

**INFLUENCE OF STRATEGY CONTROL PRACTICES ON ORGANIZATIONAL
PERFORMANCE OF FIRMS WITHIN TEXTILE AND APPAREL INDUSTRY, IN
NAIROBI COUNTY**

Yvonne Ogalo

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT FOR REQUIREMENT OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC
MANAGEMENT OPTION), KENYA METHODIST UNIVERSITY**

JUNE, 2021

DECLARATION

I declare that this thesis is my original work and has not been presented in any other university.

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

Yvonne Ogalo

BUS-3- 1999-3/2017

This thesis has been submitted for examination with our approval as university supervisors.

Signature..... Date

Prof. Evangeline M. Gichunge

Kenya Methodist University

Signature..... Date

Mr. Simon Murithi

Kenya Methodist University

ACKNOWLEDGEMENT

All glory to God, for being a good, forgiving and loving father. I would love to acknowledge my supervisors Prof. Evangeline Gichunge and Mr. Simon Murithi, your tireless efforts to ensure my work is perfect and your willingness to answer my questions and guide me through the study, is a precious gift that I do not take for granted. God bless you.

Last, but not least, I would like to thank my family for the support they have given me during this period.

ABSTRACT

A strategy assessment and regulation/control practice is the procedure of finding out the efficacy of a particular plan in accomplishing the administrative goals and taking counteractive measures when necessary. Therefore, the purpose of this study was to look into the impact of strategy control practices on corporate administrative execution in the Textile and Apparel industry in Nairobi County. The research was intent on realizing the subsequent objectives: To determine the impact of performance appraisal on organizational execution of corporations in textile and apparels industry, to ascertain the effect of strategy monitoring on administrative execution of organizations in textile and apparels industry, to establish the impact of strategic audit on administrative execution of corporations in textile and apparels industry and to determine the influence of benchmarking on administrative execution of corporations in textile and apparels industry. The research was well-versed by three concepts specifically: theory of the business, theory of change and program theory. A descriptive survey research design will be employed for this research. The target population for this research included 121 licensed Firms by the Nairobi County, which have been in business for over three years with focus on either the owners or general managers of the firms. From the population of 121 firms, a sample of 92 firms were selected. This research being descriptive in nature, coupled with the element that it aimed at a somewhat big populace geologically spread in Nairobi County, the investigator sought to create and utilize questionnaires as the main information gathering tool. The information to be gathered was quantitative. Quantitative data were examined by descriptive study. The descriptive arithmetical instruments were: Statistical Package for the Social Sciences version 22 (SPSS) and Microsoft Excel aided the investigator to define the information collected and establish the degree utilized. Inferential examination comprising of correlation analysis was undertaken to study the association amongst

variables whereas regression analysis was done to determine how strong the variables were compared to the dependent variables. The research found that performance appraisal had significant influence on administrative execution of firms in fabric and apparels industry; also, strategy monitoring had significant influence on administrative execution of firms in fabric and apparels industry. Further, the study found that strategic audit did not have significant influence on administrative execution of firms in fabric and apparels industry and lastly benchmarking did not have significant influence on administrative execution of firms in fabric and apparels business in Kenya. This research outcome is useful to the management of textile and apparel sector as it delivers understanding on the significance of strategy control on the organizational performance of the firms.

TABLE OF CONTENTS

ACKNOWLEDGEMENT	III
ABSTRACT	IV
LIST OF FIGURES.....	X
LIST OF ACRONYMS.....	XI
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study	12
1.4 Research Hypotheses.....	12
1.5 Justification of the Study.....	13
1.6 Limitation of the Study	15
1.7 Delimitation of the Study.....	16
1.8 Scope of the Study.....	16
1.9 Assumptions of the Study	16
1.10 Operational Definition of Terms.....	17
CHAPTER TWO	19
LITERATURE REVIEW.....	19
2.1 Introduction	19
2.2 Theoretical Review	19

2.3 Empirical Review	23
2.4 Conceptual Framework.....	35
2.5 Operationalization of the Variables.....	35
CHAPTER THREE.....	37
RESEARCH METHODOLOGY.....	37
3.1 Introduction	37
3.2 Research Design	37
3.3 Target Population	38
3.4 Sampling Procedure.....	38
3.5 Instrumentation.....	40
3.6 Methods of Data Collection	42
3.7 Data analysis and Presentation	43
3.8 Ethical Consideration.....	44
CHAPTER FOUR.....	45
FINDINGS AND DISCUSSIONS.....	45
4.1 Introduction	45
4.2. Response Rate.....	45
4.3 Reliability Results.....	46
4.4 Demographic Data	47
4.5 Descriptive Analysis	50
4.6 Inferential Analysis	57
4.7 Hypotheses Testing Results.....	61
CHAPTER FIVE	66

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	66
5.1 Introduction	66
5.2 Summary of Findings	66
5.3 Conclusion.....	68
5.4 Recommendations.....	70
5.5 Recommendation for Further Studies	71
REFERENCES	72
APPENDICES	80
Appendix I: Letter of Introduction	80
Appendix II: Questionnaire.....	82
Appendix III: List of Firms in Textile and Apparel Industry in Kenya	89
Appendix IV: KEMU Data Collection Permit	92
Appendix V: NACOSTI Letter	93
Appendix VI: State Department of Early Learning and Basic Education Letter	94
Appendix VII: NACOSTI Permit	95

LIST OF TABLES

Table 3.1: Target Population.....	38
Table 3.2: Sample Size	40
Table 4.1: Summary of Cronbach’s alpha Reliability Coefficient	46
Table 4.2: Respondents’ Gender	47
Table 4.3: Age of the respondents.....	48
Table 4.4: Respondents Educational Level.....	48
Table 4.5: Working Experience of the Respondents	49
Table 4.6: Performance Appraisal and Organizational Performance	50
Table 4.7: Strategy Monitoring and Organizational performance	51
Table 4.8: Strategic audit and organizational performance	52
Table 4.9: Benchmarking and Organizational Performance	54
Table 4. 10: Performance Projectors	55
Table 4. 11: Financial Performance.....	55
Table 4.12: Non-Financial Performance.....	56
Table 4.13: Model Summary	58
Table 4.14: ANOVA.....	59
Table 4.15: Parameter Estimates	60

LIST OF FIGURES

Figure 2.1: Theoretical Framework.....	23
Figure 2.2: Conceptual Framework.....	35
Figure 2.3: Operational Framework	36

LIST OF ACRONYMS

AGOA	:	African Growth and Opportunity Act
CGD	:	Center of Government and development
EPZs	:	Export Processing Zones
EUCC	:	European Union the Cotonou Convention
KAM	:	Kenya Association of manufacturers
RBV	:	Resourced Based View
SPSS	:	Statistical Package for Social Sciences
US	:	United States
USA	:	United States of America
EPZA	:	Export Processing Zones Authority
KNBS	:	Kenya National Bureau of Statistics

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Examination of the executives is a composed assurance of legitimacy, worth, and criticalness of a person or thing utilizing criteria in comparison to a lot of norms. Valuation and regulation is frequently accustomed to describe and inform themes of enthusiasm for a wide scope of human endeavors, comprising of associations and organizations and control practices include the accretion of repetitive information approximating improvement towards attaining procedural targets Bashaer et al. (2016). It is employed to trail changes in procedure implementation after some time. Its motivation is to allow partners to settle on educated choices with respect to the viability of methodologies and the effective utilization of assets. Strategy control can on occasion be alluded to as an evaluation procedure since it centers on the procedure. The nature of vital administration is additionally emphatically impacted by the kinds of objectives that are set. The dilemma here isn't whether destinations ought to be "hard" or "simple" however the subject of what factors are developed into targets in any case

In recent decades, the United States (US) textile and clothing industry has turned out to be less competitive in the worldwide commercial center. There are numerous explanations behind this, including overcapacity and low benefit which are credited to methodology and control. Juyoung (2013) in his examination on vital administration, aggressiveness of material and attire industry in the USA and Japan built up that most administration control practices have developed out of explanation of records and give nearly nothing, assuming any, guidance in assessing the key business environment. Assuming, in any case, the board can devise estimates that relate

straightforwardly to the company's premise of preferred position or position, there is a much better and clear detachment of long-run and short-run marvels.

Asian material and garments automation perform in their own particular manner in explicit areas and nations, because of contrasts in financial levels, worldwide exchange show, political issues, and social related issues. In 2017s and the start of twentieth century, low physical work expenses were believed to be a key forceful factor influencing send out daily practice for Asian rising nations (Gibbon & Thomsen, 2015). During this timeframe, nations in Asia, including China, Indonesia, and Thailand, perceived positions on the material and clothing assembling market generally by paying their workforces considerably less than contending nations (Gibbon & Thomsen, 2015)

House (1980) clarifies "if evaluation and control gives a clarification to a specific crowd and upgrades the comprehension of that group of spectators by the substance and type of the contentions it presents, it's anything but satisfactory for that group of spectators, despite the fact that the realities on which it is based are obvious by different systems". Nevertheless, Pearce (2011) can improve its suitability for a general public by adhering strictly to a number of methodological assumptions, but this adherence prevents organizations from developing new methodologies for addressing the multitudinous issues which the systems are confronting.

In Kenya, material items and particularly pieces of clothing lift business and fare in many creating nations. Progression of the nation's economy in the mid 90's brought about incredible challenge from imported attire prompting conclusion of some material businesses henceforth influencing the Kenyan material industry which was one of the most significant supporters of modern improvement. Increasing speed of level of fares from Asia jeopardized firms that were trading under the AGOA. Kenya's material industry's improvement which had added to 20.7% of all out

African clothing fares to the US was hampered by labor underdevelopment, surprising expense of creation, rivalry both in the nearby and worldwide markets, buyer inclination for imported materials and moves identified with technique and control rehearses at authoritative level.

According to House (1980), the association only uses about 10% of the available relevant and control reports. He remarks that, "when discoveries are tested or use has fizzled, it was on the grounds that partners and customers found the inductions frail or the warrants unconvincing". A few explanations behind this circumstance might be the disappointment of the association to set up a lot of imparted plans to the methodology screens and evaluators, or making excessively aggressive points, just as neglecting to bargain and join the social contrasts of people and procedures inside the control points and procedure.

1.1.1 Strategy Control Concept

According to Sveiby (2015) cited in Mike et al. (2013) defines control as a step by step effort to use for set production standards with planning objectives, planning objectives that need setting with performance standards is an effort that is done systematically, design information lookout for any deviations, feedback systems, equate prearranged standards to the actual productivity measure their significance and to ensure they archive corporate objectives through maximum use of corporate resources effectively and efficiently and if need be for any action required to be taken to ensure its fully implemented.

An enterprise basic mission is affected by the results produced centrally through an evaluation called strategy control. This strategy control implemented under a specific domain activity determines its influence in its success or failure by virtue of current operating results produced. The outcome of the plans and strategies ratification, modification and rejection is seen through its

final result. Performing a competitor analysis, situation analysis and self-evaluation are the three main processes combined both internally and externally defining strategic formulation. Long term and short term objectives should be set and put in a time line to run concurrent with this assessment (Meyer & Charles-Clemens, 2017). A strategic plan should involve crafting tactical objectives, strategic business unit objectives, overall corporate objectives, mission statements, and vision statements should be in light of situation analysis. The objectives strategies on how to archive them is within the plan. In doubts of the entity in matters of internal and external threats, opportunities, strengths and weaknesses of an organizations strategy need to be conducted promptly through SWOT analysis to measure its effectiveness by means of strategy control. An entire strategy might be subject change even after precautionary measures are taken (Marius, 2019).

According to Mintzberg (1998) cited in Lauriane et al. (2016) the emergence of a different strategy in an organization is no sup-price to a perfectly designed organization strategy according to the theorists told in this area of strategic management. Culture, history, structure, planning systems, reward systems, information and strongly shape and determine the outcome of activities and events of a firm in strategic control. Strategic management of a firm is determined by the quality of performance in practice more than any particular analytical scheme. Extra effort and strategic tasks required in organizing major units to integrate methods of strategic success may enhance in assisting strategy control within the firm.

This study was limited to four strategy control practices namely: performance appraisal, Strategic audit, benchmarking and strategy monitoring. Profits doing better or are normal, weather a business is growing or how well it performs is what is defined as performance appraisal. A firm's strategy is arguably sound if the answers to this are affirmative. Regardless of its irrefutable simplicity, the mindset behind the strategy is lost. The obvious short-term health of a business is

not the primary concern of strategic control as it looks at the long-term results paying attention to the strategic opportunities or threats which are not directly observable or simply measured, thus effective response might be too late to enact on the effects caused (Kuldip et al., 2014).

According to Voss and Ahlstrom (2015), Industries that are performing the best and have the best practices are used as production metrics to benchmarking one's business processes and performance. Cost, time and quality are typically the measuring standards. Better ways, faster and cheaper ways of doing things through learning is the only way to improve. The best performing firms in the same industry is the best way to measure ones performance results and the management needs to look at similar processes of those firms and how they are meeting target and most importantly how they do it is what is referred to as benchmarking.

According to David (2015), the stated objectives in an organization that need of professional help to archive the activity involved is referred to as strategic auditing. The ultimate goal for recommending solutions and highlighting organization problems is done through procedures and activities for analyzing business processes is done by using systematic methodology. Auditing activity are performed by employed professional Auditors by the organization. Keeping to laws and regulations, deterring and investigating fraud, safeguarding assets, and the reliability of financial reporting together with efficiency of operations are the topics within an organization to which they are very broad and are the key factors involved in the scope of the strategy auditing (Johnson & Scholes 2014).

According to Pearce and Robinson (2011), all programs fundamental component is monitoring. The kind of policy, programs and also practices involved in a program objective and operations is from data that has been collected and analyzed to fit as a guide. For a plan to be effective during

implementation, collection of data is done at different points that are strategic monitoring to ensure the program is running smoothly. To archive desired results, managers need to fine-tune program operations to a more effective and efficient way by tracking changes in performance. A vigorous research method in monitoring is better than other aspects.

Imagination and intelligence are both an intellectual task required in interpretation of problems in data analysis under strategy control, whereas it is not purely intellectual task in most medium to large-size firms. In a set-up of an ivory tower environment, where power and authority in issues of either strategy formulation and or evolution processes involved are far too important and intertwined to be distributed. Actually, formal strategy control in most firms is rarely engaged. Relatively, it is difficult to separate the continuing process of the current strategy used in the firm in the systems of rewarding, reporting and normal planning. This perspective of intellectual task is more of an organizational process strategy control more than intellectual task (Kevin, 2017).

The constant changes in internal and external factors keep modifying strategies in the future. The organization's ability to archive its objectives is determined by the managers choice of strategy control process. Reviewing internal and external factors and taking corrective actions and measuring performance are the bases for current fundamental strategy control activities. A process of strategy control gives way to adjusting and formulating strategy to changing circumstances. Guiding an enterprise through strategy control is an essential step performed by either part of the organization review or an individual.

1.1.2 Organizational Performance

Contemplated goals or outputs measured against a firms gain or output is what is referred to as performance. In an organization context, organizational performance speaks of to the ultimate accomplishment of a company measured in terms of non-fiscal and fiscal indicators, and is made

up of numerous parameters, for instance presence of specific targets to hit, the deadlines of attaining the understated targets and the realization of effectiveness and efficiency. A firm's performance can provide a general picture on how the firm is performing compared to other firms on areas such as product quality, market share in the same industry and profit margin. According to Jamil and Hasnu (2017), organizational performance entails three distinct aspects of firms' outcome which are the shareholders' capital return, market share and sales in comparison to how the product in the market is performing in terms of market share and sales, shareholder return in other words; Return on investment profits, the return on assets, total shareholder return and financial performance and economic value added.

A number of parameters such as customer experience, shareholder return, community outreach and corporate citizenship (social responsibility), employee shepherding, organizational engineering and performance improvement can be used to measure performance. Performance remains a complicated notion that has been examined by many scholars. For instance, in an earlier research on business performance, a considerable argument was noted on how it should be conceptualized. An in-depth knowledge affecting external and internal factors on a firms' operation is key to efficient performance management (Barry et al., 2013).

The internal environment of a firm is characterized by structure, culture, strategy, responsibilities of individuals, processes and systems as well as resources. On the other hand, the external environment of an organization is often known as its industry or market. For many organizations, most challenges that are uncontrollable and unpredictable originate from the external environment. Some of these challenges can be difficult to navigate even for the most successful managers and can result into the business performing negatively. When assessing performance of the

organization, it's critical to remember that the output is a result of the input and how it's managed (Slater et al., 2013).

According to Ing-Long and Jian-Liang (2014) an organizations results is best measured through financial performance. The challenges of specifically relying on financial measures in determining performance tend to diminished indicators which are products of organizational performance and management action and not the true source. In the recent past, the significance of non-fiscal measures surfaced after it was accepted that the conventional production procedures were not able to give data that advances the development of strategy. The non-conventional path to performance measurement, which entails both the fiscal and non-fiscal measurement activities, is associated with many advantages including the capacity to single out straightforward measures for exact situations and the opportunities for larger engagement of staff for continuous improvement. In most instances, business performance is determined by the strategies selected. The exclusive use of financial measures overlooks the fact that the attainment of strategic objectives and the improvement of competitiveness in the market are the main elements that enable an organization to deliver or achieve better financial results. Among the qualitative measures are market standing and innovativeness.

Non-fiscal measures can be viewed as outcomes that have effective (commitment, satisfaction, turnover, group social integration and role conflict), cognitive (innovation, quality of ideas, range of perspective and number), communication (communication with group members) and symbolic (behavior of lower level employees) consequences. Nonetheless, over time a deeper understanding and conceptualization of performance as composed of movers of production and outcomes that are a product of performance. A plethora of literature has categorized the drivers of performance by external and internal factors and their effects on managerial decision-making. These last two

definitions were incorporated in the study due to their conclusiveness in measuring performance (Hassan et al., 2012).

1.1.3 Kenyan Textile and Apparels Industry

In Kenya, there are dramatic changes being experienced in clothing production, cloth, trade, and consumption. Domestic output of conventional textiles for neighborhood utilization and which was before the foundation of post-independence producing methodologies stopped by 2014 (Okech & Yaghoobi, 2014). Changes in global administrative scenarios affecting Kenya, including special trade provisions with the EUCC of 2000 and the AGOA, passed by the US Congress in 2000, Just prior to the conclusion of the 2005 Multi-fiber Agreements, the nascent export apparel industry experienced tremendous growth.

Apparel consumption and trade was strongly affected by the banned second hand clothing importation until 2017s in Kenya. Whatever the challenges facing the textile industry, it stands in first position by the standards of size and number of employed among the industrialized sectors in Kenya (RATES, 2003). Since 2014 (Flint, 2015) 150,000 is the number of new jobs created and a sharp rise in gains to USD \$150 million in the year 2003 from USD \$45 million in 2014 as a result of post AGOA condition experienced from a lot of Kenyan Textile export. These South-South connections between Kenya, India, China and the Arabian Peninsula in the production, trade, and consumption, of textiles and apparel are characteristic of the present structure of the global textiles and apparel industry. Significant commitment and longstanding with processes of globalization happening underneath western dominated production and exchange in cloth ad clothing, these worldwide topographies that run all through the Indian Ocean littoral. Numerous African nations, Kenya included, depend on the apparel production through the import of Asian textiles following the breakdown of the cotton division after market liberalization permitted second hand clothing imports (Debby et al., 2015). Currently in Kenya, a perspective on the present ownership and the

executives of textile factories and apparel manufacturing reveals a majority Indian venture (RATES, 2003). India is as of now campaigning East African countries, especially Kenya, under AGOA to form partnership by which textile producers in Kenya would be provided with raw materials from India.

According to the Republic of Kenya report (2010), industrial improvement, including the textile and apparel enterprises in Kenya is advanced in the IPRS and ERS by the accompanying procedures: advancing an economy of macroeconomic stability; fortifying organizations of administration through capacity building and the rule of law; rehabilitating and expanding physical infrastructures and investment in human capital; and promoting a favorable environment for private investment through the elimination of all requirements for the Trade Licensing Act, which compelled, controlled, and forced additional expenses on organizations without increasing the value of creation. Because of these systems, the Kenyan economy experienced noteworthy development, particularly at the Export Processing Zones (EPZs). For example, Kenya's financial development rate in genuine GDP increased from 1.2% in 2005 (Export Processing Zone Authority [EPZA], 2005) to 7.1% in 2007 (EPZA, 2008). Somewhere in the range of 2000 and 2016, interest in the textiles and apparel industry at the EPZs increased from Kshs. 1,200 billion to Kshs. 10,317 billion. Further, garment engineering remains the prevailing segment in the EPZ, comprising around 41 percent of the organizations inside the zone. In 2015, 92 percent of local employment in the zone is contributed by the garment manufacturing enterprises, around 74 percent of grand sales and 63 percent of local resources utilization (EPZA, 2005).

1.2 Statement of the Problem

Textile and Apparel as a key area in the Kenyan economy contributes considerably to development in yield, exports and employment. Be that as it may, production in the textile and segment's

development declined for the fifth year straight for the period 2011-2016 (Kenya National Bureau of Statistics [KNBS] 2017). From 2011-2016 the employment acquired in the area was on a descending pattern. For example, in 2011 the numbers occupied within the area was 1,481; by 2009 this number had dropped to 757. Value added to the sub-sector in 2011 stood at ksh.3, 054 million, declining to ksh.1, 482 million out of 2016.

Firms in Textile and apparel sector have not accomplished their foreseen development target due to inefficiency in strategy control. Hence, the organizations have not adequately upheld Nairobi County's social – financial improvement plan. These organizations are apparently confronting the moves identified with vital administration particularly strategy control. There is little data to clarify reasons for these difficulties. Firms, as an engine of development, play a particularly important role in poverty reduction. One method for improving their output is through strategy control. However, the expected growth and performance of the firms has not been realized due to lack of adequate data and absence clear strategy and control of more effective products, technologies, processes, services and ideas that are readily available to markets, governments and society. Very few studies have tended to this issue enough (Gichui, 2011). There is a dire need to determine the critical strategy control aspects that impact enterprise performance in Kenya. This is significant for a nation like Kenya that is attempting to industrialize constantly 2030; the intense competition experienced within apparel and textile sector is critical (Government of Kenya [GoK], 2017). The aim of this study is to establish how firms could take advantage of strategy control to realize the expected performance.

Locally, studies on strategy control have included: Strategy control between Kenyan milk processing firms (Kariuki, 2008), and Performance of Kenyan Forex Bureaus (Gichui 2011), as well as an examination of the effective implementation of a large business asset arranging

framework at Haco Industries (Datee, 2012). In light of the fact that there have been few studies on control practices in Kenya, this investigation set out to determine the impact of strategy control practices on organizational performance of Textile and Apparel firms in Kenya, with a special focus on Nairobi County.

1.3 Objectives of the Study

1.3.1 General Objective

The study concentrated on investigating the influence of strategy control practices done in Kenya on organizational performance of firms found in Nairobi on textile and apparel industry.

1.3.2 Specific Objectives

The research's main focus was on the following objectives:

- i. To launch the impact of performance appraisal on organizational performance of companies in textile and apparels industry.
- ii. To ascertain the impact of strategy monitoring on organizational performance of companies in textile and apparels industry.
- iii. To establish the impact of strategic audit on organizational performance of companies in textile and apparels industry.
- iv. To determine the impact of benchmarking on organizational performance of companies in textile and apparels industry.

1.4 Research Hypotheses

This study focused to examine the following hypotheses:

- Ho1 Performance appraisal has no substantial effect on organizational performance of firms in textile and apparels industry.

- Ho2 Strategy monitoring does not have a significant impact on the organizational performance of textile and clothing companies.
- Ho3 Strategic audit has no substantial effect on organizational performance of firms in textile and apparels industry.
- Ho4 Benchmarking has no significant influence on organizational performance of firms in textile and apparels industry.

1.5 Justification of the Study

The strategy control method is the foundation upon which most organizations all over the world rely. Choosing the most appropriate techniques to match an organization's strategic plans and implementing all of the plan's features necessitates an understanding of the features and clouts of strategy, as well as strategic management processes. The procedure greatly influences the organization performance across the board hence, organizations must engage in strategy control. This investigation tried to affirm the impact of strategy control on organizational production on industries in apparel industry in Kenya, and therefore the results from this study will be invaluable to the following partners:

Firms in Apparel Industry

The strategy control process encourages the organization to improve its performance. It is critical for a profit-driven organization to participate in an effective strategy control process. Some environments within which firms operate have changed significantly in the recent past due to demographic shifts, changing cultural and societal values, tax principles, privatization, centralization or decentralization of obligations, a shift toward information and service-based economics, and volatile macroeconomic performance are all factors to consider. It is vital that organizations gain a distinct advantage to be able to increase their productivity and strive to survive in such competitive environments and consequentially they must carry out strategy control.

The organizations must therefore develop unique strategies that enable them cope with such dynamic environments. The dimensions of strategic management such as formality, tools of strategic management, employee participation, strategic implementation, time horizon and control all play a big role on the organizational performance and therefore the firms must pay due devotion to them during strategy control process. Strategy control process provides organizations with clarity about what essentially, they want to achieve and therefore it is a guidebook intended to lead an organization from its current position to where it should be in future. The purpose of this research is to give firms with the insight and foresight on the advantages of strategy control on the industries' organizational performance.

Scholars and Academicians

The connection between organization production and strategy control is not new because it has been previously researched on; nonetheless, apparel industry has limited number of studies done focusing on textile firms on the influence of strategy control on performance. Because firms attract

huge attention, it is discreet that future studies focus on their involvement in strategy control. As a result of this study, scholars and academicians may be interested in researching the impact of strategy control on organizational performance, with a focus on African textile and apparel firms and other developing economies. Incorporating strategy control principles and dynamics into the teaching and learning curricula of entrepreneurial training centers, management schools, and colleges would also be prudent. The knowledge gained from such studies will benefit organizations in the long run, enhancing their competitiveness and performance in Kenya.

Policy Makers

The performance of firms is of great interest to the policy makers because the firms contribute towards economic growth. The outcome of most of firms is highly dependent on the success of the strategic management. Policy makers will benefit from the information acquired from this study such that they must pay attention to detail during the strategy control processes. A properly run strategic management system ensures that the organization, whether profit or non-profit, performs optimally and has competitive advantage.

1.6 Limitation of the Study

The fundamental limitation was lack of cooperation from the proprietors of companies under the study management as a few might not understand the benefits they can derive from the studies. Some suspected that the studies were suspected by some to have been providing statistics to competitors to unearth their unethical practices or activities. However, the use of the university identity card and introductory letters from the enterprise institutions helped enhance confidence in respondents and inspire them to take part.

1.7 Delimitation of the Study

The research has specifically narrowed down to firms in textile and apparels industry in Nairobi, Kenya and therefore conclusions drawn were not based on the entire population of the firms but only on a sample. The survey instrument primarily used the five-point Likers scale levels to ensure the manageability of the collected data.

1.8 Scope of the Study

The goal of this study was to find out more about impact of strategy control practices on the organizational production of textile and apparel firms in Kenya, with a focus on Nairobi County. The research focused on influence of performance appraisal, strategy monitoring, strategic audit and benchmarking on organizational performance of industries in textile and apparels industry. Primary data was collected in May 2019.

1.9 Assumptions of the Study

The following are the assumptions that have been revealed as a result of this study:

The study variables namely: Performance appraisal, strategy monitoring, strategic audit and benchmarking influences organizational performance of firms in textile and apparels industry in Kenya. The researcher would get full support from the respondents in the process of collecting data and that the respondents would be honest in providing information to the researcher. The data and information sought by the researcher would be readily available and easily accessible.

1.10 Operational Definition of Terms

Benchmarking	Benchmarking is the comparison of companies with similar companies on standards of measurements on quality of organizations, programs, policies, and product strategies of the firms. The objectives include: to look into other organizations how high-performance levels and enhance performance by use of that data collected.
Organizational Performance	This is defined as the analysis of a company's performance as compared to its goals. This includes analysis of: market, financial and shareholder-value performance.
Performance appraisal	This is the method by which an employee's personality and performance is evaluated against prescription criteria such as job knowledge, leadership skills, quality and output quantities, attitude to work, participation, initiative, multiplicity and judgment, cooperation, etc.
Strategic Audit	This refers to an examination of areas of an organization that are impacted by the operation of a strategic management process in light of the company's resources. Mostly conducted when external environment changes or a shift occurs.
Strategy Control	Its strategic management's final stage. Because of constantly changing internal and external factors all strategies are not permanent and can be modified in the future. The fundamental

activities include: taking corrective action, measuring performance and current strategies are the basis of results found after reviewing internal and external factors. .

Strategy Monitoring

This entails gathering specific data linked to program goals and procedures while examining these data to help in guide creation of programs, policy and practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section entails an evaluation of literature on studies associated with effect of strategy control practices on organizational productivity of firms within textile and apparel industry, in Nairobi County. Specifically, the discussion includes: conceptualization, theoretical review, practical review, and operational review.

2.2 Theoretical Review

2.2.1 The Theory of the Business

Federico and Cristiano (2012), suggests that the theory of the business represents the key assumptions underlying organizational strategy. Further, the current malaise underlying large organizations is that their theory of the business no longer works. Big organizations that have enjoyed long term success are hit by stagnation and are faced by extinction, despite the numerous years of experience.

This theory is based on three assumptions. Firstly, the mission, surrounding, and core competencies must suit reality. Secondly, that there has to be harmony between the three categories, be determined and internalized throughout the organization and consistently evaluated. The theory argues that when the assumptions do not concur with reality, the organization cannot be sustained. An organizations environment defines the output and focuses on its customers and market. The mission elaborates how the organization reveals itself making change in society and defines what organizational performance is expected. Validity in terms of performance dictates that an organization ought to be viable if it is to maintain a high level of organization performance and leadership in the industry. The theory of business has been subjected to consistent testing and can be altered on itself (Drucker, 1994 as cited in Cherop, 2011).

The theory of business is applicable to strategy control and its influence of organizational performance. Previously, firms in textile and apparel sector would get grants from the government, but this help is now limited. In turn, this affects their organizational performance. The environment has changed and does not fit reality, yet the firms have not changed. Their mission is to avail and build capacity to enhance them, deliver acceptable, accessible and quality products to all. While production of textile and apparel products in the world has advanced, there has not been a parallel advancement and modernization of the same in firms in Kenya. Strategic is not constantly done in textile and apparel firms as required by the theory of business. It emerges therefore, that all assumptions of the theory of business are violated. This has created a need for research on strategy control and its influence on organizational performance.

This theory calls for constant strategy control in order to change policies, strategic management practices and creation of new organizational culture in light of changes in the environment, new mission and as new core competences. Research indicates that knowledge on actual strategy control systems applied empirically and is lacking authenticity and fragmented in decision-making process and its effect (Bankole & Fidelis, 2017). Federico and Cristiano (2012) posit that current strategy control of an organization's mission ensures that it fits properly; its feasibility is also acceptable to the major stakeholders. Measures need to be carried out in time since opportunities and threats can influence operations otherwise, it may be too late to try to act on a specific measure.

The theory of the business was relevant to the current study since strategic control tries to prove that an organization's strategies are genuine policies and plans that concur with the results obtained to prove or refute the critical assumptions on which the strategy operates. Johnson et al. (2008) suggest that strategy control criterion is feasibility, suitability and acceptability of a strategy; which is in concurrence with the theory of business. A focused, consistent and visible strategy of an

organizational is more influential in improving organizational functioning. When organizations achieve their original objectives, the theory of business becomes obsolete. Rapid growth, unexpected failure or successes are signs that organizations should conduct a strategy check the effects of the three assumptions on organizational performance.

2.2.2 Theory of Change

Logics and planning approaches that are rigid to social change, theory of change represents an alternative thinking action when applied in the processes. The theory outlines the necessary steps in achieving a long term goal. Additionally, expected outcomes through different types of interventions unveil (Johnson & Scholes 2014). The untold truth of things to come comprises of a lot of suppositions and unique projections in a hypothesis of Change through a conviction by stakeholders. This relies upon a reasonable assessment of current setting, self-appraisal about their capacities of methodology help and a fundamental and unequivocal review of the investigation, wants for the administrator's consideration in and control and a technique that helps screen intentionally and diagnostically individuals.

This theory was found important to the current study as it benefits in describing how exchanges can happen between different stages of activities within an organization without any sure prediction done. Strategic measures in interventions can be used to alter these changes. This theory was appropriate to the research since it enhanced success in fundamentals organizations specific future realities the management and stakeholders to focus energy on.

2.2.3 Program Theory

Program theory of assessment need has increased in popularity in terms of usage. It assesses whether an organizational activity is designed to fulfill its expected results. The program theory acts as a guide in the firm specific problems activities that need to be reviewed since it indicates

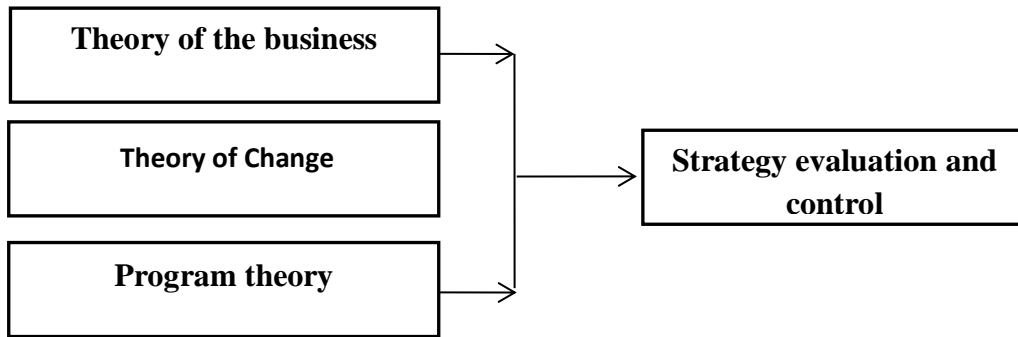
the capacity within projects of a firm to respond. Furthermore, during the control process, the theory gives guidance on areas in need of great (Donaldson, 2012 cited in Meyer & Charles-Clemens, 2017) The use of program theory in this assessment is gainful since it offers information that could provoke additional explanations regarding an issue, game plans and different exercises that should be possible all together so as to achieve the normal results. Further, it will in general be used to redesign fundamental administration and broaden start of answers for any issue (Claude, 2014). Regardless, practices which are working under tight budgetary portions can be costly and causes the theory to have constrained methodologies during the time spent in information accumulation.

2.2.4 Theoretical Framework

A theoretical structure is the plan that can back up an idea of an exploratory research. The theoretic framework shows the idea that talk about the examination issue under the presence of the investigation. The theoretical structure of this investigation is appeared in figure 2.1.

Figure 2.1

Theoretical Framework



2.3 Empirical Review

2.3.1 Performance Appraisal

In order to evaluate and control performance, managers must first determine what the strategy intends to achieve, as per Kravchuk and Schack (2017). Managers must then create goals and strategies that are both clear and consistent. The manager should decide how these activities will be measured based on this discovery. This control processes that creates frameworks for analyzing data consist of two variables which are: benchmarking and organizational performance. The evaluation of a company in time, cost, quantity and terms of quality is referred to as performance appraisal is a method. It guides and manages an organization's strategic plan. A worthy relative plan being implemented by the organization through recording of information, analyzing and obtaining calumniate to performance appraisal. Successes and failures in the analysis of strategic plans is what are referred to as performance appraisal.

Elsewhere in Spain, Luis and Mejia (2017) coordinated a request at work of performance evaluation in performance enhancement in SMEs, with the result demonstrating that the authoritative performance instrument used produced a mind-blowing analysis. In this way, performance appraisal provides a practical and useful indication of the work that needs to be done, performance needs, and contributions to performance against pre-set procedures.

In another investigation by Karen and Anne (2015) on performance appraisal in open libraries, the examination concentrated on improving hierarchical performance through appraisal and how it ought to be done to its augmenting potential. Discoveries demonstrated appraisal propensity to fall flat is because of absence of consideration in characterizing the point of appraisal inside open libraries; proposed preparing is finished by guaranteeing the correspondences channels are open. Karen and Anne (2015) further note that if the specific nature of a design appraisal system is not considered it can cause problems. It was concluded that significant implications on an appraisal system can be caused by both external political and economic environment.

Mark (2015) in a study on performance appraisal and true performance argues that the appraisal ratings as criteria used such as the conventional validation paradigm, which uses subjective performance may be of doubtful validity. Specifically, the study provides a discussion into performance appraisal with official papers on pointing the usefulness reduction of performance ratings as criteria through four sets of problems. The problems included: undeserved reputation, biases, impression management and politicking. In conclusion, the study describes the inaccuracies caused by these issues and concludes that the methods used to validate, rather than selecting the best people for management against appraisal, simply perpetuate the status quo.

2.3.2 Strategy Monitoring

Programs or projects taking place and a recording and monitoring is regularly observed is referred to as Monitoring. Information collection on all aspects of a project is the routine involved. Stufflebeam and Webster (1980), note that monitoring plays a key role in identifying any differences that can occur as a result of the activity schedule. Ideally, monitoring entails measuring that happens from the beginning of a procedure or program to its termination. Monitoring also

involves undertaking a comparison to aid in showing whether differences in results originate from the program activities or from other external influences.

In a study by Jamil et al. (2015) on strategic monitoring and progressions in hospital progressions in Iran, it was discovered that all the examined hospitals had a planned nursing and process. The documented proportions for the substances also mentioned the ratio of the submission to necessities and the amount of monitoring expeditors to be 68.75%, devotion to the share-holders contribution in the monitoring (55.74%), devotion to the monitoring components (62.22%), the status of evaluating strategic plan (59.94%) and the remunerations of premeditated assessment for clinics (65.15%) to be in the average frontier. Nonetheless, the prominence of planned monitoring of the planned strategy (53.71%) was the weak point. The research also established arithmetical relationships between the motivation for emerging planned monitoring and position of assessing stage ($P=0.04$), and amid position of application stage and having a standard tactical strategy ($P=0.03$).

In another research by Claude (2015) on information management in the strategic control of public rule by administrative authorities in France 2014, findings indicated that monitoring enables organizations to evaluate the influence of performance and getting advice on how future measures can be advanced. In 2014, France changed its elementary law on economic rule which outlines a rejuvenated plan for the monitoring of public doctrines established on the measure of outputs and outcomes rather than resource distribution through an accounting system. These changes involved the institution of a new observation policy based on the balanced scorecard technique that focuses on attaining consistency between three stages. The reliability of these systems depends on the organization of flows of tactical information. Moreover, the ability to measure organizational performance depends on reliable data as well as the capacity to gather and analyze that information.

Claude (2014) takes note of that managers need to build up an arrangement that screens the structure period of a program to ensure a solid duty to the arrangement and accessibility of enough assets to actualize it. The procedure should likewise depict the objectives and goals of the program including a system that demonstrates how the program parts will cooperate to accomplish the ideal outcomes. The pointers ought to be sketched out inside the arrangement that will gauge these key parts. Data on these pointers is then gathered and dissected. Discoveries from investigation on this information are valuable for checking purposes since the arrangement or program can be balanced as required. Since building up a solid observing structure requires specific specialized abilities that a few projects might not have, ought to there be sufficient assets, a checking master can be employed in to give help. On the other hand, program managers as well carry out program monitoring.

A research by Njeru and Luketero (2018) a revelation in Kenyan hospitals on medical camp projects influenced by monitoring and strategies on performance indicated that monitoring and systems impacted performance of medicinal camps. In particular, it was discovered that monitoring preparation and providing them with the necessary skills out to be meticulously detailed and adhered to. It was shown that partners completely take an interest in basic leadership, arranging and structuring of medicinal camp projects to guarantee powerful performance. It was likewise prescribed that network interests be considered. Definitively, the discoveries suggest that: preparation programs for monitoring and ought to be explored during and after their fruition to guarantee that the observing groups have significant abilities. The authority of outer partner's impact the distinguishing proof and effect evaluation of projects choices to which the undertaking group should likewise focus on.

2.3.3 Strategic Audit

The most basic segment of firms technique concerns guaranteeing assets and capabilities are surveyed and controlled in a system known as Strategic Audit. David (2015) takes note of that for an association to file its destinations it needs assistance from a calling in an action of strategic auditing. Strategic auditing includes breaking down business forms with the objective of featuring hierarchical issues through strategies and exercises and suggesting arrangements all done by receiving a methodical strategy. Strategic auditing is done by internal auditors who are professionals hired by the organization. Compliance with laws and regulations, safeguarding assets, deterring and investigating fraud, and financial reliability reporting and operations efficacy are among the topics within an organization strategic auditing (Johnson & Scholes 2014).

Research by Nguyen (2017) for a situation study in a little development organization on the utilization of strategic audit in an examination led in a little development organization in business methodology to upgrade rivalry and advancement uncovered the significance of investigation in development industry and strategic administration isn't recognized. The examination embraced both essential and optional sources. Optional sources included printed version books and e-materials while essential sources included semi-organized meetings with key chiefs in an organization completely; it was proposed that associations need to put more concentrate on strategic audit. Furthermore, an organization's strategic administration in structure can be decidedly affected by key leaders by using strategic audit in actualizing and assessing a business. This will support its association's capacity to contend and being creative.

Shahin (2011) assessed the adequacy of strategic audit inside the Middle Eastern open division. Results from this exploration recognized that associations practice strategic audit all things considered. It was likewise discovered that associations with low process convention can't use

strategic arrangement archives than an association with a formal strategic audit process. Likewise, hierarchical components, for example, size, age, authoritative degree of convention of the process, impact the accessibility of the strategic arranging unit. Also, it was built up that auditing upgrade the usage of methodologies and plans consequently improving hierarchical execution.

2.3.4 Benchmarking

Cobblers used benchmarking as a term to ration individual's feet for shoes. They would do this by placing a person's foot on a "seat" and then marking it out to create a shoe design. Benchmarking, as per Camp (1989), is primarily used to assess productivity with a fine pointer. Examples include cost, productivity, cycle time, or defects per unit of measure being compared to others, resulting in a performance metric.

A lot of case studies which have focused on the achieved victory via benchmarking in administrations. The most well-known of these cases is the Xerox and Chrysler study from the late 1970s and early 1980s, in which benchmarking transformed the goliath Xerox and restored it to the pinnacle of the market due to increasingly viable Japanese competitors. For another situation, one year of advancement time, three billion dollars from improvement expenses was the Viper sport vehicle credited with sparing the Japanese new item advancement systems preceding benchmarking the Chrysler Corporation. Explicit points of the undertaking restitution, is probably going to differ reliant on the money related viewpoint. Both budgetary and non-monetary advantages will be acquired toward the finish of a venture that has been painstakingly chosen, planned and managed.

Thompson et al. (2016) claim that benchmarking is one of the powerful devices that are extensively utilized for assessing the degree of success in strategy implementation. Strategic management is used in management through the best price of benchmarking. It is a process in which companies

evaluate and control various features of how they do business by comparing with the best company in the market. As a result, company can develop plans that can best help them improve and adopt proven practices that work with the idea of improving an aspect of performance. Although benchmarking is a one-time event, most of the company uses this regularly to enable organizations to constantly improve its services and practices. Most of the benefits attributed to benchmarking are the reason that benchmarking is linked to business excellence. The process of benchmarking and the significance of benchmarks are critical for organizations to achieve “world-class” performance levels through their scoring systems, as indicated by the various excellence models. Thompson (2016) benchmarking activities asserted over half the points on the scoring table.

Ochoka (2016) did a research on the effects of benchmarking on productivity in Kenya. The investigation found that the way benchmarking was being utilized in freight and forwarding organizations was as a gradual ceaseless improvement instrument and for significant changes of process re-engineering. The success of forwarding companies and freight in benchmarking is influenced by a number of factors, including management commitment, internal assessment, benchmarking limitations, the role of the quality department, and employee participation. According to the study, operational benchmarking entailed establishing realistic timetables and assembling a team of interested and motivated individuals, identifying targets in advance, comprehending the processes behind the data, selecting the appropriate business partners and allies, adhering to proper protocol, focusing on relevant work-group-level issues, and being linked to the freight forwarding firm's overall strategic objectives. If benchmarking activities are to be successful, specific practices identified by such activities must be applied to the surroundings and limitations of these organizations.

In a study conducted by Attiany (2014) operational performance in industrial companies in effect to benchmarking discovered a culture of benchmarking 30 dimensions in total that can be utilized. 10 of these dimensions based on descriptive statistics were regarded as common values among employees. 50 industrial companies were of simple size that Amman and Irbid randomly had drawn. The survey utilized questionnaires in these companies to collect data from employees. 227 complete and valid out of the 315 questionnaires distributed were returned. Discoveries from the review showed that; (hierarchical learning and group advancement ,earlier benchmarking background, quality arrangement correspondence, conduct of inner examination, , correlation with a market head, conduct of outer investigation, portion of interior sentiments, persistent improvement attitude, scanning for inside accepted procedures) all components of benchmarking society had critical and positive effects on operational execution of mechanical organizations in Jordan (Attiany, 2014). Subsequently, it was built up that a benchmarking society is basic to creation improvement. In this manner, to improve hierarchical execution of Jordanian association's especially modern organizations, they were encouraged to consider embracing a benchmarking society.

Further studies done by Voss and Ahlstrom (2015) investigated the connection between benchmarking and organizational performance. The research established that there was an important association between industries utilization of benchmarking and organizational productivity. In their study of benchmarking culture and performance differences in China companies between Chinese-owned and managed companies versus foreign-owned and managed companies, Garg and Ma (2005) reaffirm this observation. The research also looked into Chinese companies' benchmarking efforts. The study's highlights revealed that Chinese firms did not

outperform foreign firms. Furthermore, the findings revealed that Chinese companies benefit from benchmarking because they learn from foreign companies.

In their estimation, Voss and Ahlstrom (2015) indicate that there is a huge connection between organizations' utility of benchmarking and organizational performance. The outcomes from these two studies demonstrate that foreign organizations perform better in comparison to Chinese organizations. Furthermore, the results provide evidence to the fact that benchmarking has been more successful among Chinese organizations as a result of adopting what foreign companies do.

Maiga and Jacobs (2015) conducted an assessment on the link between benchmarking and organizational performance. Their study included 223 managers as participants working at U.S. manufacturing plants (Maiga & Jacobs, 2015). There were also four benchmarking-related dimensions to measure benchmarking: prior benchmarking experience, internal competitive analysis, organizational commitment, and external competitive analysis, as well as three dimensions to evaluate organizational performance: Responses were analyzed for return on assets, profitability, and sales growth rate. Findings highlighted that organizational performance were affected significantly on all these dimensions.

Kerandi et al. (2014) examined ways through which by utilizing benchmarking can improve commercial banks on their performance. Benchmarking practices brought a significant impact in their performance (Kerandi et. al, 2014). Elsewhere, Hashim et al. (2012) conducted research in Malaysia to determine the relationship between benchmarking and organizational performance. The findings revealed that there was a strong link between organizational performance and benchmarking.

Research by Parast and Adams (2012) in the oil and gas industries organizational performance and bench-marking had no significant relationship. In a Jordanian study carried out on the Amman Stock Exchange, Attiany (2014) among the industrial companies listed in a Jordanian study carried highlighted the on performance improvement prior to importance of benchmarking. The purpose of this research was in two categories. It first looked into the prevalence of benchmarking culture in organizations, and then it looked into the impact of benchmarking culture on organizational performance.

Elsewhere, Ibrahim and Nofal (2017), for example, conducted a study on benchmarking and organizational performance in the Nigerian banking industry. Results showed that commercial banks performance could be improved through benchmarking and by applying the best practice. Conclusively, an optimistic connection between the benchmarking process and performance in the banking sector was established. Furthermore, corporate organization that is seeking improvement in its operating industry and environment found that the benchmarking process had become a useful weapon in improving its current organizational performance and archive cost leadership strategy.

Mohammad (2016) did a study on how benchmarking process through auditing internal manufacturing can improve its viability. The assembling procedure of review utilized a technique for poll based sent study. The examination demonstrated that before submitting assets to outside benchmarking, an intensive evaluating was to be led of corporate system and sending of the procedure into assembling methodology and activity designs the proposed coordinated key benchmarking (ISB) required the benchmarking association. There indicated absence of agreement at different degrees of the associations and proof of misalignments of Statistical outcomes. Insufficient worker preparing, conflicting present moment and long-term choices,

miscommunication among managers, absence of proactive procedure to create authoritative center abilities, and conflicting representative assessment and reward framework were the essential drivers for such misalignments. Integrated strategic benchmarking process first critical step is the Successful goals of such irregularities in inside corporate and producing procedures.

Ibrahim and Nofal (2017) in their research on the impact of benchmarking on organizational productivity in the Jordanian Public Universities found that organizations' ability to continue and compete is related to their ability to learn and change their strategies and policies in a manner that reflects positively on their performance. Benchmarking is described as one of the modern administrative concepts which vital for developing organizational performance. Moreover, it is also a source for competition and power for achieving organizational success as it plays an important role in creating successful strategies and policies that enable institutions obtain qualified human resources. This manpower is considered to be qualified based on the fact that they have the capacity to do the various workloads in the various fields and domains. It was concluded that if the organizations desire to improve their performance, they should follow the indices of benchmarking, which are considered as critical for organizations aiming to gain a competitive advantage.

2.3.5 Knowledge Gap

Reviewed case studies reveal that strategic management relates with the competitiveness in the market sections and also results to improved performance compared to results in little performance (Luis & Mejia 2017). Other studies also have the same link of strategy and performance that was lessened by situational variables, such as strategy monitoring and strategic performance. However, studies by Njeru and Luketero (2018) found no connection between strategy and performance. Various studies on firms in Kenya were conducted on competitive strategies adopted by Kenyan

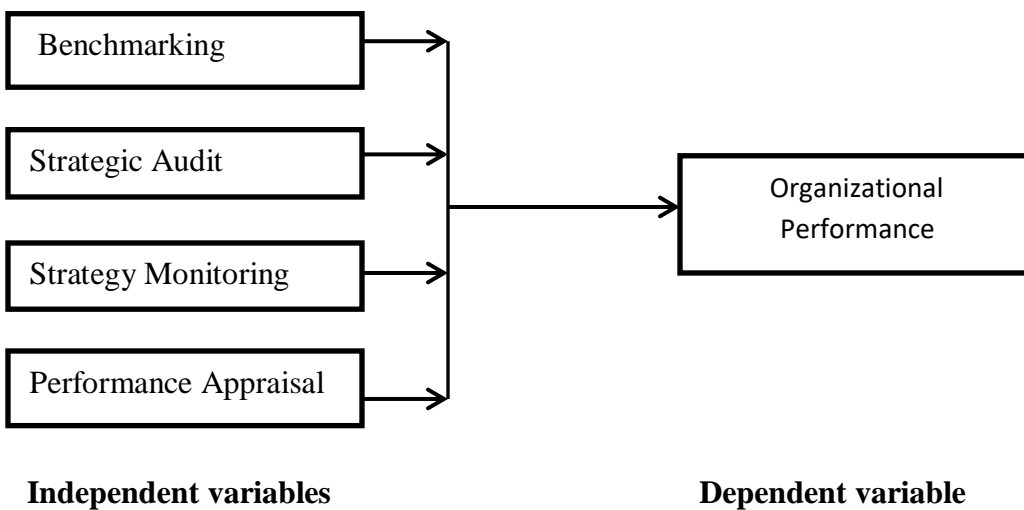
firms from different sectors. These research included; Ndubai (2003), who in the retail area considered aggressive techniques of the pharmaceutical business. The vital decision of area, stocking different things like beautifiers, careful and indicative things, appealing counter shows, cell phones, staff outfits and street billboards is the strategy used according to what the study revealed.

Karanja (2002) conducted a study on aggressive procedures by real estate firms, the investigation found that most firms utilized separation, cost initiative however to a lesser degree and restricted centered separation. Obado (2005) looked at aggressive procedures utilized by sugar manufacturing firms in Kenya. Cost leadership and differentiation is what he found as the main strategies used. The firms studied from this research provided proof of the existence of competitive strategies. Nonetheless, an influence of these strategies was not examined on the performance of the firms studied. Also these studies done in Kenya did not relate competitive strategies to performance; yet others done elsewhere revealed mixed conclusions. Further research in this area is therefore paramount. The most common measures of corporate performance according to Mark (2015) are the rate of return on investment (ROI), earnings per share (EPS) and rate of return on equity (ROE). Manyuru (2005) examined turnover, net profit, and market share price (MSP) as performance indicators in his research on corporate governance and performance. Manyuru claims, citing Drobetz (2004), that turnover data has been used by many companies to evaluate corporate performance. It does not, however, reveal the level of production efficiency or other cost-related areas on its own. This study therefore fills the gap as it links and describes the influence of strategy monitoring and strategy control with performance, and how it influences the textile and apparel industry.

2.4 Conceptual Framework

A conceptual structure is a figurative depiction of the connection between a dependent and independent variable as stated by Liang & Mackey (2011). This study links the dependent variable (structural operation) and the independent variables (benchmarking, strategic audit, and strategic monitoring and performance appraisal). Figure 2.2 shows the association between the above variables.

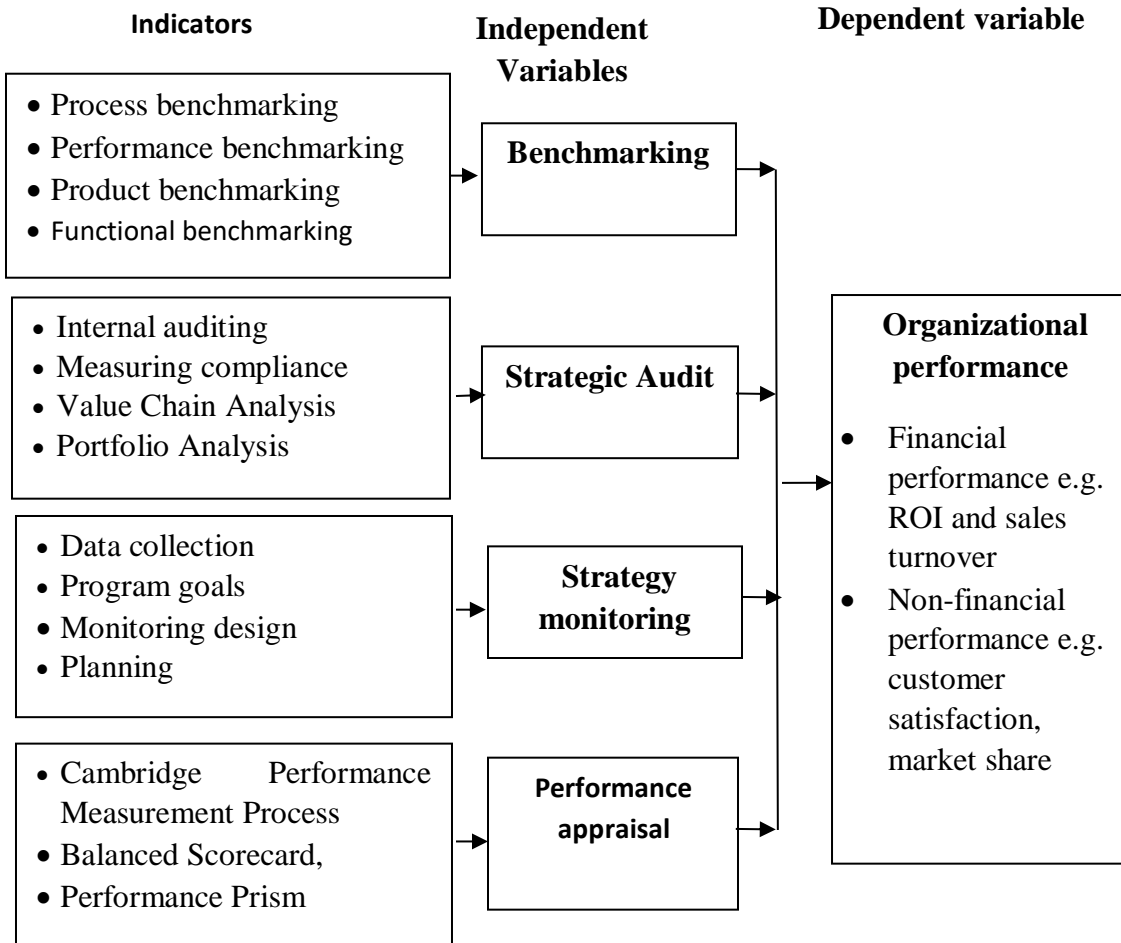
Figure 2.2
Conceptual Framework



2.5 Operationalization of the Variables

Figure 2.3 illustrates the functional state of variables, structural framework showing the connection between the indicators, the both variable, dependent and independent variables.

Figure 2.3
Operational Framework



Source: Author (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains how the research was carried out in its most basic form and procedures that are engaged to analyse the inspiration of stratagem estimation and regulator practices on organizational performance of firms within textile and apparel industry, Nairobi. Specifically, it highlights the research/exploration plan, instrumentation, target population, validity of research tools, sampling procedure, pilot study, reliability of research tools, data examination, data collection procedures, data presentation, and finally ethical considerations.

3.2 Research Design

Yin (2009) defines the research design as the rational collection linking the experimental facts to the studies questions and conclusions. The implication is that it acts as a guide throughout the system of gathering, analyzing and deciphering observations from research. The definition with the aid of Yin (2009) highlights the fact that the principle motive of a research layout is to keep away from a scenario in which proof conflicts from the studies goals. It isn't always logistical as an alternative deals with a logical trouble, now not a logistical. As a consequence, the study layout is a whole lot more than an everyday plan of the paintings.

This study utilized a descriptive research design. The research configuration is perfect for the contextual investigation as it would assemble information on a whole portrayal of a specific exhibition in its setting. Further, it is useful since it will portray and create test expansive perspectives. Churchill (1999) takes note of that a descriptive research configuration is proper with respect to portraying the mutual exhibition of enthusiasm for instance, to depict statistic qualities of the populace and making certain forecasts, which depend on the real discoveries from a study.

3.3 Target Population

A research population contains a collection set of components known to man of intrigue (Mugenda, 2008). These basics may contain gatherings of people, objects, things, cases, articles, or things with usual traits or qualities prevailing at a specific period in time (Mann et al., 2010). The objective populace in this investigation comprised all things considered and attire producing ventures that are individuals from Kenya Association of manufacturers (KAM) working inside Nairobi. As indicated by KAM registry (2018), they are 121 individuals.

Table 3.1
Target Population

Category	Number of Firms	Percentage
Textile and Apparel Pipeline	36	29.8
Primary textile manufacturers	26	21.5
Apparel Manufacturers	27	22.3
Retailing enterprises	32	26.4
Total	121	100.0

Source: KAM directory (2018)

3.4 Sampling Procedure

Non-probability and probability sampling will be adopted in this study. Probability sampling method will involve stratified sampling (the strata will be the textile and apparel pipeline firms, primary textile manufacturers, apparel manufacturers and retailing enterprises) in which all individuals from each of these firms or strata have an equal chance of being selected (Schmidt & Brown, 2012). This research incorporated stratified sampling method for the determination of sample size for each group from the target population as indicated in table 3.1. This technique is advantageous as it reduces mistakes that can happen when sampling is done hence escalation in level of accuracy (Dibrell et al., 2014). Selection of the participants is not bias through generalizing

the findings of the entire population with the help of a researcher through probability sampling. Further, simple random sampling procedure will be used as the final sampling method to select the study sample from each of the strata. The sampling procedure to obtain the sample size adopted the formula by Yin (2009) as indicated in Krejcie and Morgan (1970) table for calculating sample size. The formula is as follows:

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

S = requisite sample size

X^2 = table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = population size.

P = population proportion (assumed to be .50 since maximum sample size would be provide by this).

d = degree of accuracy expressed as a proportion (.05).

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

$$S = \frac{3.841 * 121 * 0.5(1-0.5)}{0.05^2 * (121-1) + 3.841 * 0.5(1-0.5)}$$

$$S = \frac{3.841 * 231 * 0.25}{0.05^2 * 230 + 3.841 * 0.25}$$

$$S = 92$$

A populace size of 121 gives 92 respondents as the sample size (See appendix iii).

Table 3.2
Sample Size

Category	Number of Firms	Percentage (92/121) *100	Sample Size
Textile and Apparel Pipeline	36	76	27
Primary textile manufacturers	26	76	20
Apparel Manufacturers	27	76	21
Retailing enterprises	32	76	24
Total	121		92

Source: Author (2019)

3.5 Instrumentation

Information gathering instruments/tools ought to be chosen properly to evade gathering unrelated data and ensure collected data addresses the study objectives (Dibrell et al., 2014). Based on the premise that the study has implemented a descriptive research design and that it aims for a big populace, questionnaires will be information gathering instruments. The questionnaire will have equally the restricted and the unrestricted queries (appendix II). Questionnaires allow for better homogeneity in how the queries are enquired, guaranteeing better well-matched answers.

The questionnaire divided into three sections was to be distributed; section A, B and C. Section A contains individual information for instance the respondents' particulars, information on their sex, age and employment/working knowledge; Section B contains background information with closed-ended/restricted queries which sought after data on the idea of assessment and regulation practices. These queries were conveyed on a five-point gauge on their thoughts on administrative execution. The five-point Likert gauge opinion choices were; strongly agree (5), agree (4), undecided (3), disagree (2), strongly disagree (1). Section C gathered information on administrative execution from overall administrators.

3.5.1 Pilot Test

As stated by Brymen (2011) cited in Joo et al. (2011), piloting is an essential procedure as it guarantees that the measurements obtained are of satisfactory reliability and validity. The questionnaires were piloted in fabric and clothing corporations in engineering divisions in Nairobi County. The questionnaires were distributed to 9 overall administrators at the experimental firms and were randomly selected. The results of the piloting were used to adjust any ambiguity in the questionnaires. These were used for the Likert's type items. Piloting in this study is crucial to provide a prior caution on which grounds the significant case study project might be unsuccessful, events where study procedures may not be maintained, or whether recommended procedures or tools are unsuitable or too complex.

3.5.2 Validity

As stated by Brymann (2012), validity is associated with the honesty of the deductions that are produced from a study conducted. Essentially, it alludes to the honesty of an investigation concerning reality Welman et al.(2005). Thus, validity shows how great an apparatus executes its capacity. Two unique sorts of validity are distinct in writing that is face and substance validity. As expressed by Bedanand et al. (2014), content validity is a computation of the degree to which assembled insights portrays data under investigation. A comprehensive writing survey will be done to establish content validity by ordering the basic materials to gauge the factors of the exploration as introduced in the reasonable system. The survey was moreover presented to regulators' and partners' examination in order to set up face validity, consistency, and fulfillment.

3.5.3 Reliability

According to Teddlie and Tashakkori (2009), reliability in diverse techniques studies is the extent to which the study's deductions may be implemented to different particular scenarios, individuals, time and situation and so on. Reliability processes the degree to which a tool produces a similar

score when used at diverse times, places, or inhabitants. In-house consistency reliability of the apparatus was evaluated through the unraveling of Cronbach's alpha (coefficient alpha). In-house consistency reliability will be set up by assessment of the constituents of a poll contrasted with one another. The most extreme aggregate reliability coefficient is Cronbach alpha (Cherop, 2011). Cronbach's alpha is a relationship coefficient whose worth fluctuates from 0 to 1.

3.6 Methods of Data Collection

The selection of information collection technique is a precisely vital stage of the study, since information and statistics are the foundation for the examination and deductions. If gathered data does not reveal the significance of the research; deductions will be founded on information/statistics which do not agree with the objectives of this study. So the outcomes of the research can be swayed by the degree of validity of the gathered data and its significance for the study. Creswell (2007) cited in Dibrell et al. (2014) defines data collection as a group of interconnected events targeted to gather pertinent data so as to respond to the study objectives. Kevin (2017) claims that diverse kinds of studies upheld by dissimilar kinds of information/data collection processes, which comprise of gathering of information, its understanding, examination and recording.

There are two types of data collection methods: quantitative data collection and qualitative data collection. Quantitative data collection is any sort of method for instance, distribution of questionnaires for gathering information or process of information examination such as, statistics or graphical diagrams that utilizes arithmetical data. Qualitative data collection is any sort of method for instance, conducting of interviews for gathering information or process of examining information such as, classifying information that utilizes non-arithmetic data. This researched collected quantitative data.

After defending and authorization of the proposal, the investigator produced a document from the University and completed prior preparations with the administration at the corresponding corporations in the research two weeks earlier than the time the field work is to be done, so as to produce adequate relationship with the respondents, increase their self-assurance and mindfulness as to the type and significance of the research, in addition to notifying them of their liberty to make knowledgeable selection. The proprietors of the chosen corporations were visited and the study tools were given to the research respondents as the investigator waited. Those filling the questionnaires were assured that stern privacy would be sustained in keeping themselves unknown. Four study subordinates were involved to chiefly follow up of the distributed questionnaires and how they were being filled out.

3.7 Data analysis and Presentation

When information was gathered, the finalized questionnaires were revised for uniformity. Collected data was then coded so that responses could be clustered into different groups. The data collected from the questionnaires consisted of qualitative information and quantitative data. Content analysis was used to examine qualitative data. Patton (2017), states that content analysis is among the utmost vital tools of qualitative data scrutiny. As stated by Delgado and Gutierrez (2007) cited in Meyer and Charles-Clemens (2017), content analysis is perceived as several processes targeted at the fabrication of analytical Meta – text in which the real examined version is denoted in a changed way.

The study utilized descriptive analysis to analyze quantitative data. Statistical tools that included SPSS version 22 and Collected data was described by the use of MS Excel. Results from the research were presented using charts and tables in tabulations, means, standard deviation and percentages.

3.7.1 Regression Analysis Model

To establish whether there was a substantial statistical affiliation between variables, the research adopted the model below:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ Where; Y= the dependent variable (organizational performance of firms in textile and apparel industry)

α - Is a constant and it's the Y value when all the predictor values (X_1 , X_2 , X_3 and X_4) are zero, β_1 , β_2 , β_3 and β_4 – Are constants regression coefficients representing the condition of the independent variables to the dependent variables. X_1 = Benchmarking; X_2 = Strategic audit; X_3 = Strategy monitoring, X_4 = Performance appraisal and ε - (Extraneous) Error term explaining the variability as a result of other factors not accounted for.

3.8 Ethical Consideration

So as to commence information gathering process, and to also start data collection in the field, consent was sought from Kenya Methodist University and the National Commission for Science Technology and Innovation (NACOSTI). The study eluded whatever thing that could have instigated any form of destruction to the respondents. Further, the study avoided individual prejudices and thoughts. The respondents were informed of the study's purpose beforehand being asked to fill the questionnaire. Findings from the research were reported in a manner that ensures accurately represented what was observed by the participants.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The following area outlines experiential outcomes and conclusion of the submission of the variables with an aid of methods and techniques mentioned in chapter three. It begins with the feedback rate, dependability psychiatry, descriptive analysis, demographic data, relationship, regression analysis and finally hypotheses testing results.

4.2. Response Rate

In the examination, a sum of 92 respondents was inspected. Eighty-four (84) respondents filled and restored the poll. The reaction rate was 91.3% of the complete respondents. Campion (1993) recommended that creators need to endeavor sensible endeavors to build survey return rates, address the impact of non-respondents and guarantee that they don't contain any undeniable predispositions. To accomplish the watched return rate for this investigation the specialist met the respondents in their work stations and quickly disclosed to them the motivation behind the examination, educated them regarding their privileges of willful cooperation while guaranteeing them of their secrecy before regulating the poll. The respondents were then given seven days to complete the surveys which were then assembled following multi week. A couple of scientists have prescribed an inconsequential level for return rate. Mugenda and Mugenda (2008) saw that above 70% is appraised Very Good, 60% great, and a half reaction rate is sufficient. Dillman (2000) recommended half as the negligible level while Fowler (2009) proposes 60%. Babbie (2011) additionally declared that return rates of half are acceptable to investigate and distribute, 60% is great and 70% is awesome. Thus, the 91.3% return to rate for this investigation was estimated likely enough to enable speculation of the findings to the intended population.

4.3 Reliability Results

The dependability of an instrument alludes to its capacity to create reliable and stable estimations. The alpha can take any an incentive from zero (no inner consistency) to one (complete inside consistency). George and Mallery (2013) gave the accompanying dependable guidelines for Cronbach's Alpha qualities: " $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $< .5$ – Unacceptable".

Table 4.1
Summary of Cronbach's alpha Reliability Coefficient

Variables	Number of items	Cronbach's alpha
Benchmarking	8	0.754
Strategic Audit	6	0.767
Strategy monitoring	4	0.831
Performance appraisal	3	0.797

In this study to guarantee the unwavering quality of the instrument Cronbach's Alpha was utilized to test the dependability of the proposed builds. As appeared in table 4.1, Strategy checking had alpha of 0.831, execution examination had 0.797, vital review had 0.767 and benchmarking had 0.754. This demonstrates there is solid inward consistency among proportions of variable things. This suggested respondents who would in general select high scores for one thing were probably going to choose high scores for the others. Correspondingly, the individuals who select low scores for one thing were probably going to choose low scores for the others. The information gathering instrument was accordingly solid and worthy for the motivations behind the examination.

4.4 Demographic Data

4.4.1 Respondents' Gender

A gender orientation differing group delivers superb choices over a homogeneous group. A positive relationship of sex assorted variety with execution would be foreseen dependent on an asset based perspective on the firm though social personality and self-order hypothesis would bolster a contrary relationship (Mohammad et al, 2007). Gupta (2013) saw that moderate degree of sexual orientation decent variety builds upper hand while a more elevated amount of sex assorted variety diminishes hierarchical execution. In this examination out of the 84 respondents 61.9% (52) were male and 38.1% (32) were female from the tested firms in material and attire industry in Kenya as appeared in table 4.2. This shows for the most part there were more male respondents for the examination than females demonstrating the wide dissimilarity among male and females working in material and attire industry in Kenya.

Table 4.2
Respondents' Gender

		Frequency	Percent
Valid	Male	52	61.9
	Female	32	38.1
	Total	84	100.0

4.4.2 Age of the Respondents

Table 4.3 demonstrates that most 50.0% of respondents were of the age of 41-50 years, 47.6% were of the age of 31-40 years, while 2.4% were of the age of 51-60. The time of life of respondents was essential since most elements of physical execution decrease continually with age for all

intents and purposes a wide range of measures, in any event past the age of 30 to 35 years (Stones & Kozma, 1985).

Table 4.3
Age of the respondents

		Frequency	Percent
Valid	31-40	40	47.6
	41-50	42	50.0
	51-60	2	2.4
	Total	84	100.0

4.4.3 Respondents Educational Level

The information was then examined to build up the instructive achievements of the respondents.

As appeared in the table underneath, a larger part of respondents had a confirmation level of training or more as showed on Table 4.4.

Table 4.4
Respondents Educational Level

		Frequency	Percent
Valid	Diploma	14	16.7
	Undergraduate	54	64.3
	Masters	16	19.0
	Total	84	100.0

The Table 4.4 showed that the vast majority of the respondents (64.3%) had a degree pursued by those with a graduate degree (16.7%) and the least containing those with Diploma (16.7%).

4.4.4 Working Experience of the Respondents

The study decided the working background held by the respondents so as to determine the degree to which their reactions could be depended upon to make ends on the examination issue utilizing their working knowledge. The respondents who took an interest in the investigation had worked for their individual firms in differing years. From the discoveries in Table 4.5, a large portion of the respondents (42.9%) showed to have a working background of 6-8 years, 35.7% had a working knowledge of below 5 years, and 17.9 % had a working background of over 10 years.

According to Braxton (2008), respondents with high working knowledge contribute to the provision of sound information on the examination problem because they specialize in the discussion issue under investigation. This demonstrates half of the respondents had worked in their particular association for quite a while and subsequently comprehended specialized issues because of methodology assessment and control rehearses on hierarchical execution of firms in Textile and attire industry in Kenya.

Table 4.5
Working Experience of the Respondents

		Frequency	Percent
Valid	3 - 5 years	30	35.7
	6 - 8 years	36	42.9
	8- 10 years	3	3.6
	More than 10years	15	17.9
	Total	84	100.0

4.5 Descriptive Analysis

4.5.1 Performance Appraisal

As a major aspect of the study's objective, the study looked up to build up the impact of execution on hierarchical execution of firms in material and clothes industry. The respondents concurred that exhibition examination is an investigation of a key plans ongoing victories and disappointments (Mean = 4.1, SD = 1.09). The respondents additionally concurred that performance appraisal is a piece of controlling and overseeing key arrangement. It is the way toward getting, dissecting and recording data about the general worth of plans being executed by the association (Mean = 3.9, SD = 1.21). In conclusion, the respondents agreed that performance appraisal is a strategy for evaluating an organization's strategy in terms of cost and time in general (Mean = 3.9, SD = 1.25) quality and quantity.

Table 4.6
Performance Appraisal and Organizational Performance

	Mean	Std dev
Quality, quantity, cost and time are the general methods used to evaluate the strategy of an organization known as performance appraisal.	3.9	1.25
Performance appraisal in strategic plan is used as part of guiding and managing. It is relatively worth of a plan being implemented by the organization through obtaining, analyzing and recording information.	3.9	1.21
Performance appraisal is an analysis of a strategic plans' recent successes and failures	4.1	1.09
Average	3.9	

4.5.2 Strategy Monitoring

Being a major contributor of the study, the examination looked to build up the effect of methodology observing on hierarchical execution of firms in material and array industry. The respondents concurred that by following changes in execution, supervisors can calibrate program activities to achieve wanted results most productively and successfully (Mean = 4.1, SD =0.86). The respondents additionally concurred that technique checking gathers information at various focuses during project usage to guarantee that the program is running easily and accomplishing its goals as per plan (mean = 4.0, SD = 0.95). In conclusion the respondents concurred that administrators ought to build up an arrangement for observing during the structure period of a program to guarantee solid pledge to and satisfactory assets for completing it (mean = 4.0, SD = 1.16).

Table 4.7
Strategy Monitoring and Organizational performance

	Mean	Std dev
Strategy monitoring collects data at a number of points during program implementation to ensure that the program is running smoothly and achieving its objectives according to plan	4.0	0.95
To reach desired outcomes, managers can track changes in performance and fine-tune programs operations to be the most efficient and effective.	4.1	0.86
Monitoring typically includes measures both at the beginning and the end of a program and when possible, include a control and comparison group to help determine whether changes in outcomes result from program activities themselves and not from other influences outside the program	3.8	1.16
Managers should develop a plan for monitoring during the design phase of a program to ensure strong commitment to and adequate resources for carrying it out.	4.0	1.16

4.5.3 Strategic Audit

As a component of the investigation's destinations, the examination looked to build up the impact of key review on organizational performance of firms in material and clothes industry. In view of the discoveries in Table 4.8, the respondents differ that their organizations performed asset review to recognize the assets accessible to a business (Mean = 2.1, SD = 0.67). They likewise differ that their organizations performed worth chain investigation portraying the exercises that occur in a business and relates them to an examination of the focused quality of the business (Mean = 2.0, SD = 0.083). The respondents differ that technique examiners perform reviews to assess whether the approaches and procedures are planned and working successfully and give proposals to progress (Mean = 2.0, SD = 0.75). Further, the respondents differ that exhibition investigation incorporated the asset review, esteem chain examination and center skill examination which help to characterize the key abilities of a business (Mean = 2.9, SD = 0.88). Ultimately the respondents were unbiased concerning the explanation that methodology examining action is principally aimed at improving inside control (Mean = 3.0, SD = 1.17).

Table 4.8

Strategic audit and organizational performance

	Mean	Std dev
This firm conducts strategy auditing frequently measuring compliance with the organizations policies and procedures	3.7	1.21
Strategy auditing activity is primarily directed at improving internal control	3.0	1.17
Strategy auditors perform audits to evaluate whether the policies and processes are designed and operating effectively and provide recommendations for improvement	2.0	0.75

This firm performs resource audit to identify the resources available to a business	2.1	0.67
This firm performs value chain analysis describing the activities that take place in a business and relates them to an analysis of the competitive strength of the business	2.0	0.83
Performance analysis includes the resource audit, value chain analysis and core competence analysis which help to define the strategic capabilities of a business	2.9	0.88
Average	2.8	

4.5.4 Benchmarking and Organizational Performance

As a feature of the research objectives, the investigation tried to build up the effect of benchmarking on hierarchical execution of firms in material and clothes industry. In view of the discoveries in Table 4.9, It was unclear whether firms did process benchmarking with the goal of recognizing and monitoring the accepted procedures of at least one of the benchmarked firms (Mean = 2.75, SD = 0.89). According to the respondents, benchmarking from a financial expert's perspective broadened the benchmarking universe to include comparisons with friend organizations that can be viewed as elective venture opportunities (Mean = 2.01, SD = 0.88). The respondents likewise differ that their organizations led practical benchmarking on a solitary capacity to improve the activity of that specific capacity (Mean = 2.98, SD = 0.082). The respondents likewise differ that their organizations performed money related investigation and contrasting the outcomes in an exertion with survey generally speaking aggressiveness and profitability (Mean = 2.92, SD = 1.08), they additionally differ that their organizations completed movement examination where the goal is to benchmark cost and effectiveness (Mean = 2.90, SD = 1.00). Further, the respondents differ that their organizations performed item benchmarking that included structuring new items or moving up to current ones (Mean = 2.83, SD = 0.95) and in

conclusion the respondents differ that key benchmarking included seeing how different firms are contending (Mean = 2.69, SD = 1.1)

Table 4.9
Benchmarking and Organizational Performance

	Mean	SD
This firm carries out process benchmarking with a goal of identifying and observing the best practices from one or more benchmark firms	2.75	0.89
This firm carries out activity analysis where the objective is to benchmark cost and efficiency.	2.90	1.00
This firm performs financial analysis and comparing the results in an effort to assess overall competitiveness and productivity	2.92	1.08
Benchmarking from an investor perspective extends the benchmarking universe to also compare to peer companies that can be considered alternative investment opportunities	2.01	0.88
By comparing products and services with those of target firms allows the firm to assess their competitive position is made possible by performance benchmarking.	2.69	1.10
This firm performs product benchmarking that involves designing new products or upgrades to current ones.	2.83	0.95
Observing how other firms are competing is what involves strategic benchmarking.	2.82	0.98
To improve the operation of that particular function this firms conducts functional benchmarking on a single function.	2.98	0.82
Average	2.73	

4.5.5 Organizational Performance

Respondents were asked to entitle degree to which various enactment projectors were used in their association. The feedback was taken through Likerts scale ranging from 1 – “No extent” with a score of 1 point to upper end of the scale as 5 – “very great extent” with score of 5 points.

Table 4. 10
Performance Projectors

Performance projectors	1	2	3	4	5	M	SD
Key benchmarks	9.1%	6.8%	29.5%	43.2%	11.4%	3.4	1.09
Goals of the organization	2.3%	6.8%	31.8%	36.4%	22.7%	3.7	0.98
Past performance of the business	4.5%	6.8%	29.5%	34.1%	25.0%	3.7	1.07
Projected performance of competitors	9.1%	15.9%	20.5%	27.3%	27.3%	3.5	1.30
Projected performance of organization in other industries	9.1%	11.4%	18.2%	34.1%	27.3%	3.6	1.26

Majority of the respondents were represented in table 4.10 above. Table 4.10 indicated that their organizations used goals of the organization; the business’s past performance was a projection of an organization in other industries as shown by mean scores of 3.7, 3.7, 3.5 and 3.6 respectively.

In order to investigate the respondents’ opinion concerning financial presentation among the respondents were asked and different opinions and responses were taken through Likerts scale ranging from 1 – “strongly disagree” with a score of 1 point to upper end of the scale as 5 – “Strongly agree” with score of 5 points.

Table 4. 11
Financial Performance

	1	2	3	4	5	M	SD
The profit margin of the company is increased.	9.1%	2.3%	15.9%	50.0%	22.7%	3.8	1.12
It increases return on investment (ROI)	9.1%	9.1%	25.0%	31.8%	25.0%	3.5	1.23

It brings about increase in the company's sales turnover	6.8%	2.3%	15.9%	45.5%	29.5%	3.9	1.08
--	------	------	-------	-------	-------	-----	------

Table 4.11 illustrates the results provided by the respondents that increases the company's sales turnover (M = 3.9; SD = 1.08), the statement on profit margin of the company is increased, had a mean of 3.8 and finally, the statement on increases the return on investment (ROI) had a mean of 3.5 and standard deviation of 1.23.

Table 4.12
Non-Financial Performance

	1	2	3	4	5	M	SD
There is an increase in customer growth and customer retention	0.0%	2.3%	15.9%	59.1%	22.7%	4.0	0.70
The firm has gained market leadership	2.3%	2.3%	27.3%	47.7%	20.5%	3.8	0.87
There is increased staff satisfaction	13.6%	15.9%	25.0%	36.4%	9.1%	3.1	1.20
It has brought about an improvement of management relationship with employees	6.8%	13.6%	27.3%	34.1%	18.2%	3.4	1.15
The firm's ability to respond to market change is enhanced	6.8%	4.5%	22.7%	40.9%	25.0%	3.7	1.11
It has improved the organizational culture	11.4%	11.4%	22.7%	40.9%	13.6%	3.3	1.20
It has brought about great work ethics in the organization	6.8%	15.9%	22.7%	38.6%	15.9%	3.4	1.15

The results in Table 4.12 shows that 59.1% of the respondents agreed that there was an increase in customer growth and customer retention (M = 4.0; SD = 0.70), 47.7% of the respondents agreed that the firms gained market leadership (M = 3.8; SD = 0.87), 40.9% of the respondents agreed

that the firm's ability to respond to market change is enhanced (M= 3.7; SD = 1.11); It has brought about an improvement of management relationship with employees (M = 3.4; SD = 1.15) and lastly, the respondents were neutral that there was increased staff satisfaction (M = 3.1; SD = 1.20).

4.6 Inferential Analysis

In this study, the impact of strategy control practices on organizational performance of firms in the textile and apparel industry was investigated using multiple regression models. The model is based on four independent variables (predictors) namely Benchmarking (X₁), strategic audit(X₂), strategy monitoring, (X₃), and performance appraisal (X₄)

$$Y' = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \varepsilon_i$$

Where Y = the dependent variable, (organizational performance).

A = Constant

B = *Beta* Coefficients

X = Independent variables values

$\varepsilon_i \sim NID(0, \sigma^2)$: The error term. This is normally and independently distributed with zero mean and a constant variance

R-Squared

In order to define how well the selected predictors (performance appraisal, strategy monitoring, strategic audit as well as benchmarking) explained the dependent variable (organizational performance), R computation were carried out. Table 4.13 shows the R squared outcomes.

Table 4.13*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.482	8.38691

a. Predictors: (Constant), performance appraisal, Strategic Audit, strategy monitoring, Benchmarking

From Table 4.13, the multiple correlations coefficient, R, has a range of -1 to +1. The R value of .482 indicates that there is a strong positive correlation between contributing factors and organizational performance of firms in the Nairobi County textile and apparel industry.

The coefficient of determination (R^2), which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and ranges from 0 to 1, represents how much of the variability in the dependent variable is accounted for by the predictors. Because the R^2 value is 0.507, the contributing factors of performance appraisal, strategy monitoring, strategic audit, and benchmarking account for 83.8 percent of the variance in organizational performance. Adjusted R square indicates how well the model generalizes, and its value should ideally be equal to or close to that of R square. Because the difference is 0.025 ($0.507 - 0.482 = 0.025$ or 2.5%), the model would account for approximately 2.5 percent less variance in the outcome if it was drawn from the population rather than a sample.

The standard error estimate (SE est.), also known as root mean squared error (RMSE), is an absolute measure of fit in a regression (interpreted as the standard deviation of the unexplained variance, and has the important property of being in the same units as the response variable).

Because the SE est. is moderate (8.386), many of the observed data points are close to the model's predicted values, indicating a good fit.

ANOVA

A variance analysis was performed so as to establish whether dependent variable and independent variable had any significant association. Table 4.14 displays the computed correlation, analysis of variance, and parameter estimates.

Table 4.14
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5704.786	4	1426.197	20.276	.000 ^b
	Residual	5556.880	79	70.340		
	Total	11261.667	83			

a. Dependent Variable: Performance

b. Predictors: (Constant), performance appraisal, Strategic Audit, strategy monitoring, Benchmarking

Table 4.14, presents the results of regression ANOVA to test the model fitness at 95% confidence level. The study results indicated that there was a significant value ($p=0.000<0.05$) and F-value of 20.276. A correct prediction probability of less than 0.05 is what the regression model showed. Hence, the connection between independent and dependent variables regression model used above is a suitable prediction model of explanation.

Coefficients

The regression model equation was used to determine the relative importance of each Independent Variable in predicting the Dependent Variable. Table 4.15 displays parameter estimates (coefficients).

Table 4.15
Parameter Estimates

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.147	3.93		2.915	.000
Benchmarking	.344	.317	.139	1.086	.281
Strategic Audit	.086	.317	.028	.271	.787
Strategy monitoring	1.145	.437	.333	2.622	.010
Performance Appraisal	1.194	.445	.307	2.684	.009

a. Dependent Variable: Performance

The coefficient associated with the regression constant is 1.147, with a standard error of 3.93, as determined by the results in Table 4.15. Benchmarking .344 with a standard error of .317 is the coefficient associated with the first independent variable. The second independent variable, strategic audit, had a coefficient of .086 and a standard error of .317. The third variable, strategy monitoring, has a coefficient of 1.145 and a standard error of .437. Finally, the coefficient for the fourth independent variable (performance appraisal) was 1.194, with a standard error of .445.

The coefficients for all four independent variables, including performance appraisal, strategy monitoring, strategic audit, and benchmarking, were statistically significant because their p-values were less than the level of significance ($P < .05$), according to the findings. Benchmarking was significantly associated with organizational performance of firms within textile and apparel

industry with ($P < .281$). Besides, significant association was found on strategic audit organizational performance of firms within textile and apparel industry ($P < .787$) whereas there was significant association between strategy monitoring and organizational performance of firms within textile and apparel industry with a ($P < .010$). Finally, there was a significant association between performance appraisal and organizational performance of firms within textile and apparel industry ($P < .009$).

Consequently, the regression model can be stated as:

$$Y = 1.147 + .344 X_1 + .086 X_2 + 1.145 X_3 + 1.194 X_4$$

This means that for every additional unit in the benchmarking score, the organizational performance score increases by .344 units, a unit increase in the score of strategic audit increases the score of organizational performance by .086 units, a unit increase in the score of strategy monitoring increases the score of organizational performance by 1.145 units, and a unit increase in the score of performance appraisal increases the score of organizational performance by 1.194 units. As a result, the predictors can be used to explain the variation in organizational performance of firms in Nairobi County's textile and apparel industry.

4.7 Hypotheses Testing Results

Hypothesis testing is a technique in which analyst extrapolates the results of a small sample of data to a larger population based on a hypothesis that was formed before the study began (Gujarati, 2003). The statistical significance of explanatory variable coefficients was used to test hypotheses. The test of significance method is used to verify the truth or falsity of null hypotheses using test results, demonstrating that the methods for two widely dispersed populations are equivalent. This was accomplished by employing the two-tailed t-test statistic and the corresponding p-values at

the 1%, 5%, and 10% levels. This procedure was used to test the null hypotheses listed in section 1.4 of Chapter 1. The choice rule was that if the observed p-value was not exactly the set alpha (significance level), the null hypotheses should be dismissed; if the observed p-value was more prominent than the set alpha, the null hypotheses should not be dismissed.

H₀₁: Performance appraisal has no significant influence on organizational performance of firms in textile and apparels industry

The regression analysis outcomes in Table 4.15 demonstrate that performance examination has a great effect on organizational performance at 10% level of significance. This depends on the p-value relating to the coefficients identical to 0.009. This discovering drove the investigation to dismiss the expressed invalid speculation with 90% certainty level. By dismissing the invalid theory, the examination built up that performance appraisal affected hierarchical execution of firms in material and array industry. The findings substantiated Luis and Mejia's (2017) study on the role of performance appraisal in enhancing performance in SMEs in Spain. The outcomes illustrated execution enhancement through feedback to be a powerful instrument. Performance appraisals gave employees a clear and realistic picture of the work they needed to do, as well as performance expectations and feedback on how they performed against those expectations in terms of pre-determined strategies.

Nevertheless, the outcomes speckled with Karen and Anne (2015) findings after carrying out a study on performance appraisal in public libraries. The study concentrated on the purpose of appraisal and how it should be conducted to maximize its potential for improving organizational performance. The results indicated a tendency of failure in public libraries because of less attention put to defining the appraisal aim, followed by proposed training and ensuring communication

channels are open. The variation in findings could be as a result of the leadership style embraced, Karen and Anne (2015) focused on public libraries. Public organizations in Kenya tend to practice bureaucratic style of leadership whereas in private sector leadership style varies across different organizations.

H₀₂: Strategy monitoring has no significant influence on organizational performance of firms in textile and apparels industry

The regression analysis results in Table 4.15 show that strategy monitoring has significant influence on organizational performance at 5% level of significance. This is based on the *p*-value corresponding to the coefficients equivalent to 0.010. This finding led the study to reject the stated null hypothesis with 95% confidence level. By rejecting the null hypothesis, the study established that strategy monitoring has a significant influence on organizational performance of firms in textile and apparels industry.

The outcomes coincide with Jamil et al.(2015) outcomes from a study on strategic monitoring and strategy control processes in hospital systems: a survey from Iran, the study revealed that all the investigated hospitals had a strategic monitoring and strategy control plan. However, the status of strategic monitoring of the strategic plan (53.71%) was found to be weak. Significant statistical correlations were observed between the incentive for developing strategic monitoring and organizational performance ($P=0.04$). Njeru and Luketero (2018) did a study on influence of monitoring and control strategies on performance of medical camp projects in hospitals in Kenya: A case of Embu North Sub County. The results revealed that monitoring and control systems influenced performance of medical camps. Claude (2015) did a study on rethinking the management of information in the strategic monitoring of public policies by administrative

agencies in France 2014. Monitoring enables those to judge future interventions recommendations obtained from the impact of performance in which they can be improved through the result indicated.

H₀₃: Strategic Audit has no significant influence on organizational performance of firms in textile and apparels industry

The regression analysis results in Table 4.15 show that strategic audit has significant influence on organizational performance at 5% level of significance. This is based on the *p*-value corresponding to the coefficients equivalent to 0.787. This finding led the study to fail to reject the stated null hypothesis with 95% confidence level. The study therefore concluded that strategic audit had no significant influence on organizational performance of firms in textile and apparels industry.

The results vary with Nguyen (2017) findings from a study on application of strategic audit in a small construction company on business strategy to enhance competition and innovation. The findings revealed strategic management and analysis importance not being acknowledged in the construction industry. It was established that strategic audit significantly influenced organizational performance ($p < 0.05$ at 95% level of significance). The findings are varied with findings from Shahin (2011) on evaluating the effectiveness of strategic audit within the Middle Eastern public sector. The findings revealed that auditing enhanced the implementation of strategies and plans and subsequently improved organizational performance. The variation in findings can be explained in terms of study area of focus; Nguyen (2017) concentrated on small construction company, while Shahin (2011) study was carried out in Middle Eastern public sector.

H₀₄: Benchmarking has no significant influence on organizational performance of firms in textile and apparels industry

The regression analysis result in Table 4.15 shows that benchmarking has no significant influence on organizational performance at 95% level of confidence. This is based on the *p*-value corresponding to the coefficients equivalent to 0.281. This finding led the study to fail to reject the stated null hypothesis with 95% confidence level and concluded that benchmarking has no significant influence on organizational performance of firms in textile and apparels industry.

The study findings vary with Ochoka (2016) results that established that benchmarking influenced performance of freight forwarding firms in Kenya. Also, Attiany (2014) findings from a study on level of benchmarking philosophy in manufacturing corporations and its influence on operative execution comprising an overall of 30 proportions of benchmarking philosophy established that benchmarking had a positive and substantial impact on administrative execution. However, the findings concur with Voss and Ahlstrom (2015) who investigated the connection between benchmarking and organizational performance and found an important association between companies' usage of benchmarking and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section displays the deliberation of key data results, conclusions derived from the research and suggestion made there-to. The study's ultimate goal was the point of focus in drawing the suggestions and conclusions.

5.2 Summary of Findings

5.2.1 Influence of performance appraisal on organizational performance of firms in textile and apparels industry

To analyze the research objective, descriptive statistics was used to and other consequent analysis was done. The results showed the average mean was 3.9 this meant that the statements on performance appraisal were so good that agreement was reached by most of the respondents.

To arrive at the findings where deductions and relationships were established, inferential statistical methods were used.

After carrying out correlation analysis, the study results indicated that performance appraisal was positively and highly correlated with organizational performance. The regression analysis indicated that performance appraisal was established as statistically significant in explanation of organizational performance of firms in textile and apparels industry since a unit increase in performance appraisal only caused 1.194% increase in organizational performance as indicated by regression coefficient.

5.2.2 Influence of Strategy Monitoring on Organizational Performance of Firms in Textile and Apparels Industry

To analyze the research objective, descriptive statistics was used and other consequent analysis was done. The outcomes showed the average mean was 4.0 this meant that most of the respondents were in agreement with reports related to strategy monitoring.

Inferential statistical methods were utilized to land at the findings where deductions and connections were recognized. After carrying out correlation analysis, the research results showed that strategy monitoring was positively and highly correlated with organizational performance. The regression analysis indicated that strategy monitoring was considered to be statistically important in explaining organizational productivity of firms in textile and apparels industry since a unit increase in performance appraisal only caused 1.145% increase in organizational performance as indicated by regression coefficient.

5.2.3 Influence of Strategic Audit on Organizational Performance of Firms in Textile and Apparels Industry

To analyze the research objective, descriptive statistics was used and other consequent analysis was done. The findings showed the average mean was 2.8 this meant that there was an agreement between most of the respondents in view of the statements related to strategic audit.

To arrive at the findings where deductions and relationships were established, inferential statistical methods were used. After carrying out correlation analysis, the study results indicated that strategic audit was positively and highly correlated with organizational performance. There was no significant influence found through regression analysis that indicated strategic audit on organizational performance of firms in textile and apparels industry since a unit increase in strategic audit only caused 0.086% increase in organizational performance as indicated by regression coefficient.

5.2.4 Influence of Benchmarking on Organizational Performance of Firms in Textile and Apparels Industry

To analyze the research objective, descriptive statistics was used and other consequent analysis was done. The results showed the average mean was 2.7 this meant that most of the respondents were in disagreement with statements related to benchmarking.

Inferential measurable strategies were utilized to touch base at the findings where conclusions and relationships were set up. After carrying out correlation analysis, the study results indicated that benchmarking was positively and highly correlated with organizational performance. The regression analysis indicated that benchmarking was found not to be having a significant influence on organizational performance of companies in textile and apparels industry.

5.3 Conclusion

5.3.1 Effect of Performance Appraisal on Organizational Performance of Firms in Textile and Apparels Industry

From the findings the study determines that performance appraisal influenced organizational performance of companies in textile and apparels industry. Performance appraisal guided and managed the strategic plan and involved obtaining, analyzing and recording information about the relative worth of plans being implemented by the organizations.

5.3.2 Influence of Benchmarking on Organizational Performance of Firms in Textile and Apparels Industry

The study concludes that benchmarking did not influence organizational performance of firms in textile and apparels industry. The firms did not carry out activity analysis where cost and efficiency was the main objective; they performed financial analysis and contrasted the outcomes in an effort to assess overall competitiveness and performance. Likewise the organizations did not benchmark from a financial specialist point of view extended the benchmarking universe to also compare to peer companies that were considered alternative investment opportunities. Further, a greater part

of the organizations did not perform item benchmarking that included creating new items or upgrading to the latest ones and furthermore included seeing how different firms were contending. Ultimately majority organizations under investigation did not direct practical benchmarking on a single function to improve the operation of that specific function.

5.3.3 Influence of Strategic Audit on Organizational Performance of Firms in Textile and Apparels Industry

The study concludes that strategic audit did not influence organizational performance of firms in textile and apparels industry. Most of the firms did not conduct strategy auditing much of the time estimating compliance with the organizations policies and procedures, strategy auditors did not perform audits to assess whether the strategies and procedures were structured and working viably and gave proposals to progress. The greater part of the organizations did not perform asset review to distinguish the assets accessible to a business and furthermore did not perform value chain analysis describing the activities that took place in a business and relate them to an analysis of the competitive strength of the business.

5.3.4 Effect of Strategy Monitoring on Organizational Performance of Firms in Textile and Apparels Industry

The study concluded that strategy monitoring influenced organizational performance of firms in textile and apparels industry. Greater part of the organizations did not gather information at various focuses during system execution to guarantee that the projects were running easily and accomplishing objectives as indicated by plan, directors did not adjust program tasks to achieve wanted results productively and viably, checking topically included estimates both toward the start and the finish of a program and when credible, incorporated a control and comparison group to help decide if changes in results result from program activities themselves and not from other influences outside the program.

5.4 Recommendations

5.4.1 Performance Appraisal and Organizational Performance

The examination established that performance appraisal impacted organizational performance of firms in textile and apparels industry. Directors ought to build up an arrangement for observing during the planning phase of a program to guarantee solid responsibility to and satisfactory assets for doing it.

5.4.2 Strategy Monitoring and Organizational Performance

The study discovered that strategy monitoring influenced the organizational performance of textile and apparel firms. According to the study, firms should collect data at various points during program implementation to ensure that programs are running smoothly and meeting objectives as planned. Managers should fine-tune program operations to achieve desired outcomes as efficiently and effectively as possible.

5.4.3 Strategic Audit and Organizational Performance

The study established that strategic audit did not affect organizational performance of firms in textile and apparels industry. The study recommends that firms should conduct strategy inspecting as often as possible estimating consistency with the organizations policies and techniques, strategy auditors ought to perform reviews to assess whether the policies and procedures are planned and working adequately and give suggestions for improvements.

5.4.4 Benchmarking and Organizational Performance

The study found that benchmarking did not influence organizational performance of firms in textile and apparels industry. The study recommends that firms should carry out activity analysis where the objective is to benchmark cost and efficiency; they should perform financial analysis and compare the results in an effort to assess overall competitiveness and productivity. Also firms should perform product benchmarking which comprises coming up with designs for new products or advancement to current ones and as well as observe how other firms are challenging them.

5.5 Recommendation for Further Studies

While this examination effectively looks at the factors, it likewise shows rich prospects for a few different territories to be investigated in future. This investigation was just bound to four factors to be specific: Performance appraisal, strategy monitoring, strategic audit and benchmarking. Future research ought to think about different parts of strategy control which influence organizational performance. Moreover, a consideration of mediating factors, for example, organizational structure and culture ought to likewise be included in such studies. It is helpful to do a similar kind of research in different associations and crosswise over East Africa and beyond and see whether similar outcomes would be duplicated.

REFERENCES

- Allison, M., & Kaye, J. (2011). *Strategic planning for nonprofit organizations: A practical guide and workbook*. John Wiley & Sons.
- Ambrosini, V. & Bowman, C. (2009). What are dynamic capabilities and are they a useful construct in strategic management? *International Journal of Management Reviews*, 11(1), 29-49. doi/10.1111/j.1468-2370.2008.00251.x
- Attiany, M. (2014). Competitive advantage through benchmarking: Field study of industrial companies listed in Amman Stock Exchange. *Journal of Business Studies Quarterly*, 5(4), 41-51. DOI:10.1.1.652.6937
- Babbie, E. (2011). *Introduction to social research*. Wadsworth Cengage learning,
- Bankole, A. & Fidelis, E. (2017). Promoting sustainable development implementation in higher education: Universities in South Africa. *International Journal of Sustainability in Higher Education*, 18 (7), 1176-1190. DOI:[10.1108/IJSHE-09-2016-0167](https://doi.org/10.1108/IJSHE-09-2016-0167)
- Barry, B., Bryan, A. & Jeffrey, A.O. (2013). Connecting strategy-linked exporting approaches and expected performance. *International Journal of Physical Distribution & Logistics Management*, 43(3), 176-204.
https://www.researchgate.net/publication/317048813_Linking_intangible_resources_and_export_performance_The_role_of_entrepreneurial_orientation_and_dynamic_capabilities
- Bashaer, A., Sanjay, K. & Singh, S.F. (2016). Determinants of organizational performance: a proposed framework, *International Journal of Productivity and Performance Management*, 65 (6), 844-859. DOI:[10.1108/IJPPM-02-2016-0038](https://doi.org/10.1108/IJPPM-02-2016-0038)
- Bedanand, U., Rahat, M. & Yvette, B. (2014). Association between performance measurement systems and organizational effectiveness. *International Journal of Operations & Production Management*, 34 (7), 853-875. DOI:10.1108/IJOPM-02-2013-0091

- Braxton, J., Milem, J., & Sullivan, A. (2008). The influence of active learning on the college student departure process. *The Journal of Higher Education*, 71 (5), 569-590. DOI:10.2307/2649260
- Brymann, A. (2012). *Social Research Methods* (4th ed) Oxford University Press
- Campion, M., Medsker, G.& Higgs, A. (1993). *Relations Between Work Group Characteristics and Effectiveness: Implications for Designing Effective Work Groups*. John Wiley & Sons.
- Cherop, J. (2011). *Foreign market entry strategies used by Fina bank Kenya when entering the East African market* [Unpublished Master's Thesis]. University of Nairobi, Kenya.
- Churchill, A. & Iacobucci, D. (1999). *Marketing research: Methodological foundations*. South-Western Publishing Company
- Claude, R. (2014). Rethinking the management of information in the strategic monitoring of public policies by agencies. *Industrial Management & Data Systems*, 104 (3), 201-208. DOI:[10.1108/02635570410525753](https://doi.org/10.1108/02635570410525753)
- Creswell, J., Hanson, W. & Plano, C. (2007). Qualitative Research Designs: Selection and Implementation. *Sage Journals*, 100 (2), 236-264. <https://doi.org/10.1177/0011000006287390>
- Datee, M. (2012). *Factors Influencing Diversification Strategies at Haco Industries, Kenya Ltd* [Unpublished Master's Thesis]. University of Nairobi.
- David, G., Lokman, M., John, S., Lanita, W. & George, H. (2012). The influence of sustainability performance management practices on organizational sustainability performance. *Journal of Accounting & Organizational Change*, 8 (2), 210-235. DOI:[10.1108/18325911211230380](https://doi.org/10.1108/18325911211230380)
- Debby, W., Bambang, T. & Vaughan, C. (2015). Examining the implementation of ISO 9001 in Indonesian construction companies, *The TQM Journal*, 27 (1) 94-107. DOI:[10.1108/TQM-08-2012-0060](https://doi.org/10.1108/TQM-08-2012-0060)
- Dibrell, C., Craig, J. & Neubaum, D. (2014). Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance. *Journal of Business Research*, 67 (9), 2000-2007. DOI:[10.1016/j.jbusres.2013.10.011](https://doi.org/10.1016/j.jbusres.2013.10.011)

- Dillman, A. (2000). *Mail and Internet Surveys: The Tailored Design Method*. John Wiley & Sons.
- Drobetz, W., Schillhofer, A. & Zimmerman, H. (2003). Corporate Governance and Expected Stock Returns: Evidence from Germany. *Journal of European Financial Management*, 10 (2), 267-293. DOI:[10.2139/ssrn.369100](https://doi.org/10.2139/ssrn.369100)
- Eisenhardt, K. & Schoonhoven, C. (2016). Resource-based view of strategic alliance formation: strategic and social effects in entrepreneurial firms. *Organization Science*.7(2), 136 - 145. <https://doi.org/10.1287/orsc.7.2.136>
- Federico, B. & Cristiano, B. (2012). The causal relationships between performance drivers and outcomes: Reinforcing balanced scorecards' implementation through system dynamics models. *Journal of Accounting & Organizational Change*, 8 (4), 528-538. doi.org/10.1108/18325911211273518
- Flint, D. (2015). Strategic marketing in global supply chains. *Journal of Industrial Marketing Management*, 33(1), 45-50. DOI:[10.1016/j.indmarman.2003.08.009](https://doi.org/10.1016/j.indmarman.2003.08.009)
- Fowler, J. (2009). *Survey Research Methods*. SAGE
- Garg, R. & Ma, J. (2005). Benchmarking culture and performance in Chinese organizations. *Benchmarking an International Journal*, 12(3), 260-274. DOI:[10.1108/14635770510600375](https://doi.org/10.1108/14635770510600375)
- George, D. & Mallery, P. (2013). *IBM SPSS Statistics 19 Step by Step a Simple Guide and Reference*. Pearson
- Gibbon, P. & Thomsen, L. (2015). *Scandinavian clothing retailers' global sourcing practices and strategies*. Working Paper Subseries on Globalization and Economic Restructuring in Africa, 2002. https://www.researchgate.net/publication/287211226_Scandinavian_clothing_retailers'_global_sourcing_practices_and_strategies
- Gichui, J. (2011). *Foreign market entry strategies adopted by Eco Bank Kenya Limited (EBK) to come into the Kenyan market* [Unpublished Master's Thesis]. University of Nairobi.
- Gujarati, D. (2003). *Basic Econometrics*. McGraw-Hill Higher Education.

- Gupta, B. & Ajay, S. (2015). Job Involvement, Organizational Commitment, Professional Commitment, and Team Commitment –A Study of Generational Diversity. *Benchmarking an International Journal*, 22 (7), 60-74. <https://doi.org/10.1002/smj.2254>
- Haifen, L., Mengya, C. & Jingqin, S. (2017). How management innovations are successfully implemented? An organizational routines' perspective. *Journal of Organizational Change Management*, 30 (4), 456-486. DOI:10.1108/JOCM-07-2016-0124
- Hashim, R., Yusoff, R., & Mat, R. (2012). Benchmarking process and its relationship with organizational performance. *The Asian Journal of Technology Management*, 1(1), 23-35. https://www.researchgate.net/publication/235751557_Benchmarking_Process_and_Its_Relationship_with_Organizational_Performance
- Hassan, R. H., Woosang, H. & Mark, A. V. (2012). The impact of franchising on organizational capabilities and firm performance. *An International Journal*, 19 (4/5), 618-633. DOI:10.1111/cag.12065
- House, E. (1980). The role of theories of justice in evaluation. *An International Journal*, 30 (1), 67-72. DOI:[10.1111/edth.1980.30.issue-1](https://doi.org/10.1111/edth.1980.30.issue-1)
- Ibrahim, T., & Nofal, A. (2017). The Impact of Benchmarking in Organizational Performance. *Imperial Journal of Interdisciplinary Research (IJIR)*, 3 (10), 2454-1362. <https://www.onlinejournal.in/IJIRV3I10/077.pdf>
- Ing-Long, W. & Jian-Liang, C. (2014). Export driven firm performance: the roles of business process capabilities and organizational learning. *Journal of Knowledge Management*, 18 (6), 1141-1164. <https://www.deepdyve.com/lp/emerald-publishing/knowledge-management-drivenfirm-performance-the-roles-of-business-cjKk6zFEXd>
- Jamil, A. & Hasnu F. (2017). Strategy-performance relationships: A comparative analysis of pure, hybrid, and reactor strategies. *Journal of Advances in Management Research*, 14 (4), 446-465. doi: 10.1108/JAMR-07-2016-0056

- John, S. & Dave, R. (2016). A strategy model – better performance through improved strategy work. *Journal of Modelling in Management*, 11(3), 742-762. doi/10.1108/JM2-10-2014-0083
- Johnson, G., Scholes, K., & Whittington, R. (2014). *Exploring Corporate Strategy* (8th ed.). Prentice Hall.
- Joo, S., Nixon, D., & Stoeberl, P. (2011). Benchmarking with data envelopment analysis: a return on asset perspective. *Benchmarking: An International Journal*, 18(4), 529-542. DOI:[10.1108/14635771111147623](https://doi.org/10.1108/14635771111147623)
- Juyoung, L. (2013). Competitiveness of textile and apparel industries in the United States and Japan. *Journal of Fashion Marketing and Management*, 15(1), 76-90. DOI:[10.1108/13612021111112359](https://doi.org/10.1108/13612021111112359)
- Karanja, M. (2002). *Liberalisation and Smallholder Agricultural Development: A Case Study of Coffee Farms in Kenya*.
https://www.researchgate.net/publication/40141464_Liberalisation_and_Smallholder_Agricultural_Development_A_Case_Study_of_Coffee_Farms_in_Kenya
- Karen, H & Anne, G. (2015). *Performance appraisal in public libraries*. New Library World.
- Kenya National Bureau of Statistics (2017). *Economic survey 2017*. Author.
<https://www.knbs.or.ke/download/economic-survey-2017/>
- Kerandi, D. O., Nyaoga, R. B., Bosire, B. M., & Nyambega, E. (2014). A Survey of Performance Improvement through Benchmarking in Commercial Banks in Kenya: The Managers' Perception and Experience. *International Journal of Business and Economics Research*. 3 (1), 6-14. doi: 10.11648/j.ijber.20140301.12
- Kevin, B. (2017). The effectiveness of strategic performance measurement systems. *International Journal of Productivity and Performance Management*, 66 (1), 3-21. DOI:[10.1108/IJPPM-06-2014-0086](https://doi.org/10.1108/IJPPM-06-2014-0086)

- Kravchuk, R. & Schack, R. (2017). Designing Effective Performance-Measurement Systems under the Government Performance and Results Act. *Journal of Public Administration*, 56 (4), 34-47. DOI:[10.2307/976376](https://doi.org/10.2307/976376)
- Kuldip, S., Sangwan, J. & Bhamu, D.M. (2014). Development of lean manufacturing implementation drivers for Indian ceramic industry. *International Journal of Productivity and Performance Management*, 63(5), 569-587. doi: 10.1108/IJPPM-06-2013-0105
- Lauriane, R., Rachel, B. & Elodie, G. (2016). Changes in intra-city employment patterns: a spatial analysis. *International Journal of Social Economics*, 43 (3), 263-283. doi/10.1108/IJSE-02-2014-0027/full/html
- Liang, B. & Mackey, T. (2012). Combating Healthcare Corruption and Fraud with Improved Global Health Governance. *BMC International Health and Human Rights*, 12 (1), 23 -30. DOI:10.1186/1472-698X-12-23
- Luis, R. & Gomez, M. (2017). Increasing Productivity: Performance Appraisal and Reward Systems. *Journal of Managerial Psychology*, 10 (7), 3-7. <https://doi.org/10.1108/00483489010138759>
- Maiga, A. & Jacobs, F. (2015). The association between benchmarking and organizational performance: an empirical investigation. *Managerial Finance*, 30(8), 13-33. DOI:[10.1108/03074350410769209](https://doi.org/10.1108/03074350410769209)
- Mann, R., Abbas, A., Kohl, H., Orth, R., & Görmer, M. (2010). Global Survey on Business Improvement and Benchmarking. *Global Benchmarking Network*, 38 (2), 6-15. DOI:[10.13140/2.1.2655.8245](https://doi.org/10.13140/2.1.2655.8245)
- Manyuru, P. (2005). *Corporate governance and organizational performance: The case of companies quoted at the Nairobi Stock Exchange* [Unpublished Master's Thesis]. University of Nairobi.
- Marius, U. (2019). Conceptualizing Strategy-Making Through a Strategic Architecture Perspective. *Strategic Management Journal*, 22(6), 479-491. DOI:10.17265/2328-2185/2019.03.001

- Meyer, H., & Charles-Clemens, R. (2017). Business model performance: Five key drivers. *Journal of Business Strategy*, 38 (2), 6-15. DOI:[10.1108/JBS-09-2016-0093](https://doi.org/10.1108/JBS-09-2016-0093)
- Mike, B., Andrey, P.M., Franco-Santos, L. & Lucianetti, M. (2013). Generating organizational performance: The contributing effects of performance measurement and human resource management practices. *International Journal of Operations & Production Management*, 33 (11/12), 1599-1622. <https://doi.org/10.1108/IJOPM-07-2010-0200>
- Mohammad, M. (2016). Internal manufacturing strategy audit: the first step in integrated strategic benchmarking. *Benchmarking an International Journal*, 13 (5), 580-595. DOI: 10.1108/14635770610690429
- Mugenda, A. (2008). *Social Science Research: Theory and Principles*. Applied Research & Training Services.
- Nguyen, T. (2017). *Applying strategic analysis in business strategy to enhance competition and innovation – A case study in a small construction company*. <https://www.semanticscholar.org/paper/Applying-Strategic-Analysis-in-Business-strategy-to-Nguyen/75b21d32d57fe17672f1f999ee4ed5de0cc8ebf7>
- Njeru, I. M. & Luketero, S. W. (2018). Influence of monitoring and evaluation strategies on performance of medical camp projects in hospitals in Kenya: A case of Embu North Sub County. *International Academic Journal of Information Sciences and Project Management*, 3(1), 61-73. https://www.iajournals.org/articles/iajispm_v3_i1_61_73.pdf
- Obado, Z. (2005). *Competitive strategies employed by the sugar manufacturing firms in Kenya* [Unpublished Master's Thesis]. University of Nairobi.
- Ochoka, W. S. (2016). *Effect of benchmarking on performance: Evidence from freight forwarding firms in Kenya* [Unpublished Master's Thesis]. University of Nairobi.
- Okech, F. & Yaghoobi, T. (2014). Key indicators for organizational performance measurement. *Management Science Letters*, 4 (9), 2021-2030. DOI:[10.5267/J.MSL.2014.8.019](https://doi.org/10.5267/J.MSL.2014.8.019)
- Parast, M. & Adams, S. (2012). Corporate social responsibility, benchmarking, and organizational performance in the petroleum industry: A quality management perspective. *International Journal of Production Economics*, 139 (3), 447- 458. DOI:[10.1016/j.ijpe.2011.11.033](https://doi.org/10.1016/j.ijpe.2011.11.033)

- Pearce, J. A., & Robinson, R. B. (2011). *Strategic management: formulation, implementation, and control*. McGraw-Hill/Irwin.
- Schmidt, N. & Brown, J. (2012). *Evidence-based practice for nurses: Appraisal and application of research*. Laureate Education, Inc., custom ed.
- Schreyögg, G., & Kliesch, E. M. (2007). How dynamic can organizational capabilities be? Towards a dual-process model of capability dynamization. *Strategic Management Journal* 28(9), 913-933. doi.org/10.1002/smj.613
- Shahin, B. (2011). *Evaluating the effectiveness of strategic planning within the Middle Eastern public sector*. [Unpublished doctoral dissertation]. Victoria University Melbourne, Australia.
- Slater, F., Subin, I., & Namwoom, Kim. (2013). Impact of Knowledge Type and Strategic Orientation on New Product Creativity and Advantage in High-Technology Firms. *Journal of Product Innovation Management* 5 (2), 171– 180. <https://doi.org/10.1111/j.1540-5885.2012.00992.x>
- Stones, M. & Kozma, A. (1985). Structural relationships among happiness scales: A second order factorial study. *Social Indicators Research Journal* 17 (1), 19–28. DOI: 10.1007/BF00354110
- Teddlie, C. & Tashakkori, A. (2009). *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences*. Sage.
- Teece, D.J., Pisano, G., & Shuen, A. (2017). Dynamic capabilities and strategic management. *Strategic Management Journal* 18(7), 509-533. doi: 10.1002/(SICI)1097-0266(199708)18:7<509: AID-SMJ882>3.0.CO;2-Z.`
- Voss, C., & Ahlstrom, C. (2015). Benchmarking and operational performance: Some empirical results. *International Journal of Operations and Production Management*, 17(10), 1046-1058. doi=10.1.1.203.699
- Wade, M., & Hulland, J. (2016). The Resource based view and Information Systems Research. *MIS Quarterly* 28(1), 107-142. DOI:10.2307/25148626

Welman, J., Kruger, F., Mitchell, B., & Huysamen, G. (2005). *Research Methodology*. Oxford University Press.

Yin, K. (2009). Case study research: Design and methods (4th ed.). *The Canadian Journal of Action Research*, 3(1), 70 -76. <https://doi.org/10.33524/cjar.v14i1.73>

Zahra, S.A., & George, G. (2017). The net-enabled business innovation cycle and the evolution of dynamic capabilities. *Information Systems Research* 13(2), 147-151. DOI 10.1007/s11782-010-0003-5

APPENDICES

Appendix I: Letter of Introduction

Yvonne Ogalo

Kenya Methodist University,

P.O. Box 45240 - 00100, Nairobi, Kenya

Date:

Dear Sir/Madam,

RE: REQUEST FOR COLLECTION OF RESERCH DATA

I am a post graduate student (Masters of Business Administration) from Kenya Methodist University, undertaking a research on “Influence of strategy control practices on organizational performance of firms within textile and apparel industry in Nairobi County, Kenya”. Your firm

has been identified to participate in this study through your managers who would be requested to voluntarily fill the attached questionnaire.

I guarantee any information provided will be held in confidence and shall only be utilized for the purpose of this academic (thesis) study. No study firm or respondents will be named in the study, its findings or recommendation. The study will have direct benefit to the study firms and the researcher is will share the findings and recommendation to the firm that will wish to read the final report

Yours Faithfully,

Yvonne Ogalo

Appendix II: Questionnaire

This questionnaire is devised to gather information on influence of strategy control practices on organizational performance of firms within Textile and apparel industry in Nairobi County, Kenya. Your genuine responses are kindly requested.

Thank you for your cooperation and support in realizing this research project.

General Direction:

- Please fill out and return the questionnaire properly
- Any confidential data obtained from you will only be used in aggregated form in any report or presentation concerning the survey and all data will be treated as highly confidential

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender Male [] Female []

2. Age

21-25	[]
26-30	[]
30-35	[]
36-40	[]
40-50	[]

3. Level of education

Diploma	[]
Undergraduate	[]
Masters	[]
PhD	[]

4. How long the business has been in existence?

	Years	
	3 - 5 years	[]
	6 - 8 years	[]
	8- 10 years	[]
	More than 10years	[]

SECTION B: STRATEGY CONTROL PRACTICES

Part A: Benchmarking (Be)

5. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement. Use the following ratings and tick or cross where appropriate 1- Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 - Strongly agree.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
Be1	This firm carries out process benchmarking with a goal of identifying and observing the best practices from one or more benchmark firms					
Be2	This firm carries out activity analysis where the objective is to benchmark cost and efficiency.					
Be3	This firm performs financial analysis and compares the results in an effort to assess overall competitiveness and productivity					
Be4	Benchmarking from an investor perspective extends the benchmarking universe to also compare to peer companies that can be considered alternative investment opportunities					

Be5	Performance benchmarking allows this firm to assess their competitive position by comparing products and services with those of target firms.					
Be6	This firm performs product benchmarking that involves designing new products or upgrades to current ones.					
Be7	Strategic benchmarking involves observing how other firms are competing.					
Be8	This firm conducts functional benchmarking on a single function to improve the operation of that particular function					

Part B: Strategic Audit (SA)

6. Please use the point scale below to indicate the level of importance by ticking each one of the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
Se1	This firm conducts strategy auditing frequently measuring compliance with the organizations policies and procedures					
Se2	Strategy auditing activity is primarily directed at improving internal control					
Se3	Strategy auditors perform audits to evaluate whether the policies and processes are designed and operating effectively and provide recommendations for improvement					
Se4	This firm performs resource audit to identify the resources available to a business					

Se5	This firm performs value chain analysis describing the activities that take place in a business and relates them to an analysis of the competitive strength of the business					
Se6	Performance analysis includes the resource audit, value chain analysis and core competence analysis which help to define the strategic capabilities of a business					

Part C: Strategy Monitoring (SM)

7. Please use the point scale below to indicate your level of agreement by ticking each one of the methods in the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
SM1	Strategy monitoring collects data at a number of points during program implementation to ensure that the program is running smoothly and achieving its objectives according to plan					
SM2	By tracking changes in performance, managers can fine-tune program operations to reach desired outcomes most efficiently and effectively					
SM3	Monitoring typically includes measures both at the beginning and the end of a program and when possible, include a control and comparison group to help determine whether changes in outcomes result from program activities themselves and not from other influences outside the program					
SM4	Managers should develop a plan for monitoring during the design phase of a program to ensure strong commitment to and adequate resources for carrying it out.					

Part D: Performance Appraisal (PAP)

1. Please use the point scale below to indicate your level of agreement by ticking each one of the methods in the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

		1	2	3	4	5
PAP1	The firm conducts performance appraisal which is a method by which the strategy of an organization is evaluated generally in terms of quality, quantity, cost and time					
PAP2	The firm conducts performance appraisal as a part of guiding and managing a strategic plan. It is the process of obtaining, analyzing and recording information about the relative worth of plans being implemented by the organization					
PAP3	The firm conducts performance appraisal is an analysis of a strategic plans' recent successes and failures					

Section C: Measures of organizational performance (PER)

1. What does your organization use to project future performance? Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent.

	Performance projectors	1	2	3	4	5
PER1	Key benchmarks					
PER2	Goals of the organization					
PER3	Past performance of the business					
PER4	Projected performance of competitors					
PER5	Projected performance of organization in other industries					

2. What is your level of agreement with the following statements related to control practices and the financial performance criteria mentioned? Use a scale of 1 to 5, where; 1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree.

	Financial Performance Criteria	1	2	3	4	5
PER6	The profit margin of the company has increased.					
PER7	It increases return on investment (ROI)					
PER8	It brings about increase in the company`s sales turnover					

3. What is your level of agreement with the following statements related to control practices and the mentioned non-financial performance criteria? Use a scale of 1 to 5, where; 1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree.

	Non-financial Performance Criteria	1	2	3	4	5
	As a result of strategy control:					
PER9	There has been an increase in customer growth and customer retention in the last three years in your firm					
PER10	The firm has gained market leadership in the last three years in your firm					
PER11	There has been an increase in staff satisfaction in the last three years in your firm					
PER12	There has been an improvement of management relationship with employees in the last three years in your firm					
PER13	There is great work ethics in the organization in the last three years in your firm					

Thank you for your feedback

Appendix III: List of Firms in Textile and Apparel Industry in Kenya

Textile Firms

1. The Cozy Pillow Shop
2. Midco Textiles
3. GoSourcing365
4. Spinners & Spinners Ltd
5. Sunflag Textile & Knitwear Mills
6. Fine Spinners
7. Suntan Ltd
8. Tinga Tinga Clothing
9. Havinework Agencies Ltd
10. Jacaranda Textiles Ltd
11. Lex Ltd
12. Pooja Textiles Ltd
13. Bhupco Textile Mills Ltd
14. Bosky Industries Ltd
15. Bulltex Emporium Co Ltd
16. Dodhia G M & Co Ltd
17. Dynamic Products Ltd
18. Arrival Textile
19. Emaan Enterprises Ltd
20. Fine Spinners Ltd
21. Ken Knit (k) Ltd
22. Shawaz Textile Mills Ltd
23. United Textile Industry
24. Oriental Mills Ltd
25. Creative Fabric World Co Ltd
26. Alliance Garment Industries Ltd
27. Safiri Textile Limited
28. Joyvic Textiles
29. Nyakio Textiles Agency
30. Eshanima Fabrics
31. Ramtex Ltd
32. S K Davdra & Co
33. Texlon Ltd
34. Unitex Enterprises
35. Cafa Trading Co. Ltd
36. Kwaba Ltd
37. Saam Kenya Ltd
38. Supra Textiles Ltd
39. Asro Agencies
40. Bin Diwal Textile Shop
41. Blatex Kenya Ltd
42. Cotton World Textiles
43. Espal (k) Ltd
44. Joncy Textile Ltd
45. Malinda Textile Ltd
46. M K Top Modern Textiles
47. Rosetex Trading
48. Seem Textiles
49. Vasions Enterprises Ltd
50. Kaajal Textile Ltd
51. Keylink Distributors
52. Riera–Tex Ltd
53. Nairobi Textile Ltd
54. Brentano Fabrics
55. Denver Fabrics

56. Fashion Fabrics Ltd
57. Kema E.A Ltd
58. Supreme Selections
59. Trutex Ties Ltd
60. Sejma Enterprises
61. Yogi Fashions Ltd
62. Uzuri Manufactures Ltd
63. United Aryan Ltd
64. Savannah Stitching Company
65. Shrenix Enterprises
66. Poonam Enterprises

Apparel Firms

1. Coblantra Retail Ltd
2. Kira General Stores Ltd
3. Specialized Towel Manufacturers
4. Victoria Outfitters
5. Zig-Zag Furnishings
6. Dong Fang Development Co Ltd
7. Cyro Ventures
8. Ziwa Garments & Apparels
9. Weaver Bird Garments Ltd
10. Forces Equipment (K) Ltd
11. Outstanding superior Brands
12. Nzag Enterprises Ltd
13. Prince Enterprises
14. Munira Stores
15. Ladies Emporium
16. Shahip Wholesalers Ltd
17. Wagemar Fashions
18. Tanashati Clothing Company
19. Indigo Garments Ltd
20. Unifaa Garments
21. Waridi Garments
22. Sysy Garments Ltd
23. Universal Garments Ltd
24. Sunshine Fashion Ltd
25. Silkina Fashions
26. Zenith Garments Ltd

Appendix IV: KEMU Data Collection Permit



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: info@kemu.ac.ke

Our ref: NAC/MBA/1/2019/4

MARCH 28th, 2019

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear Sir/ Madam,

RE: YVONNE OGALO (BUS-3-1999-3/2017)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, undertaking Masters in Business Administration. She is conducting a research titled **INFLUNCE OF STRATEGY EVALUATION AND CONTROL PRACTICES ON ORGANIZATIONAL PERFORMANCE OF FIRMS WITHIN TEXTILE AND APPEAL INDUSTRY , NAIROBI.**

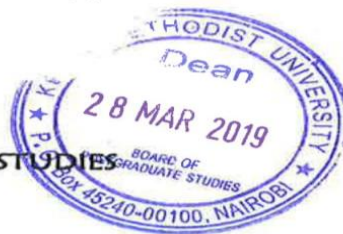
We confirm that her thesis proposal has been defended and approved by the university.

In this regard, we are requesting your office to issue a permit to enable her collect data for her Masters dissertation.

Any assistance accorded to her will be appreciated.

Yours faithfully,


DR. Evangeline Gichunge, PhD.
ASS DIRECTOR POSTGRADUATE STUDIES



Encl.

Appendix V: NACOSTI Letter



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/85696/29586**

Date: **24th April, 2019**

Yvonne Jewel Ogalo
Kenya Methodist University
P.O. Box 267-60200
MERU

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***“Influence of strategy evaluation and control practices on organizational performance of firms in textile and apparel industry, Nairobi,”*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd April, 2020**.

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

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

**CHARITY MUSEMBI
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

Appendix VI: State Department of Early Learning and Basic Education Letter



Republic of Kenya
MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING & BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi
Telephone: Nairobi 020 2453699
Email: rcenairobi@gmail.com
sdenairobi@gmail.com

REGIONAL DIRECTOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. Box 74629 – 00200
NAIROBI

When replying please quote

Ref: **RCE/NRB/GEN/1/VOL. 1**

DATE: **24th April, 2019**

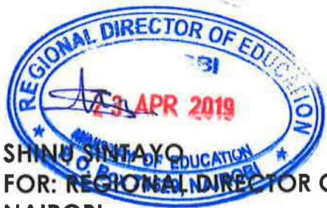
Yvonne Jewel Ogalo
Kenya Methodist University
P O Box 267-60200
MERU

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**Influence of strategy evaluation and control practices on organizational performance of firms in textile and apparel industry, Nairobi**".

This office has no objection and authority is hereby granted for a period ending **23rd April, 2020** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



SHINO SHITAYO
FOR: REGIONAL DIRECTOR OF EDUCATION
NAIROBI

c.c

Director General/CEO
National Commission for Science, Technology and Innovation
NAIROBI



Appendix VII: NACOSTI Permit

THIS IS TO CERTIFY THAT: **Permit No. : NACOSTI/P/19/85696/29586**
MISS. YVONNE JEWEL OGALO **Date Of Issue : 24th April,2019**
of KENYA METHODIST UNIVERSITY, **Fee Received :Ksh 1000**
73623-200 Nairobi,has been permitted
to conduct research in Nairobi County
on the topic: INFLUENCE OF STRATEGY
EVALUATION AND CONTROL PRACTICES
ON ORGANIZATIONAL PERFORMANCE OF
FIRMS IN TEXTILE AND APPAREL
INDUSTRY, NAIROBI
for the period ending:
23rd April,2020




[Signature]
FOR: Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013
The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.


CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation
RESEARCH LICENSE
Serial No.A 24205
CONDITIONS: see back page