is noted that the study was limited to

different variables such as performance of small medium enterprises and adopted content analysis method to analyze data.

Kwamensa (2016) observed that various software programs make it possible for human resources professionals to examine employee performance using metrics to ensure that employees are meeting performance standards. Aosa (2011) on strategic management approaches and performance within Kenyan firms argues that employees that do not measure up can be subjected to additional training or let go in favor of a replacement that can come in and do the job. Technological changes also influence the fixation of wage levels. However, it is noted that the study was limited to different variables such as strategic interventions and performance of the construction sector in Kenya and adopted multiple regression method to analyze data.

Lemeng'i (2016) on the relationship of E-commerce and productivity of electronic firms in Kenya noted that due to advancement in technology there may be shortage of skilled manpower in that area. So, the organization will provide high wages for skilled personnel. Employers are faced with the challenge of finding a way to use technology without falling foul of privacy laws. When considering whether to implement a particular technology in the workplace, companies should take appropriate measures to ensure that those technologies are implemented in accordance with applicable privacy and labor laws. However, it is noted that the study was limited to the influence of e-commerce and performance of electronic companies in Kenya and adopted factor analysis method.

2.4.4 Environmental Scanning and Performance

Zhang, Majid and Foo (2010) on Environmental scanning: An application of information literacy skills at the workplace in Singapore, established that environmental scanning could provide early warning signals for organizations, and help companies develop and modify business strategies to meet changing external circumstances and hence improve their competitiveness and performance.

Furthermore, environmental scanning is an information intensive process, and the development of information technology and telecommunication provides various channels and applications, but also creates challenges for accessing, processing and distributing environmental information. To obtain high-quality environmental information for assisting tactical and strategic decision making, managers participating in environmental scanning must possess the corresponding information literacy skills. The study objectives were; information literacy skills and information literacy and studies carried out in Singapore and adopted the draft and refined models.

Agbim, Oriarewo and Zever (2014) on the impact of business environmental scanning behavior on the entrepreneurial performance of micropreneur established that the degree of interest and frequency of scanning are related to entrepreneurial performance. This suggests that micropreneur with higher degree of interest to scan will scan their business environment more frequently. Also, a high frequency of scanning could lead to increased entrepreneurial performance. The degree of interest and frequency of scanning are mechanisms through which micropreneur can gather information on the events and trends which can influence their decisions and the operations of their microenterprises. Objectives of study were degree of interest and frequency of scanning with moderating variables as individual entrepreneur characteristics and enterprise characteristics. The study was carried out in entrepreneurship sector of Nigeria and data analyzed using content analysis.

Asser, Waiganjo and Njeru (2018) on the influence of dynamic environmental scan practices and performance of commercial based state parastatals in Kenya, concluded that dynamic environmental scan practices have significant positive influence on performance. Therefore, this means that state corporations that respond to dynamic and hostile environment will have a competitive edge and hence better performance. The study adopted change management and strategic planning as variables and cross-section survey research design.

Murimbika and Urban (2013) on influence of strategic management practices on the entrepreneurial orientation of South African firms in the financial and business services sector established that environmental analysis is a process to identify all the external and internal elements, which can affect the organization's performance. The analysis entails assessing the level of threat or opportunity the factors might present. These evaluations are later translated into the decision-making process. The study relied on perceptual data where responses may have been influenced by perceptual biases and cognitive limitations.

Njagi and Kombo (2014) established that strategy implementation almost always involves the introduction of change to an organization. When a strategic change is poorly introduced, managers may actually spend more time implementing changes resulting from the new strategy than was spent in selecting it. Strategy implementation involves both macro-organizational issues which include; technology, reward systems, decision processes, and structure and micro-organizational issues which include; organization culture and resistance to change.

Ofunya (2013) on strategic management practices on performance of post banks in Kenya established that all organizations operate in specific internal and external environments. Development of organization conscious mind is a deliberate effort of an organization and can be viewed and assessed easily by its policy, power structure and reward system. Organizations commence their operations by having some sort of conscious mind from the day one. On the contrary, unconscious mind is developed at the later stage when various components interact with each other.

Organizations which operate in dynamic business environments are characterized by internal and external forces. Internal forces can be manipulated by organizational managers but the external environment forces cannot be manipulated by managers but to adopt strategies that will enable them sail through turbulences. Individuals play a key role in developing both conscious and unconscious minds during strategy implementation. How organizations respond to external environment very much depends on its both environments (Pearce & Robinson, 2011). Muogbo (2013)

established that organizations are open systems that interact with the business environment to make strategic decisions. Effective environmental scanning gives a company an opportunity to understand its competitors in the industry and position themselves effectively to gain competitive edge. Internal and external forces that influence strategic decisions should be understood by managers before formulating strategies. Uncontrollable forces that influence business decisions should be anticipated using strategic models.

2.4.5 Strategic Management Practice and Performance of Organizations

Strategic management is the process and approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources so as to implement the policies and plans (Pearce & Robinson, 2011). Strategic Management is a concept that has posed so many problems to several organizations in its applicability. However, for any organizations to thrive well in this modern contemporary age there is need for such organization to embrace strategic management in its fullness (Redman & Wilkinson, 2006).

Kaplan and Norton (2006) observe that the two forms of measuring organizational performance are quantitative and qualitative. The quantitative method makes use of statistics to provide clues to performance while qualitative method use non-statistical clues to measure performance. Unfortunately, there is no single method of measuring organization performance; it is often a combination of methods that give an accurate assessment of an organization's performance. Ahmad and Zabri (2016) on the effect of Non-financial performance measurement system on firm performance in Malaysian firms asserts that non-financial performance measures play significant roles in the production and operations environment especially for increasing the performance of the firm. Based on this argument, this study adopted the non-financial methods such as business expansion, increase in investors, corporate social responsibility and firm efficiency to measure performance of Sacco's in public road transport in Kenya.

Kimalel, Muriithi and Kihara (2017) on strategic responses and performance of savings and credit co-operative societies in Nairobi County, Kenya concluded that Sacco's should consider cost cutting and market expansion for better business performance. Business environment is characterized by constant changes from the external market forces. For organizations to become effective and hence successful, they should respond appropriately to changes that occur in their environments. Changes have implications which manifest in either opportunities or threats. Opportunities present an opening for improving the organizational performance. The objectives of this study were; cost cutting and market expansion and data was analyzed using multiple linear regression models.

Wambugu and Waiganjo (2015) on the effects of strategic management practices on organizational performance of construction companies in Nairobi City County, Kenya concluded that high quality service is vital in order to offer strategic customer relationship, enables growth of market share, and improves productivity of the construction companies. The study also concluded that technical skills development improved the productivity of employees, promotes innovation and efficiency in the construction companies. The study established that customer relationship management enables construction companies to work in a competitive environment, and to supersede competitor efforts. The study variables were: strategic customer relationship management and strategic technical skills management and data were analyzed using descriptive statistics and content analysis. The study adopted cross-section survey research design.

A study by Mwaura (2014) on determinants of financial performance of public transport business in Kenya: case of Kiambu County, concluded that public road transport Sacco's organize very little training for their staff and stakeholders and that the little being done does not have an impact on financial performance of the matatu businesses. The study adopted the following variables: capital structure, organization culture, innovation, ownership structure and traffic rules and taxes.

According to Mohamud, Mohamud and Mohamed (2015) on the relationship between strategic management and organizational performance in Mogadishu-Somalia revealed that there is a positive correlation between strategic management practices and organizational performance. It was established that strategic management practices had a significant impact on the profitability of the firms. Efficiency and effectiveness of internal processes of the organization was enhanced through strategic thinking of the firm. The study further indicated that the ability of firm to exceed customers' satisfaction was another indicator of organizational performance. The ability of the organization to develop new products and diversify was another indicator of organizational performance. Organizations should provide good strategic management to their organizations that will improve performance of the company and should conduct employee performance appraisal to promote better satisfaction. Finally, organizations should factor into account internal and external factors that can effects organizational performance

Kipkemoi (2010) on the relationship between quality management systems and performance of manufacturing firms in Kenya established that service quality and customer satisfaction are very important concepts that companies must understand if they want to remain competitive and perform. In today's competitive environment delivering high quality service is the key for a sustainable competitive advantage. Customer satisfaction does have a positive effect on an organization's profitability. Satisfied customers form the foundation of any successful business as customer satisfaction leads to repeat purchase, brand loyalty, and positive word of mouth. It was concluded by the study that customer satisfaction has a positive effect on organization's profitability.

Mulemi (2014) on strategic change implementation on performance of Sacco's in Kenya established that performance of the Sacco's was determined by the ability of the managers to implement change and influence employee behaviors by using financial and non-financial rewards. It was further established that creativity, information sharing, team work and new product development was enhanced by

strategic change management. It was however concluded that effective change implementation is long term process that needs strategy institutionalization and conceptualization by top, middle and lower level employees.

Otieno and Oyugi (2016) on factors influencing financial performance of savings and credit cooperative societies in Kisumu county-Kenya, assert that Sacco's operate under complex and dynamic environment which is unique and specific to the sector resulting to either collapse or deteriorating performance for those that survive. The study established that Sacco's encounter numerous challenges in this volatile environment. The study adopted capital adequacy, asset quality, liquidity and corporate management as variables of study.

2.5 Critique of Existing Literature

Okibo and Agili (2015) on change in selected public universities in Kenya revealed that leaders should exercise careful planning before making any change in the organization. However, the study adopted change leadership and organizational culture as study variables leaving out other key variables that can influence organization change. Ombui and Mwendu (2014) on factors affecting effective implementation of strategic change at co-operative bank of Kenya identified that success of any change initiative lies with the leadership. However, it was noted that the results of the study were limited to Cooperative banks of Kenya and not public road transport sector in Kenya. These studies were carried out in the banking sector and examining a single banking organization and therefore may not form sufficient grounds for generalization.

Afzal, Mahmood, Sherazi, Sajid and Hassan (2013) on the effect of human resource planning on organizational performance of Telecom Sector suggest that human resource is key in performance of any organization. The study adopted job satisfaction, efficiency, employee motivation and technology as the study variables and data analysed using factor analysis. However, the study was carried out in Pakistan which could be having different labour laws that govern the workforce.

Aduda and Kingoo (2012) concur that organizations in particular adopt information and communication technology to improve the efficiency and effectiveness of services offered to customers, improve business processes, as well as to enhance managerial decision making by workgroups. The study did not clearly indicate the relationship between the adoption of ICT and performance of organizations.

According to Ricky Griffins Model (2007) strategic leadership is the fundamental perspective of successful change implementation among organizations operating in the turbulent business environment. However the theory does not exhaustively discuss on how leaders should adopt to turbulent business environment in order to achieve desired organization goals. The basic concept of human capital theory (1993) that models individuals is that of investing in skills in response to the expected returns to education as one of the critical factors. Despite the important role of human capital in modern societies, there are still many unknowns about the process of educational production as well as individual and collective decisions concerning how much and what kind of education to obtain. In addition not all investments in education guarantee an advance in productivity as judged by employers or the market.

Basically the resource based view (1991) states that a firm's internal resources and capabilities are the best source of competitive advantage over other firms. However, the theory fails to address instances of firms in possession of obsolete non-human assets/resources that could likely compromise on the firms effort to achieve planned performance goals. Most of the studies carried out focused on different contextual environments and sectors which were not generalized with this study. Some of the scholars tended to wrongly assume that each of the variables appeared in isolation whereas some explanatory variables such as innovation and technology can be highly correlated resulting to greater risk of obtaining erratic estimates.

2.6 Research Gap

Table 2.1: Summary of Research Gap

Author and Year	Empirical Study	Focus of the Empirical Study	Focus of the Current Study
Martindale (2011)	Leadership style: How to handle the different personas.	Adopted cross-sectional research design and multiple tools of data collection.	Adopted descriptive research design and used questionnaire as main data collection instrument.
Waititu (2016)	Relationship between strategy implementation and performance of commercial banks in Nairobi county.	Focused on performance of commercial banks. Study variables included: communication systems, organization structure and culture	Focused on performance of Sacco's in public road transport. Variables: Strategic leadership, Strategic human resource development, information communication technology adoption and environmental scanning.
Ombui & Mwendu (2014)	Factors affecting effective implementation of strategic change at co-operative bank in Kenya.	Focused on implementation of strategic change strategy at Co-operative bank.	Focused on strategic management practice on performance of Sacco's in public road transport.
Melchorita (2013)	Influence of strategic management practices and competitive advantage on organizational performance in higher educational institutions in Kenya.	Focused on higher educational institutions. Adopted non-profitability sampling design and interview guide as data collection instrument	Focused on Sacco's in public road transport. Adopted probability sampling design and data collected using questionnaires
Mohamud, Mohamud & Mohamed (2015)	The relationship between strategic management and organizational performance in Mogadishu, Somalia.	Study looked at individual variables from a holistic perspective. Study carried out in Somalia. Too little sample used to generalize total population.	Focused on a large sample for accurate results. Looked at variables independently and the study was carried out in Kenya and focused on performance of Sacco's
Bakar, Tufail, Yusof & Virgiyanti (2011)	Implementation of strategic management practices in the Malaysian construction industry.	Focused on management of construction industries in Malaysia. Adopted a case study and analyzed data using relative important index (RII).	Focused on performance of public road transport Sacco's in Kenya. Data analyzed using multiple linear regression models.
Taiwo & Idunnu	Impact of strategic planning	Focused on strategic	Focused on strategic

(2010)	on organization performance and survival in Kenya	planning and different variables such as training and organization development	management practice on performance of Sacco's in public road transport. Variables: strategic leadership, strategic human resource development, information communication technology adoption and environmental scanning.
Dauda, Akingbade & Akinlabi (2010)	Strategic management practice and corporate performance of selected small business enterprises in Lagos, Nigeria.	Focused on Research and Development. Adopted a census approach and data analyzed using factor analysis. Study conducted in Nigeria.	Study adopted descriptive research design, adopted positivist philosophy and data analyzed using multiple linear regression models.
Njagi & Kombo (2014)	Effect of strategy implementation on performance of commercial banks in Kenya.	Study confined on commercial banks and focused on different variables such as: environmental conditions and organizational structure.	Focused on Sacco's in the public road transport. Variables: Strategic leadership, strategic human resource development, information communication technology adoption and environmental scanning.
Khan (2016)	Challenges and benefits of electronic commerce in an emerging economy: Case of Bangladesh.	Adopted qualitative research design based on secondary data for analysis. Variables of study were: e-commerce and customer satisfaction. Study carried out in Bangladesh.	Adopted both qualitative and quantitative data and study focused on public road transport Sacco's. Variables: Strategic leadership, strategic human resource development, information communication technology adoption and environmental scanning.
Maina (2016)	Impact of electronic commerce on corporate business strategy of supermarkets in retail industry in Kenya.	Study adopted explanatory research design. Study limited to variables such as: e-commerce processes and efficiency. Study carried out on supermarkets.	Adopted descriptive research design. Focused on performance of Sacco's in public road transport in Kenya.
Zhang, Majid & Foo (2010)	Environmental scanning: An application of information literacy skills at	Study objectives were: information literacy skills and information	Focused on performance of Sacco's in public road

	the workplace in Singapore.	literacy. Study done in Singapore and adopted draft and refined models.	transport and data analyzed using multiple linear regression models.
Agbim, Oriarewo & Zever (2014)	The impact of business environmental scanning behavior on entrepreneurial performance of micropreneur in Nigeria.	Study focused on performance of micropreneur in Nigeria and data analyzed using content analysis.	Focused on performance of Sacco's in public road transport in Kenya. Data analyzed using multiple linear regression models.
Murimbika & Urban (2013)	Influence of strategic management practices on the entrepreneurial orientation of South Africa.	Study focused on management styles and relied mainly on perceptual data.	Focused on performance of Sacco's in public road transport influenced by strategic leadership, strategic human resource development, information communication technology adoption and environmental scanning.
Otieno & Oyugi (2016)	Factors influencing financial performance of savings and credit cooperative societies in Kisumu county-Kenya	The Study adopted CAMEL as variables of study and focused on Sacco's in Kisumu county. However, the study did not focus on Sacco's in public road transport in Kenya.	Focused on performance of Sacco's in public road transport in Kenya and adopted strategic leadership, strategic human resource development, information communication technology adoption and environmental scanning as variables.

2.7 Summary

From the findings of empirical studies conducted locally and internationally by Mohamud, Mohamud & Mohamed (2015); Martindale (2011); Melchorita (2013); Waititu (2016); Ombui & Mwende (2014); Khan (2016); Njagi & Kombo (2014); Murimbika & Urban (2013); Bakar, Tufail, Yusof & Virgiyanti (2011); Maina (2016); Dauda, Akingbade & Akinlabi (2010); Taiwo & Idunnu (2010); Zhang, Majid & Foo (2010), Wambugu & Waiganjo (2015) and Agbim, Oriarewo & Zever

(2014) among others, it was noted that a number of conceptual, contextual and methodological gaps have not been addressed comprehensively.

Firstly, none has been done to address the influence of strategic management practice on performance of savings and credit cooperative societies in the public road transport in Kenya. Studies conducted interpreted concepts from different perspective by using different theories and variables to make deductive arguments which were not adopted fully in this study. Secondly, each study carried out focused on different contextual environments and sectors which were not generalized with this study. Majority of the studies carried out focused in different sectors like manufacturing, commercial banks, state corporations, construction and learning institutions but did not address the performance of Sacco's in the public road transport sector in Kenya. In addition, some studies addressed different variables like innovation, CAMEL, customer service, technology, change management and culture which were different from the variables of this study.

Thirdly, methodologies adopted by different researchers varied in terms of research design, population, sampling design, and research instruments and data analysis methods. Some studies adopted causal, longitudinal and cross-sectional research designs. Some studies used convenient and quota sampling techniques but not simple random sampling technique. Therefore, this study sought to find out if there was a need for achieving integration of the fragmented and dispersed pieces of research on the influence of strategic management practice and performance of Sacco's in the public road transport in Kenya. The researcher identified a gap in evidence of approaches of using strategic leadership, strategic human resource development and information communication technology adoption and finally the moderating influence of environmental scanning between strategic management practice and performance of Sacco's in the public road transport sector in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines; the research philosophy that discusses on the already existing theories to make arguments on the existing problem, the research design that was adopted, the target population of the study, sample size and sampling technique. The data collection instrument and data collection procedure are discussed and finally data analysis and presentation methods.

3.2 Research Philosophy

This study adopted a positivist research philosophy to establish the influence of strategic management practice on the performance of Sacco's in the public road transport in Kenya. Positivist research philosophy was considered appropriate in this study based on the fact that it facilitates analysis and presentation of data quantitatively, provides an opportunity to discover new knowledge thus prediction and control of the research problem and it enables researchers to test hypotheses based on the laws of cause and effect (Mertler & Vannatta, 2010).

According to Novikov and Novikov (2013) research philosophy is a perspective that is based on the set of shared assumptions, values, concepts and practices. Positivism argues for the existence of a true and objective reality that can be studied through applying the methods and principles of natural sciences and scientific inquiry. It maintains that the object of study is independent of the researchers' knowledge in discovering and verifying information through direct observations or measurements of phenomena using facts. According to the principles of positivism, it depends on quantifiable observations that led themselves to statistical analysis. It has been noted that positivism is in accordance with the empiricist view that knowledge stems from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined

and regular manner. Moreover, in positivism studies the researcher is independent from the study and there are no provisions for human interests within the study.

3.3 Research Design

The study adopted a cross sectional descriptive survey design to establish the influence of strategic management practice on the performance of Sacco's in the public road transport sector in Kenya. Krishnaswami (2003) regard a research design as an arrangement of conditions for collection and analysis of data in a manner that is aimed to combine relevance to the research purpose. Cooper and Schindler (2011) also suggests that descriptive research design is appropriate in research because it provides an opportunity to the researcher to hypothetically relate variables of the study with existing theories to make deductive reasoning concerning the problem under investigation. It also provides an opportunity to the researcher to explore and describe the relationship between variables in their natural setting without manipulating them.

A study conducted by Onyango (2012) also used the same design and justified that data collected using this design can be used to suggest possible reasons for particular relationship between variables. The descriptive study design aims at obtaining information that can be analyzed, patterns extracted and comparison made for the purpose of clarification and provision of a basis for making decisions. The researcher analyzed data quantitatively and qualitatively since the study collected ideas, opinions and views of respondents concerning the problem under investigation.

3.4 Target Population

The population of the study is regarded as a complete set of individuals, cases or objects with some common observable characteristics (Mertler & Vannatta, 2010). Lenth (2001) observes that a population is the total collection of elements about which one wants to make inferences. Therefore the target population is the specific population about which information is desired. According to NTSA report of 2015, there were 475 registered public road transport Sacco's spread over 34 counties in

Kenya (NTSA, 2015). Therefore, the target population for this study was 475 registered Sacco's in public road transport sector operating in 34 counties in Kenya.

3.5 Sampling Frame

Cooper and Schindler (2011) define sampling frame as a list of all items in any field of inquiry that constitute a Population. Kothari (2006) agree that a sampling frame constitutes the elements from which a sample is actually drawn. The sampling frame for this study consists of 475 SACCOs in the public road transport in Kenya as shown in Appendix V.

3.6 Sample Size and Sampling Techniques.

Cooper and Schindler (2011) define a sample as a smaller collection of units from a population used to determine truths about that population. According to Burmeister and Aitken (2012) the sample size must be at least 10 % of the population and in the case of a small population (Less 100) all the population is treated as sample for the study. Using proportionate simple random sampling method, 204 (43%) Sacco's were chosen from the total population to be the representative sample of the study. The researcher sampled one manager from each of the 204 Sacco's to be the respondents of this study. Saunders, Lewis and Thornhill (2015) argue that, in simple random sampling each item in the population has the same chance of being included, the population is homogeneous and readily available, and the method provides for greatest number of possible samples

3.7 Data Collection Instruments

Kothari (2006) asserts that a researcher needs to develop an instrument with which to collect the necessary information and in social science research, the most commonly used instruments are: questionnaires, interviews, and observation. The study used questionnaires to collect primary data. Cooper and Schindler (2011) define a questionnaire as a method for the elicitation, recording and collecting of information.

The questionnaires were used because they are inexpensive. The questionnaire had close ended questions. The closed ended questions made use of a five point Likert scale where respondents were required to fill according to their level of agreement with the statements. The questionnaire was framed in accordance with the objectives of the study. Qualitative data was collected using closed ended items in the questionnaire. The questionnaires were designed based on the philosophies of the theories discussed in the literature review to establish the influence of strategic management practice on performance of Sacco's in the public road transport in Kenya. A similar study conducted by Njau (2000) used similar instrument and results were valid and reliable.

3.8 Data Collection Procedure

The researcher sought permission from relevant authority before questionnaire administration. Permission from relevant Government institutions (NACOSTI) and Jomo Kenyatta University of Agriculture and Technology was sought before data collection. As proposed by Kothari (2006) it is ethical to seek permission when conducting scientific inquiries. Relevant stakeholders that the study affected were informed of the objective of the study and confidentiality of the information given

The study made use of research assistants adequately trained about effective data collection, and specifically about the objectives of this survey. The study led the testing and modification of the research instruments so that they all thoroughly understand the scope of all the instruments. Due to the large size of the sample, the drop and pick later method was used to administer the questionnaires. This also gave the busy Sacco managers adequate time to respond but care was however taken to ensure personal contact during dropping and picking of the questionnaires so that the research assistants were able to follow-up and address any matters arising immediately.

3.9 Pilot Testing

A pilot study is a research project that is conducted on a limited scale that allows researchers to get a clearer idea of what they want to know and how they can best find it out without the expense and effort of a full-fledged study (Kothari, 2006). Marczyk, Dematteo, and Festinger (2005) observe that a pilot test is a start phase in data gathering of the research process. Pilot test is conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample.

Muus, Damaray and Bogart (2016) note that a pilot test should draw subjects from the target population and simulate the procedures and protocols that have been designated for data collection. This study selected 10% of the sample which is 20 Saccos and a total of 20 managers, being the respondents (That is, 1 manager from each Sacco), for the pilot study. Kothari (2006) and Sekaran (2006) recommended a 10% sample from the target population as being fit for statistical test of instruments. Care was taken to ensure that pilot study respondents were selected outside the main study sample but within from the target population with matching characteristics.

3.9.1 Validity of Research Instrument

Validity is defined as the degree to which a test measures what it is supposed to measure. Three basic approaches proposed by Cooper and Schindler (2011) of testing the validity of the instrument include; face, content and construct validity. Face and content validity was tested using strategic management experts and lecturers at Jomo Kenyatta University of Agriculture and Technology. Content validity measured the degree to which the test items represent the domain or universe of the trait or property being measured. Construct validity was a property that is offered to explain some aspect of human behavior. The construct validity approach concerned the degree to which the test measured the construct it was designed to measure.

Two parts of evaluating construct validity was the theory and adequacy of the test. If the researcher was not satisfied with the adequacy of the test, the previous construct was reformulated and used. Criterion-related validity was concerned with detecting the presence or absence of one or more criteria considered to represent traits or constructs of interest (Collins & Hussey, 2003). Feedback from strategic management experts and lecturers was used to eliminate vague questions from the research instrument and remained with questions that sought to measure what the study purported to measure

3.9.2 Reliability of the Research Instrument

Zikmund (2000) regard reliability as the degree to which measures are free from error and therefore yield consistent results. Malhotra (1999) states that the ability of a measuring instrument to determine the proportion of systematic variation in the scores yielded by the instrument was a reflection of the reliability of that instrument. This was done by determining the association between the scores obtained from different administrations of the instrument. If the association was high, the instrument yielded consistent results and was therefore reliable. The reliability of each construct was examined to ensure the items collectively measured their intended constructs consistently as recommended (Merriam, 2002). Internal consistency reliability was examined by the use of Cronbach's Alpha coefficient which is the most widely used measure of the reliability of instruments in the social sciences.

3.9.3 Operationalization of Key Research Variables

This section dealt with the generalization of dependent, independent and moderating variables of the conceptual framework. The independent variables surveyed included the following; - (1) Strategic Leadership, (2) Strategic human resource development, (3) Information communication technology adoption, while the moderating variable was Environmental scanning. The dependent variable was Performance of Sacco's in the public road transport in Kenya. The variables were operationalized in accordance with the objective of the study as shown in table 3.1

Table 3.1 Operationalization Variables

Dependent Variable	Operational Indicator	Question Number on Instrument for Data Collection
Performance of Sacco's in public road transport sector in Kenya. Action: To investigate the influence of performance in Sacco's.	Corporate social responsibility.	Section B (1-2)
	Quality service delivery.	Section B (3-4)
	Diversification into new lines of business.	
	Profitability	Section B (5-7)
Independent Variable	Operational Indicator	Question Number on Instrument for Data Collection
Strategic Leadership	Setting direction.	Section C (1-2)
	Motivating and inspiring people.	Section C (3-5)
	Managing resources and competences.	Section C (6)
Strategic Human Resource Development	Strategic training	Section D (1-3)
	Organization development	Section D (4-5)
	Career development	Section D (6)
Information Communication Technology Adoption	Reduction of transaction cost.	Section E (1,4,6)
	Efficient decision making.	Section E (5)
	Competitive advantage	
Environment Scanning	Firm's internal Analysis (SWOT and Value chain analysis)	Section E (2-3)
	Competitor analysis	Section F (1)
	Changes in consumer demand	Section F (3) Section F (2)
	Legal and regulatory parameters.	
		Section F (4-6)

3.10 Data Analysis and Presentation

Data collected was edited for accuracy, consistency and completeness and descriptive statistics, correlation and regression analysis were done. The sorted information from questionnaires was coded into Statistical Package for the Social Sciences (SPSS version 24) software for analysis. .

The general model for predicting the direct effect between strategic management practices on performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya was of the form: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, where Y represents performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya, X_1 represents strategic leadership, X_2 represents strategic human resource development, X_3 represents information communication technology adoption and ε is the error term, which represents factors not included in the model. β_0 is the intercept term and β_1 to β_3 represent regression coefficients for strategic leadership, strategic human resource development and information communication technology adoption respectively..

The first objective of the study which took a linear approach was represented by the model in the form of: $H_{01}: Y = \beta_0 + \beta_1 X_1 + \varepsilon$, where Y was the dependent variable (performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya) and is a linear function of $X_1 + \varepsilon$. β_0 was the intercept, β_1 was the regression coefficient or change induced in Y by X_1 which was strategic leadership + ε which was the error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.

The second objective of the study which took a linear approach was represented by the model in the form of: $H_{02}: Y = \beta_0 + \beta_2 X_2 + \varepsilon$, where Y was the dependent variable (performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya) and was a linear function of $X_2 + \varepsilon$. β_0 was the intercept, β_2 was the regression coefficient or change induced in Y by X_2 which was strategic human resource development + ε which was the error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.

The third objective of the study which took a linear approach was represented by the model in the form of: $H_{03}: Y = \beta_0 + \beta_3 X_3 + \varepsilon$, where Y was the dependent variable (performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya) and was a linear function of $X_3 + \varepsilon$. β_0 was the intercept,

β_1 was the regression coefficient or change induced in Y by X_3 which was information communication technology adoption + ε which was the error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.

The fourth objective of testing the moderating effect of environmental scanning on the combined three independent variables of the study to predict the interaction effect on performance of Savings and Credit Co-operative Societies in the public road transport sector in Kenya was represented by the model in the form: $H_{04}: Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_5 X_1 Z + \beta_6 X_2 Z + \beta_7 X_3 Z + \varepsilon$, where X_1 represented strategic leadership, X_2 represented strategic human resource development, X_3 represented information communication technology adoption and Z represented environmental scanning which is the moderating variable.

All the models that were estimated included:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, where X_1 represented strategic leadership, X_2 represented strategic human resource development, X_3 represented information communication technology adoption.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \varepsilon$, where X_1 represented strategic leadership, X_2 represented strategic human resource development, X_3 represented information communication technology adoption and Z represented environmental scanning which is the moderating variable.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_5 X_1 Z + \beta_6 X_2 Z + \beta_7 X_3 Z + \varepsilon$, where X_1 represented strategic leadership, X_2 represented strategic human resource development, X_3 represented information communication technology adoption and Z represented environmental scanning which is the moderating variable.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings and discussions. This study was guided by the following research objectives: To establish the influence of: strategic leadership, strategic human resource development and information communication technology on performance of Sacco's in the Public Road Transport in Kenya. Further, the study sought to establish the moderating effect of environmental analysis on performance of Sacco's in the Public Road Transport in Kenya. Data was analyzed using descriptive statistics such as mean and standard deviation and inferential statistics such as diagnostic tests, correlation analysis and regression analysis.

4.2. Response Rate

The study targeted a total of 204 managers of public road transport Sacco's operating in Kenya. Out of all the questionnaires administered, 143 questionnaires were received from the field. 41 questionnaires were poorly or inappropriately filled and 20 were never returned. Therefore a total of 143 questionnaires were used in the analysis. This represented 70 % response rate which was above the adequate 50% as recommended by Fisher (2010) and Saunders *et al.* (2009). Therefore, a rate of 70 % was justifiable in this study. Results shown in table 4.1

Table 4.1 Response rate

Response	Frequency	Percentage
Responded	143	70
Inadequately completed	41	20
Did not respond	20	10
Total	204	100

4.3 Reliability results

Kline (1999) noted that acceptance value for Cronbach's Alpha is between 0.7 and 0.9. However, Kothari (2006) argued that an alpha coefficient of 0.6 and above was adequate to accept presence of internal consistency. Convergent validity existed if a group of indicators are measuring one common factor. Convergent validity was assessed at the individual and construct level by examining individual item loading. A loading of 0.7 indicated that about one half of the items variance was attributed to the construct. The results are as shown in table 4.2.

Table 4.2 Reliability Test

Questionnaire Context	Number of Items	Reliability Cronbach Alpha Score	Remarks
Strategic Leadership	1	0.722	Reliable
Strategic Human Resource Development	1	0.864	Reliable
Information Communication Technology Adoption	1	0.809	Reliable
Environmental Analysis	1	0.736	Reliable
Performance of Sacco's	1	0.773	Reliable

Table 4.2 presents the Cronbach's Alpha scores for all the variables and it was concluded that the constructs used in this study had the adequate reliability for the subsequent stages of analysis since all the Cronbach's Alpha values were greater than 0.7.

4.4 General Information of Respondents

Data regarding Respondents academic level, Duration of working with Sacco, Period of Sacco Operation was as follows:

4.4.1 Period of SACCO existence

The study also sought to establish period the SACCO has been in operation. The results shown in table 4.3

Table 4.3 Period SACCO existence

Period of Sacco existence	Frequency	Percent
1-5 Years	59	41.3
6-10 years	38	26.6
11-15 years	46	32.2
Total	143	100.0

The results in table 4.3 revealed that 41.3% of the Sacco's had operated for a period of between 1-5 years, 26.6 % between 6-10 years and 32.2% between 11-15 years. These results shows that over 60% of the Sacco's have been in existence over the last 10 years which means the industry is growing fast.

4.4.2 Level of education

The study sought to investigate the educational level of the respondents. The results shown in table 4.4

Table 4.4 Level of education

Level of education	Frequency	Percentage
Primary education	27	18.9
High school	30	21.0
Diploma	52	36.4
Degree	18	12.6
Master's Degree	15	10.5
Total	143	100.0

The results in table 4.4 revealed that 18.9 % of the respondents had a primary level education, 21% had high school education, 36.4% of the respondents had a diploma, 12.6 % of the respondents had a degree qualification and finally, 10.5% of the respondents had master's degrees. The interpretation was that majority of the managers in the public transport sector had a considerable level of education background necessary to understand policies and the standards expected by the sector.

4.4.3 Duration of working at the Sacco

The study sought to investigate the duration the employees were associated with their respective departments in the SACCOs. The results are shown in table 4.5

Table 4.5 Duration of working at the Sacco

Duration of working at the Sacco	Frequency	Percentage
less than 1 Year	20	14.0
1 to 5 years	78	54.5
6 to 10 years	45	31.5
Total	143	100.0

The research in in table 4.5 revealed that 14% of the managers had been associated with SACCO for duration of less than 1 year, 54.5 % from 1 - 5 years, and 31.5 % for 6-10 years. The implication was that majority of the respondents had worked in

the matatu sector for over 1 year which means the managers were knowledgeable to be in a position to give the information sought for.

4.5 Descriptive Statistics

Data collected regarding the variables of study (Strategic leadership, Strategic human resource development, Information communication technology adoption, Environmental analysis and performance of Sacco's) was analyzed and findings interpreted.

4.5.1 Strategic Leadership

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding strategic leadership variable as a dimension of strategic management practice among the Sacco's and the following were the findings in Table 4.6

Table 4.6 Strategic leadership

Constructs	Mean	Std. Deviation
Survival of your Sacco in the competitive environment depends on managers having a long term perspective.	3.41	1.140
Sacco managers are well conversant with the existing organization's strategic plan.	3.50	1.156
Competitiveness of your Sacco is based on motivated workforce willing to offer quality customer service for enhanced performance.	3.51	1.150
Management team of your Sacco always engage key stakeholders and other employees in strategic decision making.	3.36	1.123
Management teams always endeavor to motivate workers by reducing excessive workload, building self-esteem and recognition for good performance.	3.48	1.143
Sacco leaders always encourage proactive rather than reactive measures of change implementation thus minimizing resistance from workers for enhanced performance.	3.54	1.167
Management always participates in strategy formulation with the intention of ensuring allocation of adequate human, finance and infrastructure resources necessary for enhanced performance.	3.58	1.152
Strategic leadership practice will always influence performance of your Sacco and hence increase shareholder wealth.	3.42	1.122

As shown in Table 4.6, it was indicated by majority of the respondents moderately agreed that: Survival of Sacco in the competitive environment depends on managers having a long term perspective with a mean of 3.41, Sacco managers are well conversant with the existing organization's strategic plan with a mean of 3.50, Competitiveness of the Sacco is based on motivated workforce willing to offer quality customer service for enhanced performance with mean of 3.51, Management team of Sacco always engage key stakeholders and other employees in strategic decision making with a mean of 3.36, Management teams always endeavor to motivate workers by reducing excessive workload, building self-esteem and

recognition for good performance with a mean of 3.48, Sacco leaders always encourage proactive rather than reactive measures of change implementation thus minimizing resistance from workers for enhanced performance with a mean of 3.54, Management always participates in strategy formulation with the intention of ensuring allocation of adequate human, finance and infrastructure resources necessary for enhanced performance with a mean of 3.58, and Strategic leadership practice will always influence performance of your Sacco and hence increase shareholder wealth with a mean of 3.42.

These findings are in line with the opinions of Kabetu and Iravo (2018) who observe that strategic leadership has become a key determinant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations. Therefore, the role of the leader appears to be fundamental to the success of organizations. The findings are also in line with Ricky Griffin's Theory by Griffin (2007) which argues that internal factors that include; leadership, employee skills, structure of the organization, information control systems, technology in use and culture among other factors are some of the critical aspects that contribute to organizational performance

4.5.2 Strategic Human Resource Development

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding Strategic Human Resource Development variable as a dimension of strategic management practice among the Sacco's and the following were the findings in Table 4.7:

Table 4.7 Strategic Human Resource Development

Opinion statement	Mean	Std. Deviation
Our Sacco always conducts training needs assessment to determine areas of employee improvement.	3.31	1.253
Sacco managers always anticipate future industry trends and invest in employee training.	3.38	1.277
Our Sacco seeks to align itself with the complex and rapidly changing environment through learning, knowledge management and adopting organization's values and norms to be effective.	3.34	1.272
Our Sacco provides good working conditions for employees such as provision of health and safety and has implemented a suitable compensation policy.	3.41	1.234
Employees of your Sacco are always encouraged to enroll in job related courses for self-development to develop their careers.	3.45	1.248
Employees of Sacco's benefit from a permanent and pensionable employment contract.	3.34	1.272

As shown in Table 4.7, majority of the respondents indicated that: Sacco always conducts training needs assessment to determine areas of employee improvement with a mean of 3.31, Sacco managers always anticipate future industry trends and invest in employee training with a mean of 3.38, Sacco's seek to align themselves with the complex and rapidly changing environment through learning, knowledge management and adopting organization's values and norms to be effective with a mean of 3.34, Saccos provide good working conditions for employees such as provision of health and safety and have implemented a suitable compensation policy with a mean of 3.41, Employees of Saccos are always encouraged to enroll in job related courses for self-development to develop their careers with a mean of 3.45, and Employees of Sacco's benefit from a permanent and pensionable employment contract with a mean of 3.34. These results imply that Sacco's in public road transport in Kenya need to totally embrace strategic human resource development

practices for enhanced human resource planning, training, career progression, staff retention and development. The findings concurs with Muogbo (2013) and Murimbika and Urban (2013) who established that there is a strong correlation between human resource development and performance of firms. The driver behind the success of any competitive organization operating in the turbulent business environment is the capability to invest in employee training. Using financial and non-financial incentives in any organization always enhances employee morale and overall productivity. The findings are in line with the human capital theory by Becker's (1993) which argues that knowledge gained through education and training like generic skills in human resource development is of great value to variety of firms.

4.5.3 Information Communication Technology Adoption

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding Information Communication Technology variable as a dimension of strategic management practice among the Sacco's and the following were the findings in Table 4.8

Table 4.8 Information Communication Technology

	Mean	Std. Deviation
Adoption of ICT will lead to efficient Sacco operations such as online tax remittances, automated payroll, convenient fare payment and monitoring of Sacco passenger vehicle movements, hence minimize operations cost.	3.25	1.329
ICT adoption will influence performance of your Sacco by monitoring transactions to reduce revenue leakages and cost of operations.	3.31	1.263
With the adoption of ICT Sacco managers will effectively and efficiently communicate through online platforms for decision making	3.29	1.372
Adoption of ICT will lead to innovative customer service delivery and hence attract more Sacco business.	3.39	1.234
Adoption of ICT as a unique resource will underpin competitive advantage of your Sacco.	3.36	1.345
Our Sacco has not fully embraced ICT in its operations for efficient customer service delivery and to gain a competitive advantage.	3.45	1.230

As shown in Table 4.8, it was revealed by majority of the respondents moderately agreed that: Adoption of ICT will lead to efficient Sacco operations such as online tax remittances, automated payroll, convenient fare payment and monitoring of Sacco passenger vehicle movements, hence minimize operations cost with a mean of 3.25, ICT adoption will influence performance of your Sacco by monitoring transactions to reduce revenue leakages and cost of operations with a mean of 3.31, With the adoption of ICT Sacco managers will effectively and efficiently communicate through online platforms for decision making with a mean of 3.29, Adoption of ICT will lead to innovative customer service delivery and hence attract more Sacco business with a mean of 3.39, Adoption of ICT as a unique resource will underpin competitive advantage of your Sacco 3.36 and Saccos has not fully embraced ICT in its operations for efficient customer service delivery and to gain a

competitive advantage with a mean of 3.45. These results imply that Sacco's have not fully embraced technology to a large extent due to employee resistance to change resulting to poor and manual archiving systems.

These findings are supported by Malo (2016), Mbetilo (2015) and Mbondo (2011) whom established that technology has become the lifeblood of the most competitive companies of the world. Through technology companies are likely to expand their operation into global markets and transform sectors into superhighways of information and communication. Unless companies invest in ICT infrastructure, efficiency and effectiveness will be an uphill task. Companies are likely to have a competitive edge in all spheres of operation if only they opt to automate all processes and systems. Mulemi (2014) observed that ICT has remained to be the key driver of organizational performance in the dynamic business environment. These results supports the opinion of Muogbo (2013) who argue that technology integration in the system can result to capabilities that give a company strategic advantages over the competitive forces it faces in the global marketplace. This creates strategic information systems, that support or shape the competitive position and strategies of an enterprise (Njagi & Kombo, 2014). These findings are also in line with the resource-based view theory by Barney (1991) which suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm.

4.5.4 Environmental Scanning

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding Environmental scanning variable as a dimension of strategic management practice among the Sacco's and the following were the findings in Table 4.9

Table 4.9 Environmental Scanning

	Mean	Std. Deviation
Conduct of SWOT (Strengths, Weaknesses, Opportunities and Threats) and Value chain analysis enable managers to determine Sacco capabilities for competitive positioning.	3.34	1.256
Conduct of consumer research enables determine changes in consumer demand and achieve effective competitor positioning..	3.27	1.289
Our Sacco selects the most desirable option that will match resources with the external environment to achieve a competitive edge.	3.20	1.263
Compliance with the requirement of TLB (Transport Licensing Board) and PSV (Public Service Vehicle) enhances the operations and performance of Sacco's.	3.34	1.316
Environmental scanning creates a platform for management teams to make informed decisions and actions for competitive advantage.	3.43	1.247
Our Sacco leaders always comply with the country's legal and regulatory framework governing environmental management.	3.37	1.281
Leaders of your Sacco always conduct periodical environmental analysis such as SWOT, competitor analysis and consumer research for competitive positioning.	3.34	1.267

As shown in Table 4.9, majority of the respondents strongly agreed that: Conduct of SWOT (Strengths, Weaknesses, Opportunities and Threats) and Value chain analysis enable managers to determine Sacco capabilities for competitive positioning with a mean of 3.34, Conduct of consumer research enables determine changes in consumer demand and achieve effective competitor positioning with a mean of 3.27 Sacco selects the most desirable option that will match resources with the external environment to achieve a competitive edge with a mean of 3.20. Respondents further agreed that: Compliance with the requirement of TLB (Transport Licensing Board) and PSV (Public Service Vehicle) enhances the operations and performance of Sacco's with a mean of 3.34, Environmental scanning creates a platform for

management teams to make informed decisions and actions for competitive advantage with a mean of 3.43, Sacco leaders always comply with the country's legal and regulatory framework governing environmental management with a mean of 3.37 and Leaders of your Sacco always conduct periodical environmental analysis such as SWOT, competitor analysis and consumer research for competitive positioning with a mean of 3.34. These results are in line with the opinions of (Choo, 2001) who argue that corporate leaders base their firms' pursuit of market opportunities not only on the existence of external opportunities but also on a very sound awareness of their firm's competitive advantages arising from the firms' internal resources, capabilities, and skills. The findings conform to the open system theory by Millet (1998) which argues that organizations should align their strategic management practices in order to survive in the dynamic business environment. Additionally, internal and external factors should be analyzed when formulating strategic policies.

4.5.5 Performance of Sacco's

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding performance of Sacco's variable as a dimension of strategic management among the Sacco's and the following were the findings in Table 4.10

Table 4.10 Performance of Sacco's

Constructs	Mean	Std. Deviation
Diversification into new lines of business will depend on good leadership, skilled workforce and automated systems.	3.59	1.240
Our Sacco has adopted a business strategy of diversifying into new lines of business and product development.	3.55	1.136
Competitiveness of our Sacco is always based on minimal complaints from investors and customers.	3.70	1.126
Our Sacco always leverage on customer satisfaction to enhance performance and achieve a competitive edge.	3.75	1.205
Our Sacco always engages in community social initiatives, as a good citizen, resulting to enhanced corporate image and reputation.	3.73	1.106
Our Sacco always retains profits to facilitate growth and expansion of the business.	3.91	1.040
Our Sacco always pays dividend to their investors after the end of every financial year.	3.63	1.099

As shown in Table 4.10, majority of the respondents agreed that: Diversification into new lines of business will depend on good leadership, skilled workforce and automated systems with a mean of 3.59, Sacco's have adopted a business strategy of diversifying into new lines of business and product development with a mean of 3.55, Competitiveness of Sacco's is always based on minimal complaints from investors and customers with a mean of 3.70, Sacco always leverage on customer satisfaction to enhance performance and achieve a competitive edge with a mean of 3.75, Sacco always engage in community social initiatives, as a good citizen, resulting to enhanced corporate image and reputation with a mean of 3.73, Sacco's always retain profits to facilitate growth and expansion of the business with a mean of 3.91 and Sacco's always pays dividend to their investors after the end of every financial year with a mean of 3.63.

4.6 Factor Analysis

4.6.1 Performance

Table 4.11 Performance KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.893
Bartlett's Test of Sphericity	Approx. Chi-Square	1761.080
	df	21
	Sig.	0.000

Table 4.11 presents Kaiser-Meyer-Olkin and Bartlett's Test results for performance. Kaiser-Meyer-Olkin test measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis to be executed (Burns and Burns, 2008). Since this value was found to be 0.893 the study proceeded to factor analysis level. On the other hand Bartlett's Test of Sphericity test, measures internal correlation of construct and the higher the value the better. This value was found to be 1761.080 and the associated p value was 0.000. The results in table 4.11 shows that this condition was met thus the researcher proceeded to factor analysis stage.

Table 4.12 Total variance

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Initial Eigenvalues Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	6.074	86.772	86.772	6.074	86.772	86.772
2	.333	4.753	91.524			
3	.286	4.083	95.607			
4	.210	2.999	98.606			
5	.043	.613	99.219			
6	.040	.566	99.785			
7	.015	.215	100.000			

Extraction Method: Principal Component Analysis.

Table 4.12 shows all the factors that were extracted from the analysis along with their eigenvalues. The percent of the variance associated. The total sum of the column labeled initial Eigen is equal to the number of components extracted (Burns and Burns, 2008). It was concluded that only the first factor had a loading with a eigenvalue more than one. The first factor accounted for 86.772% of the total variance. All the other factors were very small with fewer loadings on them. The factor one was recoded and given the name performance and used in multiple regressions, correlation analysis and also in further hypothesis testing.

4.6.2 Strategic Leadership

Table 4.13 Strategic Leaderships KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.882
Bartlett's Test of Sphericity	Approx. Chi-Square	2720.936
	df	28
	Sig.	0.000

Table 4.13 presents Kaiser-Meyer-Olkin and Bartlett's Test results for strategic leadership. Kaiser-Meyer-Olkin test measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis to be executed (Burns and Burns, 2008). Since this value was found to be 0.882 the study proceeded to factor analysis level. On the other hand Bartlett's Test of Sphericity test, measures internal correlation of construct and the higher the value the better. This value was found to be 2720.936 which were also significant with a p-value of 0.000. This thus permitted the researcher to proceed to the factor analysis level.

Table 4.14 Total variance

Component	Total Variance Explained			Extraction Total	Sums of Squared	of Cumulative
	Initial Eigenvalues	Extraction	of Squared			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.491	93.643	93.643	7.491	93.643	93.643
2	.209	2.613	96.255			
3	.113	1.418	97.673			
4	.089	1.115	98.789			
5	.049	.614	99.402			
6	.020	.245	99.648			
7	.017	.207	99.855			
8	.012	.145	100.000			

Extraction Method: Principal Component Analysis.

Table 4.14 shows all the factors that were extracted from the analysis along with their eigenvalues. The eigenvalue associated with the first factor was 7.491 which was the only one with a value above one. The total sum of the column labeled initial eigenvalue is equal to the number of components extracted (Burns and Burns, 2008). It was concluded that only the first factor had a loading with a eigenvalue more than one. The first factor accounted for 93.643% of the total variance. All the other factors were very small with less loadings on them of less than seven. The factor one was recoded and given the name strategic leadership and used in multiple regressions, correlation analysis and also in further hypothesis testing.

4.6.3 Strategic Human resource development

Table 4.15 Strategic Human Resource Development KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	159.439
	df	10
	Sig.	.000

Table 4.15 presents Kaiser-Meyer-Olkin and Bartlett's Test results for Strategic Human Resource Development. Kaiser-Meyer-Olkin test measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis to be executed (Burns & Burns, 2008). Since this value was found to be 0.861 the study proceeded to factor analysis level. On the other hand Bartlett's Test of Sphericity test, measures internal correlation of construct and the higher the value the better. This value was found to be 159.439 with a significant p-value of 0.000. This thus permitted the researcher to proceed to the factor analysis level.

Table 4.16 Total Variance

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Initial Eigenvalues			Total	% of Variance	Cumulative %
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.733	95.548	95.548	5.733	95.548	95.548
2	0.154	2.560	98.107			
3	0.075	1.255	99.363			
4	0.026	0.427	99.790			
5	0.013	0.210	99.900			
6	0.001	0.001	100.000			

Extraction Method: Principal Component Analysis.

Table 4.16 shows all the factors that were extracted from the analysis along with their eigenvalues. The percent of the variance associated. The total sum of the column labeled total is equal to the number of components extracted (Burns and Burns, 2008). It was concluded that only the first factor had a loading with a eigenvalue more than one. The first factor accounted for a 95.548 of the total variance. All the other factors were very small with less loadings on them. The factor one was recoded and given the name strategic human resource development and used in multiple regression, correlation analysis and also in further hypothesis testing.

4.6.4 Information communication technology adoption

Table 4.17 Information Communication Technology Adoption KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	1847.915
	df	15
	Sig.	.000

Table 4.17 presents Kaiser-Meyer-Olkin and Bartlett's Test results for Information communication technology adoption. Kaiser-Meyer-Olkin test measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis to be executed (Burns and Burns, 2008). Since this value was found to be 0.902 the study proceeded to factor analysis level. On the other hand Bartlett's Test of Sphericity test, measures internal correlation of construct and the higher the value the better. If its associated probability is less than 0.05, then the variables have some correlation to each other. This value was found to be 1847.915 which were also significant with a p-value of 0.000. This thus permitted the researcher to proceed to the factor analysis level.

Table 4.18 Total variance

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Initial Eigenvalues					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.598	93.308	93.308	5.598	93.308	93.308
2	.212	3.541	96.849			
3	.098	1.638	98.487			
4	.059	.982	99.469			
5	.018	.305	99.774			
6	.014	.226	100.000			

Extraction Method: Principal Component Analysis.

Table 4.18 shows all the factors that were extracted from the analysis along with their eigenvalues. The percent of the variance associated. The total sum of the column labeled total is equal to the number of components extracted (Burns and Burns, 2008). It was concluded that only the first factor had a loading with a eigenvalue more than one. The first factor accounted for a 93.308 of the total variance. All the other factors were very small with less loadings on them. The factor one was recoded and given the name Information communication technology adoption and used in multiple regressions, correlation analysis and also in further hypothesis testing.

4.6.5 Environmental Scanning

Table 4.19 Environmental scanning KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	1621.628
	df	21
	Sig.	.000

Table 4.19 presents Kaiser-Meyer-Olkin and Bartlett's Test results for Environmental scanning. Kaiser-Meyer-Olkin test measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis to be executed (Burns and Burns, 2008). Since this value was found to be 0.892 the study proceeded to factor analysis level. On the other hand Bartlett's Test of Sphericity test, measures internal correlation of construct and the higher the value the better. If it associated probability is less than 0.05, then the variables have some correlation to each other. This value was found to be 1621.628 which were also significant with a p-value of 0.000. This thus permitted the researcher to proceed to the factor analysis level.

Table 4.20 Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.808	82.971	82.971	5.808	82.971	82.971
2	.614	8.767	91.739			
3	.259	3.702	95.441			
4	.163	2.325	97.766			
5	.108	1.547	99.313			
6	.032	.453	99.766			
7	.016	.234	100.000			

Extraction Method: Principal Component Analysis.

Table 4.20 shows all the factors that were extracted from the analysis along with their eigenvalues. The percent of the variance associated. The total sum of the column labeled total is equal to the number of components extracted (Burns and Burns, 2008). It was concluded that only the first factor had a loading with a eigenvalue more than one. The first factor accounted for 82.971 of the total variance. All the other factors were very small with fewer loadings on them. The factor one was recoded and given the name environmental scanning and used in multiple regressions, correlation analysis and also in further hypothesis testing.

4.7 Correlation Analysis

4.7.1 Multicollinearity Test

To establish whether multicollinearity would pose a problem, correlation analysis was conducted.

Table 4.21 Multicollinearity Test

Correlations		performanc e	Strategic leadershi p	Strategi c Human Resourc e	Information Communicatio n Technology	Environment al scanning
Performance	Pearson Correlatio n Sig. (2- tailed) N	1 143				
Strategic leadership	Pearson Correlatio n Sig. (2- tailed) N	0.839** .000 143	1			
Strategic Human Resource	Pearson Correlatio n Sig. (2- tailed) N	0.771** .000 143	.437** .000 143	1		
Information Communicatio n Technology	Pearson Correlatio n Sig. (2- tailed) N	0.755** .000 143	.338** .000 143	.472** .000 143	1 143	
Environmental scanning	Pearson Correlatio n Sig. (2- tailed) N	0.840** .000 143	.425** .000 143	.346** .000 143	.320** .000 143	1 143

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

From Table 4.21 the correlation analysis shows that the collinearity between independent variables was below 80 % which has been accepted in literature as the value beyond which collinearity would be termed as a problem in models estimation process (Burns and Burns, 2008). The correlation between the independent variables and the dependent variable (Sacco’s performance) was found to be quite high and

this was a good indication of the explanatory power of the independent variables on the dependent variable.

4.8 Regression Analysis

Regression analysis was conducted so as to test statistical relationship among independent variables (Strategic Leadership, Strategic Human Resource Development and Information Communication Technology adoption) on the dependent variables (performance of Savings and Credit Co-operative Societies in the Public Road Transport sector in Kenya). As the rule of the thumb when; $t \geq 2$ and $p \leq 0.05$, the values are said to be statistically significant (Gujarati & Sangeetha, 2007).

4.8.1 Hypothesis Testing

H01: There was no significant influence between strategic leadership and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.22 strategic leadership and performance

Model	Coefficients		t-statistic	p-value
	B	Std. Error		
(Constant)	3.092E-016	0.046	0.000	1.000
Strategic leadership	0.139	0.046	2.8260	0.000

After Conducting regression analysis as illustrated in Table 4.22, the results regarding strategic leadership indicated; $\beta=0.139$, and P-Value=0.000. Based on these results, the null hypothesis was rejected at 95% confidence level since predictor variable (strategic leadership) had a significant statistical p-value of 0.000 which is less than 0.05 (Guest, 2012). This implies that strategic leadership had a positive influence on performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.139 implies that a unit increase in strategic leadership will

lead to 0.139 times increase in performance of Sacco's in the public road Transport Sector.

These findings correspond with Kipkemoi (2010) who established that strategy formulation was an initiative of top leaders. It is the policy of top leadership to formulate strategies, implement and development measures to rectify any deviations if implementation was not successful. Further, Lemeng'i, (2016) concurs that strategic leadership has a direct correlation with organization performance and vice versa. Gavrea, Lieş and Stegorean (2011) revealed that strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences the organization by aligning the systems, culture, and organizational structure to ensure consistency with the strategy. Influencing employees to voluntarily make decisions that enhance the organization is the most important part of strategic leadership. A leader, in both instances, prepares for the future and considers both the long-term goal as well understanding the current contextual setting of the organization (Kipkemoi, 2010).

H02: There was no significant influence between strategic human resource development and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.23 strategic human resource development and performance

Model	Coefficients		t-statistics	p-value
	B	Std. Error		
(Constant)	2.768E-016	.053	0.000	1.000
strategic human resource development	.771	.054	14.388	0.000

Table 4.23 shows following values for strategic human resource development: $\beta=.771$, and P-Value=0.006. These results indicate that null hypothesis was rejected

at 95% confidence level since predictor variable (Strategic Human Resource Development) had a significant statistical value of 0.000 which is less than 0.05 (Mertler & Vannatta, 2010). This implies that strategic human resource development influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.771 implies that a unit increase in Strategic Human Resource Development will lead to 0.771 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

These findings are consistent with past research by Gavrea, Lieş, Stegorean (2011) and Gilaninia *et al.* (2015) which revealed that strategic planning, employee development and compensation policies are key determinants of any successful change process in any systems if organizations have clear human resource strategies such as career progression and talent development. Further, it was also established by Dauda, Akingbade and Akinlabi (2010) that employees do not resist any change but they resist to be changed. It is the responsibility of leaders to adopt contingency plans like training programs to overcome individual resistance when introducing new changes. Afsal *et al.* (2013) concur that strategic role of human resource planning not only assists the organization in short span of time but also in many times to come. Thus it is being seen that those organization which consider human resource planning as the significant and essential part of their human resource management, this could turn out to be very helpful in terms of dealing with its human capital which could possibly make the organization to stand out of the competition prevailing in the market (Chebet, 2015).

H03: There was no significant influence between information communication technology adoption and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.24 Information communication technology adoption and performance

Model	Coefficients		t-statistics	p-value
	B	Std. Error		
(Constant)	3.856E-016	0.055	00.000	1.000
information communication technology	0.755	0.055	13.689	0.000

Table 4.24 shows the following values regarding information communication technology adoption: $\beta = 0.755$ and P-Value = 0.000. These results indicate that the null hypothesis was rejected at 95% confidence level since predictor variable (Information Communication Technology) had a significant statistical value of 0.007 which is less than 0.05 (Collis, & Hussey, 2014). This implies that Information and Communication Technology adoption influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.755 implies that a unit increase in performance of Sacco's in the Public Road Transport Sector in Kenya will lead to 0.755 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

The results corresponds with Mulemi (2014); Mohamud, Mohamud, & Mohamed (2015) Murimbika & Urban (2013); & Wasike (2001) who also revealed that technology was one of the strategic drivers of organizations competitiveness. To enhance efficiency and effectiveness, companies should automate their processes and services. Automating production processes can give a company a competitive edge in the global market place. There is no company that can compete globally if it is using conventional methods which are costly (Martindale, 2011).

4.9 Primary Model

Table 4.25 Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
	0.918	0.842	.839		.40183796

As shown in Table 4.25, the value of the R Square of 0.842 implies that Strategic leadership, Strategic Human Resource Development, and Information Communication Technology adoption contributed 84.2% of the variation in the performance of Sacco's in the public road transport sector.

Table 4.26 Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	119.555	3	39.852	246.800	0.000 ^b
Residual	22.445	139	0.161		
Total	142.000	142			

The results in Table 4.26 indicates that the overall models was a good fit since the value of F-statistic was found to be 246.800 and their p-values were found to be 0.000 which is less than the critical value of 0.05. This suggests that all the three variables considered were relevant in explaining the SACCOs performance.

Table 4.27 Regression Coefficients

Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	3.587E-016	0.034	0.000	1.000
Strategic leadership	0.456	0.049	9.403	0.000
Strategic Human Resource Development	0.319	0.046	7.008	0.000
Information Communication Technology adoption	0.281	0.046	6.169	0.000

The regression model is as follows:

$$Y = 3.587E-016 + 0.456X_1 + 0.319X_2 + 0.281X_3 + \varepsilon$$

Standard Error 0.034 0.049 0.046 0.046

t-Statistics 0.000 9.403 7.008 6.169

p-value 0.000 0.000 0.000 0.000

Where: Y = Performance of Sacco's in the Public Road Transport in Kenya, β_0 = Constant Term, β_1 = Beta coefficients, X1 = Strategic leadership, X2 = Strategic Human Resource Development, X3 = Information Communication Technology adoption, ε = Error Term

4.9.1 Strategic leadership and performance of Sacco's in the Public Road Transport in Kenya.

The results in Table 4.27, it is shown that for strategic leadership; $\beta=0.456$, and P-Value = 0.000. Based on these results, the null hypothesis was rejected at 95% confidence level since predictor variable (strategic leadership) had a significant

statistical value of 0.000 which is less than 0.05 and t value of 9.403 (Guest, 2012). This implies that strategic leadership had a positive influence on performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.456 implies that a unit increase in strategic leadership will lead to 0.456 times increase in performance of Sacco's in the Public Road Transport Sector. The findings are in line with those of Chebet (2015); Kipkemoi (2010) & Kwamensa (2016) who established that strategic leadership, employee training and technology integration in the system were strategic approaches of organization productivity in the changing business environment. On the other hand, Lelei (2015) observed, despite that strategic approaches were complex to be understood and implemented, it was the responsibility of shareholders to engage visionary leaders to turn around the situation of a firm in dynamic business environment.

4.9.2 Strategic human resource development and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.27 shows following values for strategic human resource development: $\beta=0.319$, and P-Value=0.000. These results indicate that null hypothesis was rejected at 95% confidence level since predictor variable (Strategic Human Resource Development) had a significant statistical value of 0.000 which is less than 0.05 and t value of 7.008 (Mertler & Vannatta, 2010). This implies that strategic human resource development influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.319 implies that a unit increase in Strategic Human Resource Development will lead to 0.319 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

These findings are consistent with past research by Gavrea, Lieş, Stegorean (2011) and Gilaninia *et al.* (2015) which revealed that strategic planning, employee development and compensation policies are key determinants of any successful change process in any systems if organizations have clear human resource strategies such as career progression and talent development. Further, it was also established by Dauda, Akingbade and Akinlabi (2010) that employees do not resist any change but

they resist to be changed. It is the responsibility of leaders to adopt contingency plans like training programs to overcome individual resistance when introducing new changes. Afsal *et al.* (2013) concur that strategic role of human resource planning not only assists the organization in short span of time but also in many times to come. Thus it is being seen that those organization which consider human resource planning as the significant and essential part of their human resource management, this could turn out to be very helpful in terms of dealing with its human capital which could possibly make the organization to stand out of the competition prevailing in the market (Chebet, 2015).

4.9.3 Information communication technology and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.27 shows the following values regarding information communication technology: $\beta = 0.281$ and P-Value = 0.000. These results indicate that the null hypothesis was rejected at 95% confidence level since predictor variable (Information Communication Technology) had a significant statistical value of 0.000 which is less than 0.05 and t value of 6.169 (Collis, & Hussey, 2014). This implies that Information and Communication Technology influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.281 implies that a unit increase in performance of Sacco's in the Public Road Transport Sector in Kenya will lead to 0.281 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

The results corresponds with Mulemi (2014); Mohamud, Mohamud, & Mohamed (2015) Murimbika & Urban (2013); & Wasike (2001) who also revealed that technology was one of the strategic drivers of organizations competitiveness. To enhance efficiency and effectiveness, companies should automate their processes and services. Automating production processes can give a company a competitive edge in the global market place. There is no company that can compete globally if it is using conventional methods which are costly (Martindale, 2011).

4.10 Intermediate Regression Model

Table 4.28 Model summary

Model	R Square	Adjusted R Square
	.872	.868

As shown in Table 4.28, the value of the R Square of 0.872 implies that Strategic leadership, Strategic Human Resource Development, Information Communication Technology adoption and environmental scanning (as a covariate) contributed 87.2% of the variation in the performance of Sacco's in the public road transport sector.

Table 4.29 Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	123.777	4	30.944	234.332	.000 ^b
Residual	18.223	138	.132		
Total	142.000	142			

The results in Table 4.29 indicates that the overall model was a good fit since the value of F-statistic was found to be 234.33 and their p-values were found to be 0.000 which is less than the critical value of 0.05. This suggests that all the four variables considered were relevant in explaining the SACCOs performance.

Table 4.30 Regression Coefficients

Model	Coefficients		t-statistics	P-value
	B	Std. Error		
(Constant)	3.1E-016	0.030	0.000	1.000
Strategic leadership	0.352	0.048	7.378	0.000
Strategic Human Resource Development	0.259	0.043	6.074	0.000
Information Communication Technology	0.170	0.046	3.725	0.000
Environmental scanning	0.296	0.052	5.654	0.000

4.10.1 Strategic leadership and performance of Sacco's in the Public Road Transport in Kenya.

After Conducting regression analysis as illustrated in Table 4.30, it is shown that for strategic leadership; $\beta=0.352$, and P-Value=0.000. Based on these results, the null hypothesis was rejected at 95% confidence level since predictor variable (strategic leadership) had a significant statistical value of 0.000 which is less than 0.05 and t value of 7.378 (Guest, 2012). This implies that strategic leadership had a positive influence on performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.352 implies that a unit increase in strategic leadership will lead to 0.352 times increase in performance of Sacco's in the Public Road Transport Sector.

These findings correspond with Kipkemoi (2010) who established that strategy formulation was an initiative of top leaders. It is the policy of top leadership to

formulate strategies, implement and development measures to rectify any deviations if implementation was not successful. Further, Lemeng'i, (2016) concurs that strategic leadership has a direct correlation with organization performance and vice versa. Gavrea, Lieş and Stegorean (2011) revealed that strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences the organization by aligning the systems, culture, and organizational structure to ensure consistency with the strategy. Influencing employees to voluntarily make decisions that enhance the organization is the most important part of strategic leadership. A leader, in both instances, prepares for the future and considers both the long-term goal as well understanding the current contextual setting of the organization (Kipkemoi, 2010).

4.10.2 Strategic human resource development and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.30 shows following values for strategic human resource development: $\beta=0.259$, and P-Value=0.000. These results indicate that null hypothesis was rejected at 95% confidence level since predictor variable (Strategic Human Resource Development) had a significant statistical value of 0.000 which is less than 0.05 and t value of 6.074 (Mertler & Vannatta, 2010). This implies that strategic human resource development influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.259 implies that a unit increase in Strategic Human Resource Development will lead to 0.259 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

These findings are consistent with past research by Gavrea, Lieş, Stegorean (2011) and Gilaninia *et al.* (2015) which revealed that strategic planning, employee development and compensation policies are key determinants of any successful change process in any systems if organizations have clear human resource strategies such as career progression and talent development. Further, it was also established by Dauda, Akingbade and Akinlabi (2010) that employees do not resist any change but they resist to be changed. It is the responsibility of leaders to adopt contingency plans

like training programs to overcome individual resistance when introducing new changes. Afsal *et al.* (2013) concur that strategic role of human resource planning not only assists the organization in short span of time but also in many times to come. Thus it is being seen that those organization which consider human resource planning as the significant and essential part of their human resource management, this could turn out to be very helpful in terms of dealing with its human capital which could possibly make the organization to stand out of the competition prevailing in the market (Chebet, 2015).

4.10.3 Information communication technology adoption and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.30 shows the following values regarding information communication technology: These results indicate that the null hypothesis was rejected at 95% confidence level since predictor variable (Information Communication Technology adoption) had a significant statistical value of 0.000 which is less than 0.05 and t value of 3.725. This implies that Information and Communication Technology influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.170 implies that a unit increase in performance of Sacco's in the Public Road Transport Sector in Kenya will lead to 0.170 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

The results corresponds with Mulemi (2014); Mohamud, Mohamud, & Mohamed (2015) Murimbika & Urban (2013); & Wasike (2001) who also revealed that technology was one of the strategic drivers of organizations competitiveness. To enhance efficiency and effectiveness, companies should automate their processes and services. Automating production processes can give a company a competitive edge in the global market place. There is no company that can compete globally if it is using conventional methods which are costly (Martindale, 2011).

4.10.4 Environmental scanning (as a covariate) and performance of Sacco's in the public road transport in Kenya.

Table 4.30 shows following values for the relationship between the four variables as co-covariates and performance of Sacco's in the public road transport in Kenya : $\beta=0.296$, and P-Value=0.000. These results indicate that null hypothesis was rejected at 95% confidence level since predictor variable (environmental scanning) had a significant statistical value of 0.000 which is less than 0.05 and t value of 5.654. This implies that environmental scanning influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.296 implies that a unit increase in environmental scanning will lead to 0.296 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

4.11 Interacted model

Table 4.31 Model summary

Model	R Square	Adjusted R Square
	0.885	0.879

As shown in Table 4.31, the value of the R Square of 0.885 implies that Strategic leadership, Strategic Human Resource Development, Information Communication Technology and Environmental Scanning (Moderator) contributed 88.5% of the variation in the performance of Sacco's in the public road transport sector.

Table 4.32 analysis of variance

Model	Sum Squares	of df	Mean Square	F	Sig.
Regression	125.661	7	17.952	148.325	0.000 ^b
Residual	16.339	135	.121		
Total	142.000	142			

The results in Table 4.32 indicates that the overall models was a good fit since the value of F-statistic was found to be 148.325 and their p-values were found to be 0.000 which is less than the critical value of 0.05. This suggests that all the four variables considered were relevant in explaining the SACCOs performance.

Table 4.33 Regression coefficients

Variable	Coefficients B	Std. Error	t- statistic	P-value
(Constant)	0.033	.036	0.906	0.367
Strategic leadership	0.369	.047	7.904	0.000
Strategic Human Resource Development	0.255	.041	6.188	0.000
Information Communication Technology Adoption	0.149	.044	3.361	0.001
Environmental scanning	0.279	.050	5.535	0.000
Strategic leadership*	0.133	.035	3.847	0.000
Environmental scanning Strategic Human Resource Development*	0.059	.032	1.833	0.069
Environmental scanning Information Communication Technology Adoption*	0.035	.036	.978	0.330
Environmental scanning				

4.11.1 Strategic leadership and performance of Sacco's in the Public Road Transport in Kenya.

After Conducting regression analysis as illustrated in Table 4.33, it is shown that for strategic leadership; the beta (β) value of 0.369 and 0.133 interaction terms implies that a unit increase in strategic leadership will lead to 0.369 and 0.133 (for interaction term) times increase in performance of Sacco's in the Public Road Transport Sector. These findings correspond with Kipkemoi (2010) who established that strategy formulation was an initiative of top leaders. It is the policy of top leadership to formulate strategies, implement and development measures to rectify any deviations if implementation was not successful. Further, Lemeng'i, (2016) concurs that strategic leadership has a direct correlation with organization performance and vice versa. Gavrea, Lieş and Stegorean (2011) revealed that strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences the organization by aligning the systems, culture, and organizational structure to ensure consistency with the strategy. Influencing employees to voluntarily make decisions that enhance the organization is the most important part of strategic leadership. A leader, in both instances, prepares for the future and considers both the long-term goal as well understanding the current contextual setting of the organization (Kipkemoi, 2010).

4.11.2 Strategic human resource development and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.33 shows following values for strategic human resource development: The beta (β) value of 0.255 and 0.059 for interaction term respectively implies that a unit increase in Strategic Human Resource Development will lead to 0.255 and 0.059 (for interaction term) times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya. These findings are consistent with past research by Gavrea, Lieş, Stegorean (2011) and Gilaninia *et al.* (2015) which revealed that strategic planning, employee development and compensation policies are key determinants of any successful change process in any systems if organizations have clear human resource strategies such as career progression and talent development.

Further, it was also established by Dauda, Akingbade and Akinlabi (2010) that employees do not resist any change but they resist to be changed. It is the responsibility of leaders to adopt contingency plans like training programs to overcome individual resistance when introducing new changes. Afsal *et al.* (2013) concur that strategic role of human resource planning not only assists the organization in short span of time but also in many times to come. Thus it is being seen that those organization which consider human resource planning as the significant and essential part of their human resource management, this could turn out to be very helpful in terms of dealing with its human capital which could possibly make the organization to stand out of the competition prevailing in the market (Chebet, 2015).

4.11.3 Information communication technology adoption and performance of Sacco's in the Public Road Transport in Kenya.

Table 4.33 shows the following values regarding information communication technology adoption: The beta (β) value of 0.149 and 0.035 for interaction terms respectively implies that a unit increase in performance of Sacco's in the Public Road Transport Sector in Kenya will lead to 0.149 and 0.035 (for interaction term) times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya. The results corresponds with Mulemi (2014); Mohamud, Mohamud, & Mohamed (2015) Murimbika & Urban (2013); & Wasike (2001) who also revealed that technology was one of the strategic drivers of organizations competitiveness. To enhance efficiency and effectiveness, companies should automate their processes and services. Automating production processes can give a company a competitive edge in the global market place. There is no company that can compete globally if it is using conventional methods which are costly (Martindale, 2011).

4.11.4 Moderating effect between strategic management practice and performance of Sacco's in the public road transport in Kenya.

Table 4.33 shows following values for the relationship between the four variables as co-covariates and performance of Sacco's in the public road transport in Kenya : $\beta=$

0.279, and P-Value=0.000. These results indicate that null hypothesis was rejected at 95% confidence level since predictor variable (environmental scanning) had a significant statistical value of 0.000 which is less than 0.05. This implies that environmental scanning influences performance of Sacco's in the Public Road Transport Sector in Kenya. The beta (β) value of 0.279 implies that a unit increase in environmental scanning will lead to 0.279 times increase in the performance of Sacco's in the Public Road Transport Sector in Kenya.

4.12 Moderation effect conclusion

Table 4.34 Moderation Effect

(A) Interacted model		(B) Intermediate model	C = (A - B)	D
Test statistics		Test statistics	Difference	Conclusion
R-squared	0.885	R-squared 0.872	+ 0.013	Since R-squared has increased, there was presence of moderation
Adjusted R-squared	0.879	Adjusted R-squared 0.868	+ 0.011	Since adjusted R-squared has increased, there was presence of moderation

Table 4.34 shows the results of the differences of the test statistics specifically R-squared and the adjusted R-squared. Column (A) interacted model presents the test statistics where the moderator was used as a covariate and also used in the interaction as a base for interaction terms of independent variables. Column (B) intermediate model presents the test statistics where the moderator was used as a covariate. This model was used as a reference model for the testing of moderation effect. Column C gives the results on the difference of the test statistics. Column D gives the conclusion on the presence of moderation effect of environmental scanning. From the study it was revealed that there was a slight positive effect over all moderation of

environmental scanning on the relationship between strategic management practice and performance of Sacco's in public transport in Kenya.

4.13 Summary of Hypothesis Testing

The summary of hypothesis testing and the overall decisions are as indicated on Table 4.35.

Table 4.35 Summary of Hypothesis Testing

	Null Hypothesis	Overall decision
H0 ₁	There was no significant influence between strategic leadership and performance of Sacco's in the Public Road Transport in Kenya.	Hypothesis was rejected at 95% confidence level
H0 ₂	There was no significant influence between strategic human resource development and performance of Sacco's in the Public Road Transport in Kenya.	Hypothesis was rejected at 95% confidence level
H0 ₃	There was no significant influence between information communication technology adoption and performance of Sacco's in the Public Road Transport in Kenya.	Hypothesis was rejected at 95% confidence level
H0 ₄	There was no moderating effect of environmental analysis between strategic management practice and performance of Sacco's in the public road transport sector in Kenya.	Hypothesis was rejected at 95% confidence level

Table 4.35 summarizes the drawn conclusions of the four hypotheses that guided this project. The three null hypotheses (in respect of: Strategic leadership, Strategic human resource development and Information communication technology adoption) were rejected at 95% confidence level while accepting the alternative hypotheses. The null hypothesis regarding the effect of the moderating variable (Environmental

scanning) between the independent and dependent variables was also rejected. This, therefore, implies that the alternate hypotheses were accepted as follows:

H₁: There was significant influence of strategic leadership on performance of Sacco's in the Public Road Transport in Kenya;

H₂: There was significant influence of strategic human resource development on performance of Sacco's in the Public Road Transport in Kenya;

H₃: There was significant influence of information communication technology adoption on performance of Sacco's in the Public Road Transport in Kenya and

H₄: There was significant moderating effect of environmental scanning between strategic management practice and performance of Sacco's in the public road transport in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings as per the study objectives, conclusions based on those findings and recommendations which are based on both the study findings, contributions of the study to knowledge and areas for further research.

5.2 Summary

5.2.1 Strategic Leadership and Performance of Sacco's in Public Road Transport

The study established that there exist a significant positive relationship between strategic leadership and performance of public road transport sector Sacco's in Kenya. It was also found that strategic leadership was being adapted to a moderately high extent in Sacco's operating in Public Transport Sector in Kenya. It was noted that the leaders were interested in the survival of their Sacco's in the competitive environment which depends on managers having a long term perspective. Sacco managers were also well conversant with the existing organization's strategic plan. Managers also held the view that the competitiveness of their Sacco was based on motivated workforce willing to offer quality customer service for enhanced performance. The results also revealed that the management teams felt that their Sacco's always engage key stakeholders and other employees in strategic decision making.

The findings also showed that the management teams always endeavor to motivate workers by reducing excessive workload, building self-esteem and recognition for good performance, Sacco leaders always encouraged proactive rather than reactive measures of change implementation thus minimizing resistance from workers for enhanced performance. The findings indicated that management always participates

in strategy formulation with the intention of ensuring allocation of adequate human, finance and infrastructure resources necessary for enhanced performance. The results also revealed that strategic leadership practice will always influence performance of Sacco's and hence increase shareholder wealth. The correlation results also supported a positive relationship between strategic leadership and performance of the Sacco's. The regression results also showed that strategic leadership had a significant effect on Performance of Sacco's in Public Road Transport. The findings are in conformity with studies by: Kwenze (2011); Kipkemoi (2010); and Kabetu and Iravo (2018) who have linked strategic leadership and performance of organizations. The findings are also in line with Ricky Griffin's Theory by Griffin (2007) which argues that internal factors that include; leadership, employee skills, structure of the organization, information control systems, technology in use and culture among other factors are some of the critical aspects that contribute to organizational performance

5.2.2 Strategic Human Resource Development and Performance of Sacco's in Public Road Transport

The study established that there existed a significant positive relationship between strategic human resource development and performance of public road transport sector Sacco's in Kenya. The Sacco's always conducted training needs assessment to determine areas of employee improvement as indicated by the moderately high agreement with the opinions given by the respondents. The Sacco managers always anticipate future industry trends and invest in employee training. The Sacco sought to align themselves with the complex and rapidly changing environment through learning. Knowledge management and adopting organization's values and norms to be effective was also a key dimension that was of interest to the managements. The Sacco's provided good working conditions for employees such as provision of health and safety and has implemented a suitable compensation policy. Employees of Sacco's were encouraged to enroll in job related courses for self-development to develop their careers and finally it was found that employees of Sacco's benefit from a permanent and pensionable employment contract.

The correlation results also supported a positive relationship between strategic human resource development and performance of the Sacco's. The regression results also showed that strategic human resource development had a significant effect on Performance of Sacco's in Public Road Transport. The findings concurs with Muogbo (2013) and Murimbika and Urban (2013) who established that there is a strong correlation between human resource development and performance of firms. The findings are also in line with the human capital theory by Becker's (1993) which argues that knowledge gained through education and training like generic skills in human resource development is of great value to variety of firms.

5.2.3 Information Communication Technology adoption and Performance of Sacco's in Public Road Transport

The study established that there existed a significant positive relationship between information and communication technology and performance of public road transport sector Sacco's in Kenya. These results revealed, that most of the Sacco's operating in the Public Road Transport sector in Kenya were interested in the adoption of ICT that would lead to efficient Sacco operations such as online tax remittances, automated payroll, convenient fare payment and monitoring of Sacco passenger vehicle movements, hence minimize operations cost. The managers also felt that ICT adoption would influence performance of their Sacco's by monitoring transactions to reduce revenue leakages and cost of operations. The study also brought to the light that, with the adoption of ICT Sacco managers would effectively and efficiently communicate through online platforms for decision making. The adoption of ICT was also found to lead to innovative customer service delivery and hence attract more Sacco business. The Adoption of ICT was also found to be a unique resource of competitive advantage of the Sacco's. All the Sacco's on average were found to have embraced ICT in their operations for efficient customer service delivery and to gain a competitive advantage. The correlation results also supported a positive relationship between Information Communication Technology adoption and performance of the Sacco's. The regression results also showed that Information Communication

Technology adoption had a significant effect on Performance of Sacco's in Public Road Transport.

The findings are in conformity with Mulemi (2014) who observed that ICT has remained to be the key driver of organizational performance in the dynamic business environment. These results supports the opinion by Muogbo (2013) who argue that technology integration in the system can result to capabilities that give a company strategic advantages over the competitive forces it faces in the global marketplace. These findings are also in line with the resource-based view theory by Barney (1991) which suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm.

5.2.4 Environmental Scanning between Strategic Management Practice and Performance of Sacco's in Public Road Transport.

The study found that conduct of SWOT and Value chain analysis enabled managers to determine Sacco capabilities for competitive positioning. Further, the study established that conduct of consumer research will enable managers of Sacco determine changes in consumer demand and timely meet those demands for effective competitor positioning. The study found that Sacco's select the most desirable option that will match resources with the external environment to achieve a competitive edge. It was also observed that compliance with the requirement of TLB (Transport Licensing Board) and PSV (Public Service Vehicle) enhances the operations and performance of Sacco's. Managers of Sacco's agreed that environmental scanning will create a platform for management teams to make informed decisions and actions for competitive advantage. It was noted from the findings that Sacco leaders always comply with the country's legal and regulatory framework governing environmental management and attempt to conduct periodical environmental analysis such as SWOT, competitor analysis and consumer research for competitive positioning. The correlation results also supported a positive relationship between Environmental Analysis and performance of the Sacco's. The regression results also showed that

Environmental Analysis had a significant influence on the relationship between strategic management practice and Performance of Sacco's in Public Road Transport.

These results are in line with the opinions of (Choo, 2001) who argue that corporate leaders base their firms' pursuit of market opportunities not only on the existence of external opportunities but also on a very sound awareness of their firm's competitive advantages arising from the firms' internal resources, capabilities, and skills. The findings conform to the open system theory by Millet (1998) which argues that organizations should align their strategic management practices in order to survive in the dynamic business environment.

5.3 Conclusions

The study concluded that unless Sacco's dedicate their effort in strategic leadership, strategic human resource development and adopt information communication technology achieving competitiveness would be an uphill task. Therefore, it is the responsibility of top leadership to adopt a combination of strategic management practice aspects that influence performance of savings and credit co-operative societies in public road transport in Kenya. It is through participative leadership that organizations would realize change implementation, effective management of resources and competences and also enhanced expansion. It is the key responsibility of leaders to motivate and inspire workers to develop high performing teams for enhanced performance.

It was also established that most of the Sacco's in the Public Road Transport Sector in Kenya were to some extent concerned with human resource development initiatives dimension of strategic management practice. Therefore, it is concluded that top leaders need to fully embrace strategic human resource best practices that enable proper human resource planning, training, career progression and staff retention. Leaders need to develop human resource policies that clearly articulated the procedures of recruitment, motivation, employee relations and compensation.

It was established that most of the Sacco's operating in the Public Road Transport sector in Kenya embraced the concept of information communication technology adoption to a moderate extent which ultimately led to better performance. It was concluded that Sacco's in the public road transport in Kenya should fully adopt technology integration in their operations to leverage returns on investment. It was established that environmental analysis was not a common strategic practice among some of the Sacco's in the Public Transport Sector in Kenya. Therefore, it was concluded that managers should always endeavor to scan the environment in order to understand the opportunities and threats within the dynamic environment in which they operate.

5.4 Recommendations

It was established by the study that most of the Sacco's in the Public Road Transport Sector in Kenya embrace strategic leadership initiatives such as formulation of objectives that reflect the vision and mission. Therefore, this study recommends that management boards of Sacco's should strive and engage other partners to help them develop strategic plans and policies to enable them run their Sacco's with a clear vision , mission and goals.

Further, it was noted that most leaders were capable of influencing workers to adapt to new regulation enacted by authorities such as traffic police department and NTSA to some reasonable extent. Therefore, this study recommends that leaders of Sacco's should be engaged based on their qualifications and previous experience. Further, leaders need to attend strategic management courses to enable them formulate better policies to enhance competitiveness of the sector. It was also established that issues of strategic human resource development among Sacco's in the Public Road Transport Sector in Kenya were given the attention though not fully but efforts were being made towards achievement of the same. For instance, development of human resource plans; compensation policies and career progression plans were some of the practices embraced by Sacco's. Therefore, this study recommends that all Sacco's operating in the public road transport sector should develop compensation policies

and comply with labor laws of Kenya. The Government should intervene and ensure workers engaged by Sacco's are assured of job security.

Employee Training Needs Assessment should be conducted periodically to measure the competency of workers in performing duties. Sacco's should partner with well-wishers and relevant institutions like NTSA to provide necessary trainings to its workers. It is therefore, recommended that the Government of Kenya through the Ministry of Transport should establish a formal institute that will provide professional courses among conductors, drivers and other service providers in the sector.

It was established that Technology was an integral culture component of Sacco's in the Public Road Transport Sector in Kenya with associated benefits like efficiency and effectiveness in service delivery. Therefore, this study recommends that the Government of Kenya should promote technology integration among Sacco's operating in Kenya through fibre optic cables thus facilitating timely revenue collection. All employees of Sacco's should be trained on IT skills in order to enhance creativity and innovation. IT compliant workers are more likely to offer quality services and vice versa.

5.5 Contributions of the Study to Knowledge

5.5.1 To the management

Findings of the study would be of great help to managerial decisions, policy formulation and theory enrichment. The information would help management of public road transport Sacco's to understand on how to improve the working conditions for workers and develop internal mechanisms of implementing new policies. The information would help investors and shareholders of the Sacco's to have an in-depth understanding of strategies they can adopt to enhance competitiveness of the sector.

5.5.2 To the government

The information of this study would help various policy makers such as National Transport and Safety Authority to develop policies that would regulate activities of public road transport Sacco's in Kenya thus enhanced service delivery in the public road transport sector. The National government would be in a position to measure the revenue generated from the public road transport sector and develop revenue collection policies that would result to enhance economic growth. Kenya Revenue Authority would have a clear mechanism of collecting revenue from registered public road transport sector Sacco's in Kenya.

5.5.3 To The Researchers

Researchers and scholars would find this information to be of great help as it would enrich the existing literature in strategic management and create new knowledge gaps to be investigated. Further, the information would enable researchers to have insights on the relationship between strategic management and performance of public road transport sector Sacco's in Kenya thus focusing on other sectors to conducting similar studies to examine consistence of results. The study theoretically contributes to new knowledge with its conceptualization of how strategic management influences organizational performance. The study further adds towards the behavioral theories especially the human capital theory which postulates that a strategic human resource development significantly influence organizational performance. This study fills the noticeable methodology gap in existing organizational performance literature by employing descriptive research to achieve the optimal results.

5.6 Areas for Further Research

This study recommends that future research to be directed towards validating the results of this study by conducting a similar research in other sectors in Kenya. This study concentrated on the influence of strategic management practice on performance of Sacco's in the Public Road Transport Sector. Future studies should seek to examine other variables that influence performance of Sacco's in the public

road transport sector by testing the moderating effect of industry competition and government policies on the relationship between strategic management practices and performance of Sacco's.

The study was confined in the public road transport sector Sacco's in Kenya. Future studies should seek to focus on other sectors such as railways, pipeline and air transport sector to examine consistence of research findings. The constraints of operationalizing and contextualizing constructs of the theories of this study would be overcome by future studies interrogating their applicability and universality in other areas of interest through testing convergence of their validity. The study adopted positivist paradigm which facilitated analysis and presentation of data quantitatively.

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APPENDICES

Appendix I: Study Questionnaire

A STUDY IN PARTIAL COMPLETION OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

This questionnaire seeks to investigate the influence of strategic management practice on performance of Sacco's in public road transport in Kenya. This study is for academic purposes and the information obtained through this questionnaire will be treated confidentially and will not be used for any other purpose other than academic research.

Date: _____ Questionnaire No: _____

SECTION A: GENERAL INFORMATION

Period of Sacco existence

1 – 5 Years

6 – 10 Years

11 – 15 Years

16 - 20 Years

Over 20Years

What is your highest level of education?

Primary Education

High School

Diploma

1st Degree

Master's Degree

How long have you worked for the Sacco?

Less than 1 year

1 – 5 Years

6 -10 Years

11 – 15 Years

Over 16 Years

SECTION B: PERFORMANCE OF SACCOS

Indicate your level of agreement with the following statements relating to indicators used by your Sacco to measure performance on a scale of 5-1 (scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree)

S/N	Statements	Strongly disagree [1]	disagree [2]	Moderate agree [3]	Agree [4]	Strongly agree [5]

	Diversification into new lines of business will depend on good leadership, skilled workforce and automated systems.					
	Our Sacco has adopted a business strategy of diversifying into new lines of business and product development.					
	Competitiveness of our Sacco is always based on minimal complaints from investors and customers.					
	Our Sacco always leverage on customer satisfaction to enhance performance and achieve a competitive edge.					
	Our Sacco always engages in community social initiatives, as a good citizen, resulting to enhanced corporate image					

	and reputation.					
	Our Sacco always retains profits to facilitate growth and expansion of the business.					
	Our Sacco always pays dividend to their investors after the end of every financial year.					

SECTION C: STRATEGIC LEADERSHIP

Indicate your level of agreement with the following statements relating to the influence of strategic leadership on performance of your Sacco in the public road transport sector in Kenya (scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree)

S/N	Statements	Strongly disagree [1]	disagree [2]	Moderate agree [3]	Agree [4]	Strongly agree [5]
	Survival of your Sacco in the competitive environment depends on					

	managers having a long term perspective.					
	Sacco managers are well conversant with the existing organization's strategic plan.					
	Competitiveness of your Sacco is based on motivated workforce willing to offer quality customer service for enhanced performance.					
	Management team of your Sacco always engage key stakeholders and other employees in strategic decision making.					
	Management teams always endeavor to motivate workers by reducing excessive workload, building self-esteem and recognition for good performance.					

	<p>Sacco leaders always encourage proactive rather than reactive measures of change implementation thus minimizing resistance from workers for enhanced performance.</p>					
	<p>Management always participates in strategy formulation with the intention of ensuring allocation of adequate human, finance and infrastructure resources necessary for enhanced performance.</p>					
	<p>Strategic leadership practice will always influence performance of your Sacco and hence increase shareholder wealth.</p>					

SECTION D: STRATEGIC HUMAN RESOURCE DEVELOPMENT

Indicate your level of agreement with the following statements relating to the influence of strategic human resource development on performance of your Sacco in the public road transport sector in Kenya

(Scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree)

S/N	Statements	Strongly disagree [1]	disagree [2]	Moderate agree [3]	Agree [4]	Strongly agree [5]
	Our Sacco always conducts training needs assessment to determine areas of employee improvement.					
	Sacco managers always anticipate future industry trends and invest in employee training.					

<p>Our Sacco seeks to align itself with the complex and rapidly changing environment through learning, knowledge management and adopting organization's values and norms to be effective.</p>					
<p>Our Sacco provides good working conditions for employees such as provision of health and safety and has implemented a suitable compensation policy.</p>					
<p>Employees of your Sacco are always encouraged to enroll in job related courses for self-development to develop their careers.</p>					
<p>Employees of Sacco's benefit from a permanent and</p>					

	pensionable employment contract.					
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SECTION E: INFORMATION COMMUNICATION TECHNOLOGY ADOPTION

Indicate your level of agreement with the following statements relating to the influence of information communication technology adoption on performance of your Sacco in the public road transport sector in Kenya (scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree)

S/ N	Statements	Strongly disagree [1]	disagree [2]	Moderate agree [3]	Agree [4]	Strongly agree [5]
	Adoption of ICT will lead to efficient Sacco operations such as online tax remittances, automated payroll, convenient fare payment and monitoring of Sacco passenger vehicle movements, hence minimize operations cost.					

<p>ICT adoption will influence performance of your Sacco by monitoring transactions to reduce revenue leakages and cost of operations.</p>					
<p>With the adoption of ICT Sacco managers will effectively and efficiently communicate through online platforms for decision making</p>					
<p>Adoption of ICT will lead to innovative customer service delivery and hence attract more Sacco business.</p>					
<p>Adoption of ICT as a unique resource will underpin competitive advantage of your Sacco.</p>					
<p>Our Sacco has not fully embraced ICT in its operations for efficient customer service delivery and to gain a competitive advantage.</p>					

SECTION F: ENVIRONMENTAL SCANNING

Indicate your level of agreement with the following statements relating to the effect of environments analysis between your strategies and performance of your Sacco in the public road transport sector in Kenya. (Scale 5= strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

S/N	Statements	Strongly disagree [1]	disagree [2]	Moderate agree [3]	Agree [4]	Strongly agree [5]
	Conduct of SWOT (Strengths, Weaknesses, Opportunities and Threats) and Value chain analysis enable managers to determine Sacco capabilities for competitive positioning.					
	Conduct of consumer research enables determine changes in consumer demand and achieve effective competitor positioning..					
	Our Sacco selects the most desirable option that will match resources with the external environment to achieve a competitive edge.					

	Lack of compliance with the requirement of TLB (Transport Licensing Board) and PSV (Public Service Vehicle) hampers the operations and performance of Sacco's.					
	Environmental scanning creates a platform for management teams to make informed decisions and actions for competitive advantage.					
	Our Sacco leaders always comply with the country's legal and regulatory framework governing environmental management.					
	Leaders of your Sacco always conduct periodical environmental analysis such as SWOT, competitor analysis and consumer research for competitive positioning.					

Thanks for your time

Appendix II: JKUAT Postgraduate Data Collection Letter



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
SCHOOL OF BUSINESS**

EMAIL: sob@jkuat.ac.ke

Ref: JKU/2/133

Date: 8th January 2017

TO WHOM IT MAY CONCERN:

Dear Sir/Madam

RE: JOSIAH MUGWE THATIA, REG. NO. HD433-5719/2014

This is to confirm that **Josiah Mugwe Thatia** is a bona fide student of Jomo Kenyatta University of Agriculture and Technology (JKUAT). He is pursuing PhD (Business Administration) in the Department of Business Administration. Josiah has successfully finished his course work and currently collecting data to complete writing his Thesis.

Any assistance accorded to him is highly appreciated.

Yours faithfully,


Dr. M.A. OLOKO
AG. DEAN, SCHOOL OF BUSINESS
MO/ca



ISO 9001:2008 certified
Setting Trends in Higher Education, Research and Innovation

Appendix III: NACOSTI Data Collection Certificate



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
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Email: dg@nacosti.go.ke
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when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

NACOSTI/P/17/12434/15910

9th March, 2017

Josiah Mugwe Thatia
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of strategic management practice on performance of public road transport savings and credit co-operative societies in Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **9th March, 2018**.

You are advised to report to **the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
All Counties.

The County Directors of Education Technology and Innovation is ISO 9001:2008 Certified
All Counties.

**Appendix IV: List of Counties with Registered Public Road Transport Sacco's
in Kenya, in 2015.**

1.	BARINGO
2.	BOMET
3.	BUNGOMA
4.	BUSIA
5.	ELGEYO MARAKWET
6.	EMBU
7.	ISIOLO
8.	KAJIADO
9.	KAKAMEGA
10.	KERICHO
11.	KIAMBU
12.	KILIFI
13.	KIRINYAGA
14.	KISII
15.	KISUMU
16.	KITUI
17.	KWALE

18.	LAIKIPIA
19.	MACHAKOS
20.	MAKUENI
21.	MERU
22.	MIGORI
23.	MOMBASA
24.	MURANGA
25.	NAIROBI
26.	NAKURU
27.	NANDI
28.	NAROK
29.	NYAMIRA
30.	NYANDARWA
31.	NYERI
32.	THARAKA NITHI
33.	TRANS NZOIA
34.	UASIN GISHU

Appendix V SAMPLING FRAME

LIST OF SACCOS IN PUBLIC ROAD TRANSPORT SECTOR IN KENYA

1	MARUTI UNITED SACCO LIMITED	38	BUNGOMA TRANSPORTERS SACCO LTD
2	12C TRANSPORT SACCO LTD	39	BURNT FOREST TRAVELLERS SACCO
3	2 MGIN SACCO LTD	40	BURUBURU 58 TRAVELLERS SACCO LTD
4	2B TRAVELLERS SACCO LTD	41	BUSIA LAKESIDE TRAVELLERS SACCO
5	2KGT SACCO LTD	42	BUSIA TRAVELLERS SACCO
6	2K-NN SACCO LTD	43	CBET SACCO
7	2KR ROUTE 105 MULTIPURPOSE SACCO	44	CENTRAL RIFT PSV MATATUS
8	2KW SACCO LTD	45	CENTRAL RIFT SACCO LTD
9	2 MK TRAVELLERS SACCO LTD	46	CHAKANA SACCO LTD
10	2ML SACCO LTD	47	CHAKIKA TRANSPORT SACCO LTD
11	2MTW SACCO LTD	48	CHANIA EXECUTIVE COOL SACCO LTD
12	2NK SACCO LTD	49	CHANIA KIBWEZI TRAVELLERS SACCO
13	2TS SACCO LTD	50	CHANIA TRAVELLERS SACCO
14	3N-TO SACCO	51	CHEETAH TRAVELLERS SACCO
15	3KEN SACCO LTD	52	CHEPKOILEL MATATU SACCO LTD
16	3KRA SACCO LTD	53	CHUKA SACCO SOCIETY LTD
17	3M PORT SACCO LTD	54	CITY TRAVELLERS SACCO LTD
18	3NCK SACCO LTD	55	CLASSIC PELICAN SACCO LTD
19	ABERDARELINE SACCO LTD	56	CLASSIC SHUTTLE SACCO LTD
20	ACROSS WESTERN SACCO	57	COMFORT SAFARIS SACCO
21	MOLOLINE SERVICES SACCO LTD	58	COMLINES SACCO LIMITED
22	AJAWAAB TRANS SACCO LTD	59	COUNTY LINK SACCO LTD
23	ALDANA TRAVELLERS SACCO	60	DABUMATO COMMUTER SERVICE SACCO LTD
24	AL-WAHIM EXPRESS SHUTLE LTD	61	DAKIKA MATATU OWNERS SACCO
25	BABA DOGO 25 TRAVELLERS SACCO	62	DANDORA USAFIRI TRAVELLERS SACCO
26	BAHAMA SITA TRAVELLERS SACCO LTD	63	DATIMA TRAVELLERS SACCO LTD
27	BAKAKI 101 TRAVELLERS SACCO LTD	64	DIX-HULT MATATU OWNER SACCO
28	BAKIMATRA SACCO LTD	65	DOUBLE T.SHUTTLE SACCO LTD
29	BAMBURI SHUTTLE SACCO LTD	66	EASTERN BYPASS SACCO LTD
30	BANANA HILL MATATU SACCO LTD	67	EASTLEIGH ROUTE SACCO
31	BEADS SHUTTLE SACCO LTD	68	EBENEZER MATATU SACCO LTD
32	BEST LINE SACCO	69	ECOSA TRAVELLERS SACCO
33	BLUEMARKS SHUTTLES SACCO LTD	70	EGESA SHUTTLE SACCO
34	BOMET TRANSPORT SACCO LTD	71	ELDO MOC SACCO LTD
35	BOMET TRAVELLERS SACCO	72	ELDO-DUKA TRAVELLERS
36	BUNGOMA LINE SACCO	73	ELDOKAPS SACCO LTD
37	BUNGOMA SHUTTLE SACCO LTD	74	ELDO-MET SACCO LTD
		75	ELDORET CROSS ROAD INV. SACCO.
		76	ELDORET SHUTTLE SACCO LTD
		77	EASTLANDS EAGLES SACCO LIMITED
		78	ELDORET VICTORY SACCO LTD
79	ELDO-SEL TRAVELLERS SACCO LTD		
80	ELEVENTH HOUR TRANSPORT SACCO	123	HURUMA MINI-BUS SACCO LTD
81	EMAKIGA MATATU OPERATORS SACCO	124	INAGI TRAVELLERS SACCO LTD
82	EMBASSAVA SACCO LTD	125	INANA SEVEN SEATERS SHUTTLE
83	EMUKI SACCO LTD	126	INDIMA (NJE) SACCO
84	EQUATOR LINE SACCO LTD	127	INTER COUNTIES TRAVELLERS SACCO
85	EZK TRAVELLERS SACCO LTD	128	INTER-COUNTY TRAVELLERS SACCO
86	FAMWENA ANKUMA SACCO LTD	129	ISIOLO MILLENIUM SACCO LTD
87	FARASI TRAVELLERS SACCO LTD	130	ISLAND TRANSPOTERS SACCO

88	FASTRACK UNITED SACCO LTD	131	ISLAND TRANSPOTERS SACCO LTD
89	FAULU MALINDI SACCO LTD	132	ITHANGA TRAVELLERS SACCO
90	FIG KOMBA SACCO	133	JESMAT TRAVELLERS SACCO
91	FINLAY LINE SACCO LTD	134	JONSAGA FLATS SACCO
92	FIVE STAR SERVICES SACCO	135	K2BU SACCO LIMITED
93	FORT TENAN LINE SACCO LTD	136	K64 SACCO LTD
94	FORWARD TRAVELLERS SACCO LTD	137	KABENES SACCO LTD
95	FOUR NT SACCO LTD	138	KABRAS LINE SACCO LTD
96	FOURTY FOUR SACCO	139	KAKA TRAVELLERS SACCO LTD
97	FREE AREA TRAVELLERS SACCO LTD	140	KAKIAMO EXPRESS SACCO LTD
98	G.M.T SACCO LTD	141	KALOLENI MATATU OWNERS SACCO LTD
99	GAKANANGO SACCO LTD	142	KAM TRANSPORTERS SACCO LTD
100	GANAHI MULTI PURPOSE SACCO LTD	143	KAMANA SACCO LTD
101	GARISSA COACH SACCO	144	KAMUKI TRAVELLERS SACCO LTD
102	GARISSA MADOGO MATATU SACCO	145	KAMUNA SACCO LIMITED
103	GATANGA TRAVELLERS SACCO LTD	146	KAKAMEGA SHUTTLES SACCO
104	GATHIMA TRAVELLERS SACCO LTD	147	KANASE SACCO
105	GATUNDU TRAVELLERS SACCO	148	KANDARA SOUTH TRAVELLERS SACCO
106	GENO MATATU SACCO LTD	149	KANDUYI SHUTTLE SAVINGS
107	GINYALI SACCO LTD	150	KANGAROO LUXURY SACCO LTD
108	GITHIGA TRAVELLERS SACCO	151	KANGAROO SHUTTLE SACCO LIMITED
109	ZOGHORI CO-OPERATIVE SACCO LTD	152	KANGEMA TRAVELLERS
110	GITHURAI 45 SACCO	153	KANGEMI MATATU OWNERS SACCO
111	GIWA SACCO LTD	154	KANI TRANSPORT SACCO LTD
112	GLOKONZA TRAVELLERS SACCO LTD	155	KANU STREET TRAVELLERS SACCO
113	GREAT NYANZA TRAVELLERS SACCO	156	KAPSARET SACCO
114	GUCHA TRAVELLERS SACCO LTD	157	KAPSOWAR SHUTTLE SACCO LTD
115	GUSII COMMUTER SERVICES SACCO	158	KAPSOYA MATATU
116	HIGHRISE KIBERA SACCO	159	KARIOBANGI MATATU OWNERS SACCO
117	HIGHWAY TRAVELLERS SACCO LIMITED	160	KAROMBU TRAVELLERS SACCO LTD
118	HIMOSA TRAVELLERS SACCO	161	KARURI COMMUTERS SACCO LTD
119	HOMA BAY MATATU OWNERS SACCO	162	KASAMUTHI TRAVELLERS SACCO
120	HOME SACCO	163	KASBOWA SACCO LTD
121	HURUMA 46 SACCO LTD	164	KATUMA MATATU SACCO LTD
122	HURUMA MATATU SACCO	165	KAWAMA SACCO
		166	KAWANGWARE MATATU SACCO LTD
		167	KEMO SACCO LTD
168	KERIO PRESTIGE SHUTTLE SACCO LTD		
169	KETNNO SACCO LTD	212	KWALELINE EXPRESS SACCO LTD
170	KIAMBU MARAFIKI SACCO LTD	213	LAKEBELT SACCO
171	KIBANTU NISSAN SACCO LTD	214	LAKENYA TRANSPORT SACCO LTD
172	KIBERA BURETI SACCO	215	LANGAS SACCO LTD
173	KIBERA MATATU OWNERS SACCO LTD	216	LANKANA SACCO LTD
174	KIBORA SACCO	217	LATEMA 22 TRAVELLERS SACCO
175	KIDAGI SACCO	218	LESSOS SACCO LTD
176	KIEMWA SACCO	219	LIKAMBU MATATU SACCO LTD
177	KIENYA TRAVELLERS SACCO LTD	220	LIKANA ROUTE 114/115 MATATU SACCO
178	KIGUMO TRAVELLERS SACCO LTD	221	LIKONI MATATU SACCO LTD
179	KIHOMI SACCO LTD	222	LINA SACCO LTD
180	KIKASA MATATU SACCO LTD	223	LINGANA SACCO LTD
181	KILGORIS KLASSIC SACCO LTD	224	LIRA LINE SACCO LTD
182	KILIMAMBOGO TRAVELLERS SACCO	225	LOPHA MULTIPURPOSE SACCO LTD
183	KILLETON COMMUTERS SACCO LTD	226	LOWLANDS TRAVELLERS SACCO
184	KIMAWA EXPRESS SACCO LTD	227	LUCKY BABA DOGO TRAVELLERS SACCO LTD
185	KIMISAHLINE TRAVELLERS SACCO LTD	228	M4MS SACCO LTD
186	KIMMA SACCO LTD	229	MACHAKOS PUBLIC TRANSPORTERS SACCO LTD
187	KINATHI SACCO LTD	230	MADIWA MATATU OWNERS SACCO LTD

188	KINATWA SACCO LTD	231	MAIELA GROUP SACCO LTD
189	KINYAMO TRANSPORTERS SACCO LTD	232	MAINYA TRAVELLERS SACCO LTD
190	KINYANA TRAVELLERS SACCO	233	MAKANA SACCO LTD
191	KIPKAREN SACCO LTD	234	MAKATA SACCO
192	KIPSINENDE SACCO LTD	235	MAKOMA SACCO
193	KIRAGI TRAVELLERS SACCO LTD	236	MAKOS SACCO
194	KISII NISSAN SACCO LTD	237	MAKUENI TRANSPORTERS SACCO LTD
195	KISIWANI MATATU SACCO LTD	238	MAKUYU TRAVELLERS SACCO LTD
196	KISTAG TRAVELLERS SACCO	239	MALABA BORDER SACCO LTD
197	KITALE LINK SACCO LTD	240	MAMBO LINE SACCO
198	KITENGELA MINIBUS SACCO (KIMISA)	241	MAMIKA SACCO LIMITED
99	KITOMA SACCO SOCIETY LTD	242	MANATWA SACCO
200	KITUI EBENEZER TRAVELLERS SACCO	243	MANCHESTER MATATU SACCO
201	KITWEK SACCO LTD	244	MANCHESTER TRAVELLERS COACH SACCO
202	KIU INVESTMENT SACCO	245	MANGA NISSAN TEAM SACCO
203	KIWALIRU SACCO LTD	246	MANMO SACCO
204	KIWANJA LINE SACCO LTD	247	MARIMBA TRAVELLERS SACCO
205	KNRT SACCO LTD	248	MASABA LINE SERVICES SACCO LTD
206	KOBUJOI SHUTTLE SACCO LTD	249	MATAARA TRAVELLERS SACCO
207	KOKE SACCO LTD	250	MATATU OWNERS OF MOMBASA SACCO (K) LIMITED
208	KOLLEN TRAVELLERS SACCO LTD	251	MATHIOYA EXPRESS SACCO LTD
209	KONG-TAI SACCO LTD	252	MATWA SACCO LTD
210	KSMT SACCO LTD	253	MAU- NAROK NAKURU INOORO SACCO
211	KUKENA SACCO SOCIETY LTD	254	MAU NAROK NISSAN SACCO LTD
255	MAWAL SACCO LTD		
256	MEISO NISSAN OPERATORS SACCO	302	NAIROBI NAKURU KIKUYU SHUTTLE SACCO
257	MEKINA MATATU SACCO LTD	303	NAIROBI-WESTERN-CLASSIC SACCO LTD
258	MENANY SERVICES SACCO	304	NAIVASHA SOUTH LAKE SACCO LTD
259	MENYA SERVICES SACCO LTD	305	NAIVASHA TRAVELLERS SACCO LTD
260	MERU NISSAN OPERATORS SACCO LTD	306	NAKAM SACCO LTD
261	MIGORI MATATU SACCO LTD	307	NAKAMATA SACCO LTD
262	MIREMWE SACCO LTD	308	NAKASKI TRANSPORT SACCO LTD
263	MIRITINI P.S.V OWNERS SACCO LTD	309	NAKATHI TRAVELLERS SACCO LTD
264	MITUNGUU NISSAN SACCO LTD	310	NAKILI SACCO LTD
265	MNC SACCO LTD	311	NAKIMU CLASSIC TRAVELLERS SACCO
266	MNGN SACCO LTD	312	NAIROBI KIRU LINE SERVICES SACCO
267	MNK SACCO SOCIETY LTD	313	NAKINI SACCO LTD
268	MOIBEN MS SACCO	314	NAKONN SACCO LTD
269	MOI'S BRIDGE TRAVELLERS SACCO	315	NAKURU PRECIOUS SERVICES /VICTORIA TRANSPORT SACCO LTD
270	MOKIMA SACCO LTD	316	NAKWE TRAVELLERS SACCO LTD
271	MOLO CLASSIC SACCO LTD	317	NALOKI RURAL CO-OPERATIVE SACCO
272	MOLO GROUP SAFARIS SACCO LTD	318	NAMAK SACCO SOCIETY LTD
273	MOLO GROUP SERVICES SACCO	319	NAMAKI SACCO LTD
274	MOLO TOWN ACE SACCO LTD	320	NAMASCCO SACCO LTD
275	MOLO VISION TRANSPORT SACCO LTD	321	NAMOKI TRAVELLERS SACCO LTD
276	MOLOLINER NISSAN SACCO LTD	322	NAMUGA COOPERATIVE SACCO LTD
277	MOMARKS MT SACCO LTD	323	NAMUKIKA COOPERATIVE SACCO LTD
278	MOMASA SACCO LTD	324	NANAI SIO SHUTTLE SACCO LTD
279	MORO EXPRESS SACCO LTD	325	NANDI NORTH MATATU SACCO LTD
280	MOSLINE SACCO LTD	326	NANGKIS MATATU SACCO
281	MSAFARA SACCO SOCIETY LT	327	NANYUKI EXPRESS CABS SERVICES COOPERATIVE SACCO
282	MTN SACCO LTD	328	NAROK SAFARIS SACCO LTD
283	MTWAPA PSV SACCO SOCIETY LTD	329	NARUGI DEVELOPMENT SACCO LTD
284	MU 84 SACCO LTD	330	NASAMKI SACCO
285	MUIGANA SACCO	331	NASU TRAVELLERS SACCO LTD
286	MUKURWE TRAVELLERS SACCO LTD	332	NAWAKU SACCO
287	MUMIAS SHUTTLE SACCO	333	NAWASUKU SACCO

289	MUNA SUPREME SHUTTLE SACCO	334	NAZIGI SACCO
290	MUNA TRANSPORTERS SACCO LTD	335	NENO SACCO SOCIETY LTD
291	MUNYAKA NISSAN INVESTMENT SACCO	336	NEW CLASSIC TRAVELLERS SACCO LTD
292	MWAKI TRAVELLERS SACCO LTD	337	NEW LOWLANDS TRAVELLERS SACCO
293	MWAMBA TRAVELLERS SACCO	338	NEW NAIROBI-NAIVASHA SACCO
294	MWIKI PSV SACCO	339	NEWLOT TRAVELLERS SACCO LTD
295	MWIKINA NISSAN SACCO LTD	340	NG'ARUA LINE COOPERATIVE SACCO
296	MWIRONA SACCO LTD	341	NGATA 2NV SACCO LTD
297	M-YOUNG TRAVELLERS SACCO	342	NGOKANA SACCO LTD
298	NABOKA TRAVELLERS SACCO	343	NGONG TRAVELLERS SACCO
299	NAEKANA ROUTE 134 SACCO LTD		
300	NAGIRU 145 SACCO		
301	NAIROBI FRIENDS TRAVELLERS SACCO		
344	NGUMO-LINE SACCO LTD	386	RAHMA SACCO LTD
345	NGUSO TRAVELLERS SACCO	387	RAVINE ELDORET TRANS SACCO LTD
346	NILE PERCH MATATU SACCO LTD	388	RAVINE LINE SACCO
347	NIM SACCO SOCIETY LTD	389	RE-KIPTERE TRAVELLERS SACCO LTD
348	NJORO-EGERTON SAFARIS SACCO LTD	390	REMBO SHUTTLE SACCO LTD
349	NJOROLINE OPERATORS SACCO LTD	391	RIVERNILE TRAVELLERS SACCO LTD
350	NKIKAN SACCO SOCIETY	392	RUKINE TRAVELLERS SACCO LTD
351	NMOA SACCO SOCIETY LIMIT	393	RONGAILINE SACCO/MANGU
352	NNNS TRAVELLERS SACCO LIMITED	394	RONGAO SACCO LTD
353	NOKK SACCO SOCIETY LIMITED	395	RONGO PUBLIC TRANSPORT SACCO
354	NORTHERN E. COACH	396	RUKAGINA 44 SACCO
	TRAVELLERS SACCO LTD		
355	NORTHWAYS SERVICES SACCO	397	RUKINE TRAVELLERS SACCO LTD
356	NTK TRAVEL SERVICES	398	RUNA TRAVELLERS SACCO
	MULTIPURPOSE SACCO		
357	NUNGUNI EXPRESS	399	RUNKA SERVICES SACCO LTD
	TRAVELLERS SACCO		
358	NURU TRAVELLERS SACCO LTD	400	SABAKI TRAVELLERS SACCO LTD
359	NYAHURURU RUMURUTI STAR SACCO	401	SABATIA SAFARIS SACCO
360	NYAKACA TRAVELLERS SACCO	402	SAFE WAYS TRANS SACCO LTD
361	NYAKATI MATATU INVESTORS SACCO	403	SAFIRI SHUTTLE SACCO LTD
362	NYAMACHE TRANSPORT	404	SATIMA SACCO SOCIETY LTD
	OPERATORS SACCO LTD		
363	NYAMBUNWA MATATU SACCO	405	SEMA STAGE MINIBUS OWNER SACCO

364	NYAMENA SACCO LTD	406	SEMAKA COOPERATIVE SACCO LTD
365	NYANGENA MZALEND SAFARIS SACCO	407	SERIAN SACCO LTD
366	NYARU EXPRESS SACCO LTD	408	SHABAB MATATU OPERATORS SACCO
367	NYAWINDA SACCO LTD	409	SHILISHILI SACCO
368	NYEKA SACCO	410	SIRARE LINE SACCO LTD
369	NYEKICHA SACCO LTD	411	SIXTY FOUR TRAVELLERS SACCO LTD
370	NYENA CO-OPERATIVE SACCO LTD	412	SKIES CONNECT TRAVELLERS SACCO
371	NYERI SHUTTLE SACCO LIMITED	413	SMART HIGHWAYS SACCO LTD
372	NYESUMA SACCO LTD	414	SMARTLINE CLASSIC SACCO LTD
373	OBAMANA TRAVELLERS SACCO	415	SMARTLINE SHUTTLE SACCO LIMITED
374	NYENYA CO-OPERATIVE SACCO LTD	416	SNOWBALL SACCO SOCIETY LTD
375	OBK LINE SACCO LTD	417	SOKO HURU ROAD SERVICES SACCO
376	OLENGURUONE NISSAN SACCO LTD	418	SOLAI LINE SACCO LTD
377	OL'KALOU LINER SACCO LTD	419	SOUTH B MATATU OWNERS SACCO
378	OROKISE SACCO LTD	420	SOUTH COAST MATATU OWNERS SACCO LTD
379	OROMATS SACCO SOCIETY LTD	421	SOUTH RIFT TRANSPORT SACCO LTD
380	OUTER CIRCLE SACCO	422	SOYNAG SACCO LTD
381	PAKIN ALICIA SACCO SOCIETY LTD	423	ST. MARYS TRANSPORT SACCO LTD
382	PHASE 11/LAKE VIEW TRAVELLERS SACCO	424	STARLINE SHUTTLE SACCO LTD
383	QUARSER SHUTTLE SACCO	425	SUGAR ZONE SACCO
384	QUE SERVICES SACCO LTD	426	SUN RISE TRAVELLERS SACCO LTD
385	RAHA EXPRESS SACCO LTD	427	SUPER HIGHWAY 45 SACCO
		428	SUPER PREMIUM SACCO LTD
429	SUPERCOACH SAFARI SACCO		
430	T.K.N TRAVELLERS SACCO	472	WESTERN TRAVELLERS SACCO
431	T.W.N TRAVELLERS SACCO LTD	473	XPERIA SACCO LTD
432	TAITA TAVETA MATATU SACCO LTD	474	Z TRAVELLERS SACCO

433	TAMRAN TRAVELLERS SACCO LTD	475	ZIOLINE SERVICES SACCO LTD
434	TAMROOT ROYAL SERVICES SACCO LTD		
435	TAWALA UTAWALA SACCO		
436	TEA LAND LUXURY SACCO LTD		
7	TEAM FERGIE TRANSPORTERS SACCO		
438	THIKA FALLS SACCO LTD		
439	THIKA ROAD TRANSPORTERS SACCO		
440	THIKA TOWN SERVICES SACCO (2TS)		
441	THIKA TRAVELLERS CHOICE SACCO		
442	THIMU TRAVELLERS SACCO LTD		
443	ZIWA M. TRAVELLERS SACCO LTD		
444	THOMAT SACCO LTD		
445	TIMBOROA LINE SACCO LTD		
446	TRANSAFARIS SACCO LTD		
447	TRANSLINE SACCO LTD		
448	TRANSVALLEY TRAVELLERS SACCO LTD		
449	TRANSWEST TRAVELLERS SACCO LTD		
450	TUJIJENGE COUNTRY BUS SACCO		
451	TUNYAI MATIRI TRANSPORT SACCO		
452	TWENTY MINIBUS SACCO LTD		
453	TWINS CROSSROADS SACCO LTD		
454	UMOINNER SACCO LTD		
455	UMOJA INNERCORE TENA MATATU OWNERS SACCO LTD		
456	UMOWA SACCO		
457	UTAWALA BY-PASS TRAVELLERS SACCO		
458	UYOMA KISUMU SACCO SOCIETY LIMITED		
459	VALLEY VIEW TOURS SACCO LTD		

460	VISION SHUTTLE SACCO LTD
461	WAKADEBA SACCO
2	WALOKANA MULTIPURPOSE CO-OPERATIVE SOCIETY LTD
463	WARENG LINE SACCO LTD
464	WASAFIRI TRAVELLERS SACCO LTD
465	WEBUYE SHUTTLE SACCO LTD
466	WEST MADARAKA ROUTE 14 SACCO
467	WEST TOURS SACCO LTD.
468	WESTERN MATATU SACCO
469	WESTERN SAFARI SACCO
470	WESTERN SHUTTLES SACCO LTD
471	WESTERN TOWNACE SACCO LTD

Source: (NTSA, 2015)

