

**INFLUENCE OF STRATEGY CONTROL ON ORGANIZATION
PERFORMANCE: A SURVEY OF HOTELS IN KISUMU COUNTY**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references

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(MBA/BE/00017/2015)

Supervisor

This research project has been submitted with my approval as the university supervisor

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ACKNOWLEDGEMENT

I am grateful to all those whose efforts made possible the realization of this project. Particularly, I am grateful to my supervisor Dr. Charles Ondoro for his invaluable guidance. My sincere appreciation goes to all my lecturers whose enlightenment at the university who made me focus on this subject.

DEDICATION

This project is dedicated to my family

ABSTRACT

The hotel industry alone is a multi-billion dollar and growing enterprise. Kenya has close to 500 licensed hotels of international standards to choose from. In Kisumu a number of hotels are present and others are being built. The bed capacity has risen. The hotels provide jobs and contribute to GDP of the country. But they are not without challenges. Customers have reported dissatisfaction. Revenues are dropping with workers hired on contract or temporary basis with reduced compensation levels. Attempts have been made to address these challenges but they have concentrated on infrastructure and policy of government. Focus on strategic management, particularly strategic control of these hotels has not been made when in fact; the solutions to their challenges could lie in this. Previous studies on strategic management provide wide perspectives and do not focus on strategic control in terms of its four critical areas. These areas are; influence of articulation of the strategic outcomes(SO) on performance, influence of description of the strategic activities (SA) on performance, influence of definition of methods of tracking progress(TP) on performance and influence of establishment of strategy corrective intervention mechanisms(IM) on performance. Knowledge on these is lacking. The main objective of the study was to establish the influence of strategy control on performance of hotels in Kisumu County. Specific objectives were to establish influence of articulation of the strategic outcomes on performance, establish influence of description of the strategic activities on performance, determine influence of definition of intervention mechanisms on outcomes and activities on performance and determine influence of establishment of strategy corrective intervention mechanisms on performance. The study used correlational research design. The population was 45 senior staff of the 9 star rated hotels in Kisumu. All were used for study. Reliability of instrument was established at $\alpha = .78$ and $.76$ for strategic control and performance respectively. Results showed that the four areas of control have significant positive influence on performance [SO: (B= .105, $p=.033$), SA: (B= .115, $p=.003$), TP: (B= .405, $p=.000$), IM: (B= .315, $p=.001$)]. This means that as SO, SA, TP and IM are emphasized, performance rises. It is recommended that the hotels increase focus on them. These results will help in policy frameworks for hotels and government. Researchers will find them useful to form base for further studies

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LIST OF ABBREVIATIONS AND ACRONYMS

TP:	Tracking Progress
SA:	Strategic Activities
SO:	Strategic Outcomes
IM:	Intervention Mechanisms
AAK:	Action Aid Kenya
CDO:	County Development Officer
MCS:	Management Control Systems

DEFINITION OF TERMS

Strategy is about charting a clear course for your firm, rather than individual units of the firm. It is a method or plan chosen to bring about a desired future.

Control is checking current performance against pre-determined standards contained in the plans with a view to ensure adequate progress and satisfactory performance.

Balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government and non-profit organizations worldwide to align business activities to the vision and strategy of the organization improve internal and external communications and monitor organizational performance against strategic goals.

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic control is the process used by firms to control the formation and execution of strategic plans. Well formulated and implemented strategies are critical to firm's performance. To match formulation and implementation, strategic control is required (Trigeogis, 2011 and Grant, 2010). Strategic control is a specialized form of management control which differs from other forms of management control in respect of its need to handle uncertainty and ambiguity at various points in the control process (Wheelen and Hunger (2015). According to Pearce and Robinson (2009), strategic control focuses on achievement of future goals rather than the evaluation of past performance. The point for strategic control is not to bring to light past errors but to identify needed corrections so as to steer the firm in the desired direction. A good strategic control can ensure a top most position for the weakest firm among other superior competitors. A related concern for strategic control processes is the amount of time and effort required for the process to work: if either is too great the process will either be in influence or be ignored by the organization.

Ketchen and Short (2016) explain that strategic control necessarily comprise a small set of standard elements, the absence of any one of which makes strategic control impossible to achieve. According to Gavetti and Ocasio (2015) there are four elements of strategic control. One of the elements is the articulation of the strategic outcomes being sought. The second is the description of the strategic activities to be carried out in pursuit of the required outcomes. Third is the definition of a method to track progress made against these two elements. This is usually done through monitoring of a small number of performance measures and associated target values. The last element is the identification of an influenceive intervention mechanism that would allow observers, usually the organisation's managers, to change, correct or adjust the organisation's activities when targets are not achieved.

These elements imply an active involvement by senior managers in the determination of the strategic activities pursued by the component parts of an organisation, and this has led some to observe that strategic control is most influence in organisations that focus on a

single market or area of activity. In organisations undertaking a mix of diverse / unrelated activities simpler forms of financial control are more common and perhaps more influence (Johnson and Scholes, 2008)

Gavetti and Ocasio (2015) posit that Strategic control allows you to step back and look at the big picture and make sure all the pieces are correctly aligned. Past and recent research studies have made it clear that there is an increased internal and external uncertainty due to emerging opportunities and threats, lack of awareness of needs and of the facilities related issues and environment and lack of direction. Many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them.

Empirical evidence on the subject of strategic control is lacking. Field results are rather general. A study by Pelihan (2007) for example, delved into the role of management control systems in strategy implementation. Mpoke and Njeru (2015) studied influence of strategic management processes on the organizational performance of selected government research institutions Njagi and Kombo (2014) did strategy implementation and performance while Maroa and Muturi (2015) studied strategic management practices and performance. Anichebe and Agu (2013) did look at strategy Formulation and Implementation. Kibachia, Iravo and Luvanda (2014) looked at challenges in strategic planning process. Junqueira et al. (2015) looked at influence of strategic choices and management control systems on organizational performance.

Empirical evidence presents good coverage of the subject of strategy and its interactions with other organizational aspects. They are rather broad and are not specific on the strategic control element of articulation of strategic outcomes being sought. Specifically it remains unclear the influence articulation of strategic outcomes being sought has on organization performance. It is therefore unknown what influence articulation of strategic outcomes has on performance of hotels in Kisumu County.

Further studies have been conducted around strategic control. Muthini (2013) studied strategic alignment and organizational performance. Abok (2014) investigated factors affecting implementation of strategic plans. Sev and Anghahar (2014) investigated factors

that are responsible for organizational growth. Kairu (2013) examined strategic responses, strategic alliances and operational performance. Okwachi, Gakure and Ragui (2013) examined managerial practices and implementation of strategic plans., Uzel (2015) looked at strategic management drivers and performance. Kinyumu (2013) capacity planning and growth. Li, Guohui and Eppler (2008) reviewed the factors for strategy implementation.

The studies delved on a number of areas of strategy. They are deficient of investigations on strategy control particularly description of strategic activities to be carried out in pursuit of strategic outcomes. This is an important area of strategy control. It remains unclear the influence description of strategic activities being carried out has on organization performance. It is therefore unknown what influence description of strategic activities during strategic control has on performance of hotels in Kisumu County.

More evidence has been adduced from studies on strategy, planning and implementation. Opano (2013) examined strategic planning and implementation practices. Chege, Wachira and Mwenda (2015) analyzed leadership styles and implementation of strategic plans. Andrews, et al. (2009) examined strategy formulation, strategy content and organizational performance. Bassa (2015) investigated strategic planning and strategy implementation. Studies have not been focused on the subject but rather general. Djordjević and Drucker (2014) did a study focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. Emeka, Ejim and Amaka (2015) investigated the Influence of Strategy formulation on organizational performance. Njagi and Kombo (2014) on the other hand investigated influence of strategy implementation on performance of commercial banks. Ng'ang'a (2013), on the other hand studied operation strategy and performance in the hotel industry among hotels in nairobi, Kenya.

There is considerable effort indicating studies in the direction of strategy planning and implementation. Others touch on managerial control. They do not focus on strategic control yet according to Wheelen and Hunger (2015) a number of benefits accrue from strategic control including improved performance in efficiency and influenceiveness. It is therefore unknown what influence identification of an influenceive intervention mechanism that would allow managers, to cause change or adjustments have on

organization performance yet this is a critical element of strategy control. Similarly the studies have not focused on an important aspect of strategic control which is definition of a method to track progress made against strategic outcomes and strategic activities. Knowledge is lacking on these two areas of strategic control and particularly with respect to same with respect hotels in Kisumu County.

The contribution of hotels in hospitality services cannot be overemphasized. According to the report on The Global Hotel Industry and Trends for 2016 by Killarney Hotels(2015), the global hotel industry revenue was estimated at \$550 billion US dollars in 2016. The industry revenue was worth \$457 billion US dollars in 2011, which showcases an increase in revenue of almost \$100 billion US dollars in the past five years. Europe and Asia Pacific continue to be key regions for the industry at large with the highest hotel occupancy rates to be found there at over 68% respectively. Both the Middle East and Africa are the most expensive regions for hotel room rates with a \$165.97 US dollar daily room rate on average.

One of the fastest growing sectors of the economy in Kenya is the hotel industry. The hotel industry alone is a multi-billion dollar and growing enterprise. Kenya has close to 500 licensed hotels of international standards to choose from. Kenya hotels present the most diverse range of accommodation to suit every taste. Class, elegance, ambiance and quality service are the major distinguishing factors of Kenya's hotels and game lodges (Kenya Space, 2008). The Kenyan hospitality industry evolved at the coast due to Arab traders and the railway line construction workers. Their presence necessitated the building of the first catering establishment at the coast which was known as the Grand Hotel of Mombasa built at the present site of Manor Hotel. After the country fell under the British colonization, there was need to access Uganda and the railway was constructed leading to more catering units established along the railway line for the workers. By 1960, some hotels such as Norfolk had reached international five stars rating. Later in 1975, hospitality training was also started at Kenya Utalli College but as Mayaka (2005) reports, had a limited capacity. To supply the growing demand, there was proliferation of private and public universities and colleges which had a varied curriculum. (Waudu, 2012).

In Kisumu a number of hotels are present and others are being built. The bed capacity has risen. The hotels provide jobs and contribute to GDP of the country. But they are not without challenges. Customers have reported dissatisfaction. Revenues are dropping with workers hired on contract or temporary basis with reduced compensation levels. Attempts have been made to address these challenges but they have concentrated on infrastructure and policy of government. These challenges have not been looked at from the perspective of strategic management of the hotels particularly the subject of strategy, its implementation and control.

1.2 Statement of the Problem

The hotel industry alone is a multi-billion dollar and growing enterprise. Kenya has close to 500 licensed hotels of international standards to choose from. In Kisumu a number of hotels are present and others are being built. The bed capacity has risen. The hotels provide jobs and contribute to GDP of the country. But they are not without challenges. Customers have reported dissatisfaction. Revenues are dropping with workers hired on contract or temporary basis with reduced compensation levels. Attempts have been made to address these challenges but they have concentrated on infrastructure and policy of government. Focus on strategic management, particularly strategic control of these hotels has not been made when in fact, the solutions to their challenges could lie in this. Previous studies on strategic management provide wide perspectives and do not focus on strategic control in terms of its four critical areas. These areas are; influence of articulation of the strategic outcomes on performance, influence of description of the strategic activities on performance, influence of definition of intervention mechanisms on outcomes and activities on performance and influence of establishment of strategy corrective intervention mechanisms on performance. Knowledge on these is lacking.

1.2 Objective of the Study

The main objective of the study was to establish the influence of strategy control on performance of hotels in Kisumu County

Specific objectives were

1. Establish influence of articulation of the strategic outcomes on performance of hotels in Kisumu County

2. Establish influence of description of the strategic activities on performance of hotels in Kisumu County
3. Determine influence of definition of intervention mechanisms on outcomes and activities on performance of hotels in Kisumu County
4. Determine influence of establishment of strategy corrective intervention mechanisms on performance of hotels in Kisumu County.

1.3 Research Questions

1. What is the influence of articulation of the strategic outcomes being sought by strategy on performance of hotels in Kisumu County?
2. What is the influence of description of the strategic activities to be carried by strategy on performance of hotels in Kisumu County?
3. What is the influence of definition of intervention mechanisms on strategic outcomes and activities, on performance of hotels in Kisumu County?
4. What is the influence of establishment of strategy corrective intervention mechanisms on performance of hotels in Kisumu County?

1.4 Justification of the Study

This study provides an opportunity for hotels of Kisumu County Kenya to assess their strategic activities. It is expected that the findings of the study was beneficial to policy makers within the function of procurement of these hotels and also to policy makers within these governments but outside the function. The hotels concerned may base their argument for or against strategy control based on these findings. The national government is also likely to benefit from the outcome of the study as it may inform it on the direction of regulation and policy for the hotels. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

1.5 Scope of the study

The study was carried out Kisumu County Kenya. It concentrated on starred hotels within the county and focused on the four objectives above. The starred hotels were picked because they are formally engaged in strategy. The study was cross sectional involving data at a point in time. Analysis was limited to multiple regression.

1.7 Conceptual Framework

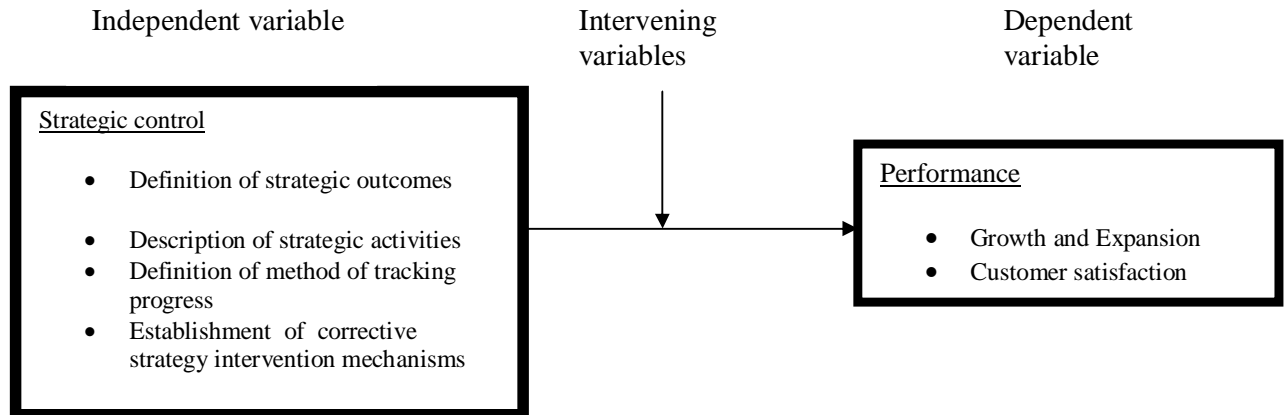


Figure 1.1: Expected Relationship between Strategic Control and Performance

Source: Adapted from Daniel and Jose (2011)

In the conceptual framework above, strategic control, which is indicated by definition of strategic outcomes, description of strategic activities, definition of methods for tracking progress and establishment of strategy intervention mechanisms is expected to have influence on performance which is indicated by growth and expansion and customer satisfaction

CHAPTER TWO

LITERATURE REVIEW

2.1 Theory of the Study

This study is anchored on Modern Control Theory. This theory's origins can be traced to Wiener (1948). Initially this theory was applied to physical systems; however, it can also be applied to human behavior. This theory connects multiple disciplines such as anthropology, biology, electrical engineering, mathematics, neurophysiology, and psychology. It is able to link these fields together by describing how separate systems are able to function as a whole. Control Theory breaks down each system into specific pieces and studies the relationships and connections between them. In order for the control theory to be applicable to humans, it is necessary to show that there are direct similarities between both the concepts associated with machines and the concepts which we can associate with humans (PSUWC, 2016). While this overview offers a simplistic look at the genesis of Control Theory, the application of the theory is actually quite complex.

According to Kalman (2016) Modern Control Theory emerged from adjustment of engineering theories. Modern Control Theory has always existed from the use of water mills in Greece starting in the third century to the current use of windmills in California. Modern Control Theory as it applies to real-world situations explain that people seek feedback and then set goals based on that feedback. Control theory anchors on this study as it explains that there're should processes and outcomes should confirm intentions. In strategy control, strategy implementation is evaluated against plans.

2.2 Concept of Strategic Control

Strategic control is concerned with tracking the strategy as it is being implemented, detecting any problems areas or potential problem areas, and making any necessary adjustments. Also the environmental situation and the firm's internal situation are developing and evolving. Strategic controls are necessary to steer the firm through these events. They must provide some means of correcting the directions on the basis of intermediate performance and new information. Djordjević and Drucker (2014) argues that one of tells us that no matter how well the organization plans its strategy, a different strategy may emerge. Recognizing the number of different ways that intended and

realized strategies may differ underscores the importance of evaluation and control systems so that the firm can monitor its performance and take corrective action if the actual performance differs from the intended strategies and planned results.

According to Johnson and Scholes (2008) strategic control is describes the process of control of formulation and implementation of of strategic plans; it is a specialized form of management control, and differs from other forms of management control (in particular from operational control) in respects of its need to handle *uncertainty* and *ambiguity* at various points in the control process (Johnson and Scholes, 2008).

Strategic control is also focused on *the achievement of future goals*, rather than the evaluation of past performance. The purpose of control at the strategic level is not to answer the question: "Have we made the right strategic choices at some time in the past?" but rather "How well are we doing now and how well will we be doing in the immediate future for which reliable information is available?" The point is not to bring to light past errors but to identify needed corrections to steer the corporation in the desired direction. And this determination must be made with respect to currently desirable long-range goals and not against the goals or plans that were established at some time in the past (Pearce and Robinson, 2009).

Wheelen and Hunger (2015) explain that strategic control processes are at their core cybernetic in nature: using one or more 'closed loop' controls to ensure that any observed deviations from expected activity or outcomes are highlighted to managers who can then intervene to correct / adjust the organisation's future activities. The need for these controls to be 'forward looking' when used to control strategy is to give controls that are future-directed and anticipatory. Strategic control systems cannot wait for a strategy to be executed before getting any feedback on how well it is working. Since this might take several years.

A related concern for strategic control processes is the amount of time and effort required for the process to work: if either is too great the process will either be in influenceive or be ignored by the organisation. Various authors have proposed that all strategic control systems necessarily comprise a small set of standard elements, the absence of any one of

which makes strategic control impossible to achieve (Gavetti and Ocasio, 2015). The four elements proposed are: the articulation of the *strategic outcomes* being sought, the description of the *strategic activities* to be carried out (attached to specific managed resources) in pursuit of the required outcomes, the definition of a *method to track progress* made against these two elements (usually via the monitoring of a small number of performance measures and associated target values) and the identification of an *influenceive intervention mechanism* that would allow observers (usually the organisation's managers) to change / correct / adjust the organisation's activities when targets are not achieved (Ketchen and Short,2016).

These elements imply an active involvement by senior managers in the determination of the strategic activities pursued by the component parts of an organisation, and this has led some to observe that strategic control is most influenceive in organisations that focus on a single market or area of activity. In organisations undertaking a mix of diverse / unrelated activities simpler forms of financial control are more common and perhaps more influenceive (Johnson and Scholes, 2008).

2.3 Strategic Control and Organization Performance

It is argued that the main benefits of strategic control to organizations are three (Gavetti and Ocasio, 2015). First is that they provide direction. They enable management to make sure that the organisation is heading in the right direction and that corrective action is taken where needed. Secondly, they provide guidance to everybody. Everyone within the organisation, both managers and workers alike, learn what is happening, how their performance compares with what is expected, and what needs to be done to keep up the good work or improve performance. Last is that they inspire confidence. Information about good performance inspires confidence in everybody. Those within the organisation are likely to be more motivated to maintain and achieve better performance in order to keep up their track record. Those outside – customers, government authorities, shareholders – are likely to be impressed with the good performance.

There is empirical evidence on strategic management. Researchers have explored strategic planning and strategy formulation. For example, Njagi and Kombo (2014) did a study to determine the influence of strategy implementation on performance of commercial banks in Kenya. The target population was the forty three commercial banks

in Kenya. Given the small number of commercial banks, a census study was conducted. Pearson's correlation coefficient was used to determine the nature and strength of the relationship between strategy implementation and organizational performance. To determine the influence of strategy implementation on organizational performance, a multiple regression model was developed. The results revealed that there is a moderately strong relationship between strategy implementation and organizational performance.

Junqueira et al (2015) investigated the influence of generic strategic choices and management control systems (MCS) on the organizational performance of large and medium-sized companies located in Espírito Santo, using Contingency Theory as the theoretical framework. The data analysis was performed using the structural equations modeling technique. The main results were that: competitive forces shape the strategy adopted by the organizations surveyed, however, contrary to what the literature predicts, those companies that operate in more competitive environments choose a strategy of cost leadership instead of differentiation; the design and use of the MCS is influenced by the strategy chosen, and the use of contemporary management practices is associated with a differentiation strategy; strategic choices and the MCS have a positive impact on organizational performance.

Emeka, Ejim and Amaka (2015) investigated the Influence of Strategy formulation on organizational performance. They focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research. A total sample size of 100 was obtained from a total population of 185 workers using the Freund and Williams formular. The study used descriptive statistics to answer the questions posed for it. The parametric tests method (T-test statistical technical and non parametric test method (chi – square (χ^2)) were used to test the three hypothesis that guided the study. The study revealed that a well conceived and formulated strategy matched with appropriate structure increases productivity in the organization and secondly, that behavioural and systematic resistance to strategic changes render formulation in influenceive.

Ng'ang'a (2013), studied operation strategy and performance in the hotel industry: a study of hotels in Nairobi, Kenya. The purpose of the study was to establish the influence of an operations management on performance in the hotel industry in Nairobi, Kenya. The objectives of the study were to determine the operation strategies adopted by hotels

in Kenya; to investigate if the operations strategy is dependent on star classification and to establish the relationship between operations strategy and performance in the hotel industry in Kenya. The study utilized a survey design. It employed face to face interviews and semi structured interviews as tools to collect data. The study reveals that most hotels have incorporated the operations management department which largely contributes to the overall performance of the hotel. At the same time strategies such as consumer segments, emerging markets, business model and performance are applied. Both financial and non financial measures are used by the hotels in determining the extent of performance.

Pelihan (2007) examined, implications of management control systems (MCS) in the formulation, implementation and monitoring of strategies. The aim of this study is to examine the relationship between the use of MCS and the implementation of organisational strategy. More specifically, the study investigates the relationship between MCS and strategy in a particular company. The study's results suggest that MCS influence the implementation and monitoring of strategies, providing feedback for learning and information to be used interactively to formulate strategy further. This study upgrades the existing theory in that it not only establishes a relationship between contextual (in our case strategy) and MCS variables, but also considers how this relationship impacts the organisational performance. Moreover, the study's contribution is that it incorporates a wider range of controls, including informal (i.e. social) mechanisms, to provide a more comprehensive analysis, as opposed to the majority of prior contingency studies focusing on a more limited range of controls.

Mpoke and Njeru (2015) sought to determine the influences of strategic management processes, and more specifically, the influence of strategy formulation, influences of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully formulated strategic plans developed to run for periods of five (5) years. The study also established that the control of strategy is key to achievement of set objectives through a system of tracking, monitoring and evaluating the influenceiveness of the strategies that have been implemented. Such control allows for

improvements of processes during implementation stage, and therefore greater chances of achieving desired goals.

Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya. The focus was carried out in Kiambu County in central Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect primary data. Chi-Square (X^2) test was used to test the four hypotheses to establish significance of association. The findings established that majority of the firms had a strategic plan, implemented their strategic plans as planned, conduct strategy evaluation and control on their strategic management practices. Further, that strategy formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent.

Anichebe and Agu (2013) studied of the influences of strategy Formulation and Implementation in Business Organizations in Enugu State. The focus was Anammco, Emene. Enugu. The study was carried out to assess the extent of application and workability of formulated strategies in the organization. Descriptive research method, specially survey and case study were employed in carrying out the study. The organization had a population of 185 workers, comprising of Management, Senior and Junior staff. A sample size of 106 was derived using the Freund and Williams formular for sample size determination from a finite population. The simple random sampling technique was used to determine the elements of the sample space. Data were collected through questionnaire administration, oral interviews, personal observations, books, journals and other publications. Data were analyzed using simple percentages and mean X responses. Based on the analyses, it was discovered that the organization loses sales as a result of change in consumption pattern of their customers. Secondly, that a well conceived and formulated strategy matched with appropriate structure increases productivity in the organization and thirdly, that behavioural and systemic resistance to strategic changes render strategy formulation in influenceive in the organization.

Njagi and Kombo (2014) did a study to determine the influence of strategy implementation on performance of commercial banks in Kenya. The specific objectives

of the study were to determine the influence of operationalization of strategy on performance of the banks and to determine the influence of institutionalization of strategy on performance of the banks. To achieve these objectives, the study adopted correlational research design. The target population was the forty three commercial banks in Kenya. Given the small number of commercial banks, a census study was conducted. The data gathered was analyzed using descriptive statistics such as percentages to summarize the data. Pearson's correlation coefficient was used to determine the nature and strength of the relationship between strategy implementation and organizational performance. To determine the influence of strategy implementation on organizational performance, a multiple regression model was developed. The results reveal that there is a moderately strong relationship between strategy implementation and organizational performance. The researcher therefore recommends that for institutions to thrive and compete they must implement strategies influenceively.

Kibachia, Iravo and Luvanda (2014) a common challenge faced by all organizations, whether private or public, is how to successfully they manage strategic planning process for attainment of organizational objectives. Some researchers have noted that organizations fail to implement up to 70 per cent of their strategic plans. This study sought to determine the challenges faced by the Kenya Bureau of Standard in its efforts to implement its strategic plans. Specifically, the study tried to find out how organization structure, leadership style, top management, staff involvement and organizational change affect implementation of strategic plans in the Organization. Quantitative data was analyzed by use of means of percentages, standard deviations and frequency distributions. From the findings strategic planning process has been faced with various risk factors including inadequacy of funds and less involvement of staff in the whole process of strategic planning.

Muthini (2013) purposed to establish the influence of strategic alignment on organizational performance at Kenya Revenue Authority. The research design was a case study aimed at establishing the influence of strategic alignment on performance at Kenya Revenue Authority. The target population consisted of respondents deemed to be knowledgeable of the influence of strategic alignment on organizational performance. Data collection was based on both primary and secondary sources. An interview guide was used to collect data from the respondents. Content analysis was used to analyze the

qualitative primary data which had been collected by conducting interviews. Secondary data was collected from organizational records. The findings of the study were that KRA has developed strategies that are designed to enhance performance through the four perspectives of the Balanced Score Card. Policy implication for strategic alignment is that the level of strategic alignment and organizational performance are closely related. Kenya Revenue Authority management can clearly identify organizational goals during a strategic alignment initiative thereby achieving organizational performance. Future research should consider the role of time, contextual factors, various employer representatives and their role as sense-givers in any strategic alignment initiative.

Kairu (2013) established the influence of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority. The research design used for this study was descriptive survey design. The population of this study was top management, middle management and supervisory employees of Kenya Revenue Authority and who have been with the institution for a minimum period of one year. Data was collected by use questionnaires. The questionnaire consisted of structured closed ended statements. Data was analyzed mainly by use of descriptive and inferential statistics. Descriptive statistics included mode, mean, median, standard deviation. Inferential statistical techniques like correlation and regression coefficients were used to draw a causal relationship between the various strategic responses and performance. Data was presented by use of graphs, pie charts and tables. Correlation results indicated that ICT, staff training, customer relationship management and strategic partnership practices in KRA positively affects performance. Further regression results indicated that customer relationship management and strategic alliance were significant with positive correlations.

Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. To achieve the main objective, a survey of 96 SMEs was conducted from a population frame of 810 SMEs registered by the Nairobi City Council. Both quantitative and qualitative data were collected. The study results indicate that managerial practices affect implementation of strategic plans in Kenyan SMEs. Based on the findings, the study has recommended that SMEs should take initiatives to improve their management practices

through lobbying, professional and industry organizations, adoption of best practices and taking advantage of both government and private sector initiatives.

Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Four (4) companies from Dangote conglomerate quoted on the Nigerian Stock Exchange market namely; Dangote Cement Plc, Dangote Flour Plc, Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc were surveyed with a population size of 5060. The sample size survey was 371. 209 respondents from Dangote Cement Company Plc, 75 respondents from Dangote Flour Mill Plc, 48 respondents from Dangote Sugar Refinery Company Plc and 39 respondents from National Salt Company Plc using judgmental and convenience sampling technique. The Quasi-experimental survey technique especially the cross-sectional design method was adopted. The Friedman Ranking test was carried out in testing the formulated hypothesis. The test of the result revealed that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, influenceive strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc and Dangote Flour Mills Plc with a 0.425 and 0.360 strength of association respectively and the hypothesis was rejected while for Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc, that was not the case and the hypothesis was accepted that organizational factors such as market share, sales volume (turnover), profitability growth, influenceive strategy application, competitive advantage and share capital growth does not influence organizational growth hence their hypothesis were accepted at 0.023 and 0.003 respectively.

Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. It introduces concepts that can help strategists generate feasible alternatives, evaluate those alternatives, and choose a specific course of action. Behavioral aspects of strategy formulation are described, including politics, culture, ethics, and social responsibility considerations. Modern tools for formulating strategies were described, and appropriate role of a board of directors is discussed. Special attention was paid to the process of generating and selecting strategies including a comprehensive strategy-formulation framework, as well as the cultural aspect and the politics of strategy choice.

Uzel (2015) examined the influence of strategic management drivers on the performance of hotels in Kenyan coast. The general objective of the study was to establish the influence of strategic management drivers on the performance of hotels in Kenyan Coast. The strategic management drivers selected for the study and which formed the specific objectives of the study were to determine the influence of customer relationship management, strategic planning, strategic competitive positioning, Information Communication Technology and organizational learning on the performance of the hotel industry in Kenya's Coast. The study adopted a quantitative research with the specific research design being a cross sectional survey design. The overall results indicated that there was a significant linear relationship between CRM strategy and hotel performance and a moderately significant linear relationship between strategic planning (SP) and strategic competitive positioning (SCP) and hotel performance. There was also a significant positive relationship between Information communication technology (ICT) and hotel performance. There was a significant positive relationship between organizational learning (OL) and hotel performance. After each driver was tested individually it had showed a positive significance. Similarly, when all the strategic management drivers of hotel performance were tested altogether it was established that they had moderately low significance.

Opano (2013) sought to ascertain strategic planning and implementation practices at the Kisii hotels in Kenya. The researcher collected qualitative data from the County secretary, Deputy Speaker, County Development Officer (CDO) and county executives. The total number of targeted respondents was 10 and the researcher managed to interview 7 of the respondents. The study was a case study of Kisii County in Kenya. The data was collected through face to face interviews with the respondents. It was revealed that Kisii The study reveals that the county has made significant steps towards the strategic planning process. Among the notable strategic planning activities that the hotels has done is to conduct citizen surveys. The findings indicated that policy roundtable discussions were also conducted in order to discuss various issues that needed to be addressed in the strategic plan for the county. The study further revealed that the county strategic plan was also given to civic leaders as well as professionals and academic and community leaders for scrutiny and review. Resources are the main resources that are required in the implementation of the strategic plan.

Ongonge (2013) sought determine how strategic planning has assisted Action-Aid Kenya (AAK) to improve in performance of its programmes. This study was conducted as a case study of Action-Aid Kenya. Primary data sources were used in this study where data was obtained through interactive interviews with 12 management staff and 5 partner organizations. The nature of data collected was qualitative and was therefore analyzed using content analysis technique. Action Aid has adopted multiple strategy planning approaches and a number of tools to enhance organization performance. Taking Stock and resource allocation framework are fundamental processes to aligning strategy to implementation in Action Aid. Action Aid's organization performance evaluates impact against the Strategy Papers. Action Aid's Accountability, Learning and Planning System (ALPS) is widely recognized as an important innovations in "downward accountability, "enabling partners, funding and program participants to engage and assess its programme impact. The empirical findings and analysis conducted in Action Aid Kenya shows that strategic planning directly contributes to organizational performance. The study concludes that strategy planning and organization performance in Action Aid Kenya involves drawing from national context and global plans and priorities to shape and ensure strategy alignment and relevance. The study also concludes that there is a difference between the results and approaches to measuring strategic planning influenceiveness and organization performance, which confirms the case that selecting the appropriate approach to measuring relationship between strategic planning and organization performance must be done with caution.

Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County, to determine how Logistics and inventory control impact on the growth of SME's in Kisumu County, to ascertain the impact operational structure and production in the growth of SME's in Kisumu County and to establish the role of information communication and technology in the growth of SME's in Kisumu County. This research adopted a descriptive survey design where the population of interest in the County SME was visited and data collected through questionnaire, interview and conversation analysis. Majority of the respondents argued that all the above factors were almost equally very important to the growth of the business as they all greatly influenced the efficiency and influenceiveness of the product/production/ service offering of the business.

Chege, Wachira and Mwenda (2015) sought to analyze the influence of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs). Specifically the study: analyzed the influence of autocratic leadership style, assessed the influence of democratic leadership style and evaluated the influence of laissez faire leadership style on implementation of strategic plans in SMEs. Descriptive research design was used. The study population consisted of 4531 SMEs registered by Ministry of Industrialization and Enterprise development. A sample of 354 SMEs was selected using stratified random sampling. A questionnaire composed of open and closed ended questions was used to collect primary data. Quantitative data was analyzed using Statistical Package for Social Sciences (Version 21). In addition, a multivariate regression model was generated to assist in determination of the relative importance of each of the three variables to implementation of strategic plans. The regression showed that autocratic leadership had the highest influence of implementation of strategic plans with a coefficient of 0.488, followed by democratic leadership with a coefficient of 0.384 and laissez faire with a coefficient 0.269. The study recommends that organizations should use all the three leadership styles to maximize implementation of strategic plans.

Bassa (2015) purposed to investigate the practice of strategic planning and strategy implementation in public universities of Ethiopia. Data were collected through questionnaires from staff members (from both academic and administrative) and students; and through interviews from the management team members (Vice Presidents and Directors) of three selected public universities. The results of this study showed that in the sampled public universities: stakeholders 'participation in the process of strategic planning was found to be low; less emphasis was given to critically assessing their ever changing external environment while planning; the practice of clearly communicating their preferred strategies and activities to both academic and administrative staff was found to be minimal and in influenceive; there was also lack of adequate monitoring, follow up and feedback systems; moreover, major decisions were made without aligning them with the university's preferred areas of priority and major objectives as stipulated in the strategic plan document.

From the literature presented, it can be observed that they focused on different areas and contexts. Whereas Junqueira et al. (2015) looked at influence of strategic choices and management control systems on organizational performance. Muthini (2013) studied

strategic alignment and organizational performance and Emeka, Ejim and Amaka(2015) investigated the Influence of Strategy formulation on organizational performance and focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research, These works are similar to those by Per and Klause (2013) who also investigated the relationship between Strategic Planning and Company Performances in Chinese companies. Njagi and Kombo (2014) also did a similar study by determining the influence of strategy implementation on performance of commercial banks in Kenya. Close to this was the work of Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya, the work of Kanini (2012) who investigated strategic planning practices and performance of state corporations in Kenya and that of Anichebe and Agu (2013) who studied of the influences of strategy Formulation and Implementation in Business Organizations in Enugu State focusing on Anammco, Emene. Enugu. Kibachia, Iravo and Luvanda (2014) looked at the common challenge faced by all organizations, whether private or public, is how to successfully they manage strategic planning process for attainment of organizational objectives. On the other hand, Muthini (2013) purposed to establish the influence of strategic alignment on organizational performance at Kenya Revenue Authority while Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies.

Kairu (2013) added a lone voice. He established the influence of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority while Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. Whereas Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue, Uzel (2015) examined the influence of strategic management drivers on the performance of hotels in Kenyan coast and Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in western Kenya.

Opano (2013) sought to ascertain strategic planning and implementation practices at the Kisii hotels in Kenya close to effort by Muchira (2013) who assessed the relationship between strategy implementation and performance in commercial banks in Kenya. While

Chege, Wachira and Mwenda (2015) sought to analyze the influence of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs), Andrews, et al. (2009) tested the independent influences of strategy formulation and strategy content on organizational performance. Mpoke and Njeru (2015) were broader. They sought to determine the influences of strategic management processes, and more specifically, the influence of strategy formulation, influences of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions.

The literature as summarized above gives the impression that many studies have been carried out on the subject of strategic planning, strategy implementation, strategy formulation, strategic organization leadership, strategic management practices, environmental scanning and strategic management drivers. None of the studies focus on strategic control and organization performance. Information is lacking on strategic control and its relationship with organization performance. While theoretical literature argues for a positive relationship to exist, empirical evidence to confirm or disconfirm this is missing. These studies on strategic management provide wide perspectives and do not focus on strategic control in terms of its four critical areas. These areas are; influence of articulation of the strategic outcomes on performance, influence of description of the strategic activities on performance, influence of definition of intervention mechanisms on outcomes and activities on performance and influence of establishment of strategy corrective intervention mechanisms on performance. Knowledge on these four areas of strategic control is lacking.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Study Design

The study applied correlational research design. Both qualitative and quantitative approaches was used. According to Mugenda and Mugenda (2000), correlational research design is connected with providing solutions to the problems. It is found suitable for examining influence.

3.2 Study Area

The study was carried out Kisumu County Kenya. Kisumu County is one of the new devolved counties of Kenya. Its borders follow those of the original Kisumu District, one of the former administrative districts of the former Nyanza Province in western Kenya. Its headquarters is Kisumu City. It has a population of 968,909 (according to the 2009 National Census). The land area of Kisumu County totals 2085.9 km². Kisumu County's neighbours are Kisumu county to the West Vihiga County to the North, Nandi County to the North East and Kericho County to the East. Its neighbour to the South is Nyamira County and Homa Bay County is to the South West. The county has a shoreline on Lake Victoria, occupying northern, western and a part of the southern shores of the Winam Gulf.

3.3 Target Population

The population of this study comprised five senior staff of all the 9 star rated hotels in Kisumu County. Specifically, the study targets one senior staff each in five critical areas of the starred hotels. These are operations, finance, marketing and sales, human resource and overall management. This total to a population of 45 senior staff. They are best placed to understand issues of strategy, strategic control and their influence on hotel performance.

3.6 Sampling Technique

The study used saturated sampling. This is because the population is small. All the 45 senior staff formed part of respondents.

3.7 Data Type and Source

Both primary and secondary data was used. Primary data was obtained from respondents while secondary data was collected from documents in the custody of the hotels and related bodies.

3.8 Data Collection

Primary data was collected using self administered structured and semi structured questionnaire. Secondary data was collected through document review.

3.9 Instrument Validation and Reliability Test

Expert opinion was sought on the data collection instrument. The researcher's supervisors and experts in the hotel industry and strategic management provided this opinion. This helped in validity check. The instrument was also pre-tested on 5 conveniently chosen respondents to check for reliability. Reliability test was ascertained through Cronbach's Alpha determination at a coefficient of 0.7 and above. The result showed an overall reliability of $\alpha = 0.78$ for independent variable and 0.76 for dependent variable

3.10 Data Analysis and Presentation

Descriptive and inferential statistics was used to analyse data. Means, percentages and standard deviation and frequencies was used to establish extent of strategic control and performance while regression analysis was used to establish influence for objectives 1 to 4. Results were presented in tables and graphs.

Model Specification

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Source: Adapted from Fairchild and Mackinon (2009)

Where:

Y = Performance

X₁ = Articulation of strategic outcomes

X₂ = Description of strategic activities

X₃ = Defining of progress tracking methods

X₄ = Establishing of strategy corrective intervention mechanisms

β_0 = Y intercept in the equation

β_1 = measure of influence of articulation of strategic outcomes on performance

β_2 = measure of influence of description of strategic activities on performance

β_3 = measure of influence of definition of progress tracking methods on performance

β_4 = measure of influence of establishing corrective strategy intervention mechanisms on performance

ε = Residual in the equation

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Response Rate

The respondents consisted of senior staff from the starred hotels who did not take part in the pilot study. A total of 40 questionnaires were distributed and 38 returned. This represented a response rate of 95 %. This agrees with Fowler (2002) and strengthens reliability of study.

4.2 Influence of defining strategic outcomes (SO) on Performance

Table 4.1 shows results on objective one. The results indicate that defining strategic outcomes has a positive significant influence on performance by the Hotels with significance level below 0.05 (B= .105, p=.033). This means that when defining strategic outcomes is emphasized in strategic control, performance by the Hotels increases. A unit rise in Defining strategic outcomes contributes upto 10.5% rise in performance if other factors were held constant. This is observed both statistically and practically

Table 4.1: Influence of Defining strategic outcomes(SO) on Performance

Model	Unstandardized		Standardized	
	coefficients		coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	.804	.240		.000
SO	.105	.072	.162	.033
SA	.115	.074	.215	.003
TP	.405	.090	.363	.000
IM	.315	.080	.463	.001
R	0.625			
R ²	0.399			
Adj.R ²	0.387			

Dependent Variable: Performance by Hotels

Source: Survey Data (2017)

These results agree with those of Muthini (2013) studied strategic alignment and organizational performance and those of Njagi and Kombo (2014) who found positive influence.

4.3 Influence of Defining Strategic Activities(SA) on Performance

Table 4.2 shows results on objective two. The results indicate that Defining strategic activities has a positive significant influence on performance by the Hotels with significance level below 0.05 (B= .115, p=.003). This means that when defining strategic activities is emphasized in strategic control, performance by the Hotels increases. A unit change in Defining strategic activities contributes upto 11.5% rise in performance if other factors were held constant. This is observed both statistically and practically

Table 4.2: Influence of Defining Strategic Activities(SA) on Performance

Model	Unstandardized		Standardized	
	coefficients		coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	.804	.240		.000
SO	.105	.072	.162	.033
SA	.115	.074	.215	.003
TP	.405	.090	.363	.000
IM	.315	.080	.463	.001
R	0.625			
R ²	0.399			
Adj.R ²	0.387			

Dependent Variable: Performance by Hotels

Source: Survey Data (2017)

The results are consistent with those of Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya, and those of Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. In the two studies, results showed positive influence.

4.4 Influence of Establishing Tracking Progress (TP) on Performance

Table 4.3 shows results on objective three. The results indicate that Establishing intervention mechanisms has a positive significant influence on performance by the Hotels with significance level below 0.05 (B= .405, p=.000). This means that when establishing intervention mechanisms is emphasized in strategic control, performance by the Hotels increases. A unit change in establishing intervention mechanisms contributes upto 40.5% rise in performance if other factors were held constant. This is observed both statistically and practically

Table 4.3: Influence of Establishing Tracking Progress (TP) on Performance

Model	Unstandardized		Standardized	
	coefficients		coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	.804	.240		.000
SO	.105	.072	.162	.033
SA	.115	.074	.215	.003
TP	.405	.090	.363	.000
IM	.315	.080	.463	.001
R	0.625			
R ²	0.399			
Adj.R ²	0.387			

Dependent Variable: Performance by Hotels

Source: Survey Data (2017)

The findings resemble those by Junqueira et al. (2015) looked at influence of strategic choices and management control systems on organizational performance and those by Per and Klause (2013) who also investigated the relationship between Strategic Planning and Company Performances in Chinese companies.

4.5 Influence of Establishing Intervention Mechanisms (IM) on Performance

Table 4.4 shows results on objective three. The results indicate that Establishing intervention mechanisms has a positive significant influence on performance by the Hotels with significance level below 0.05 (B= .315, p=.001). This means that when

establishing intervention mechanisms is emphasized in strategic control, performance by the Hotels increases. A unit change in establishing intervention mechanisms contributes upto 31.5% rise in performance if other factors were held constant. This is observed both statistically and practically

Table 4.4: Influence of Establishing Intervention Mechanisms (IM) on Performance

Model	Unstandardized		Standardized	
	coefficients		coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	.804	.240		.000
SO	.105	.072	.162	.033
SA	.115	.074	.215	.003
TP	.405	.090	.363	.000
IM	.315	.080	.463	.001
R	0.625			
R ²	0.399			
Adj.R ²	0.387			

Dependent Variable: Performance by Hotels

Source: Survey Data (2017)

These results are consistent with the results of Anichebe and Agu (2013) who studied of the influences of strategy Formulation and Implementation in Business Organizations in Enugu State. They also agree with those by Muthini (2013) purposed to establish the influence of strategic alignment on organizational performance at Kenya Revenue

R² is .399 this means that defining strategic outcomes, defining strategic activities and, establishing intervention mechanisms together explain 39.9 percent of performance by Hotels. Similarly, the adjusted R² is 0.387 and also significant. The shrinkage in this case is 0.012 (0.399-0.387) which is below the level of 0.5 suggested by Field (2005) and means that the model is valid, has stability for prediction and predicts variance of performance at 39.8%.. The study therefore developed the model below for influence of strategic control on performance by Hotels in Kisumu County

$$\text{Performance} = 0.804 + 0.105\text{SO} + 0.115\text{SA} + 0.405\text{TP} + 0.315\text{IM} + \dots \quad 4.1$$

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

Research objective one sought to establish the influence of defining strategic outcomes on performance by Hotels in Kisumu County. The results show positive significant influence of defining strategic outcomes on performance. Research objective two sought to establish influence of defining strategic activities on performance by Hotels in Kisumu County. The results show significant positive influence of defining strategic activities on performance by Hotels in Kisumu County. The third objective sought influence of establishing methods of tracking progress on performance by Hotels in Kisumu County. Results showed significant positive influence of establishing methods of tracking progress on performance by Hotels in Kisumu County, Kenya. The fourth objective sought influence of establishing intervention mechanisms on performance by Hotels in Kisumu County. Results showed significant positive influence of establishing intervention mechanisms on performance by Hotels in Kisumu County, Kenya.

5.2 Conclusions of the Study

From the findings conclusions are that if defining strategic outcomes is emphasized, performance by the Hotels increase. Secondly, as defining strategic activities is increases in focus, performance increases. Thirdly, establishing methods of tracking progress increases, performance is also enhanced. Lastly, establishing intervention mechanisms increases, performance is also enhanced.

5.3 Recommendations of the Study

It is recommended that the Hotels efforts in defining strategic outcomes as this increases performance. Defining strategic activities should also have strong focus as it enhances performance. Similarly, establishing methods of tracking progress should also be emphasized as it also enhances performance. Finally, establishing intervention mechanisms should also be emphasized as it also enhances performance.

5.5 Suggestions for Further Research

This study establishes the foundations for numerous future conceptual and empirical research efforts. Other contractual areas in strategic control can be considered. It is also suggested to academicians to conduct similar studies in other contexts and apply different designs.

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APPENDICES

Appendix I: Letter of Introduction

TOM O. ODHIAMBO

C/O

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

DATE_____

TO WHOM IT MAY CONCERN

Dear Sir/Madam

ACADEMIC RESEARCH

I am a student at Maseno University pursuing Master of Business Administration. As part of the requirements, I am carrying out this research entitled, “**INFLUENCE OF STRATEGY CONTROL ON ORGANIZATION PERFORMANCE: A SURVEY OF HOTELS IN KISUMU COUNTY.**” Please assist to answer the questions provided in a questionnaire. Your Identity is not required and the information you provide was treated in strict confidence.

I remain grateful

Yours Sincerely

Tom O. Odhiambo (MBA/BE/00017/ 2015)

RESEARCH SUPERVISOR

Dr Charles Ondoro

Maseno University

Appendix II: Questionnaire

a) General Information

1. Age of hotel

5 years and below () 6- 10 years () 11-15 years() 16- 20 years () 21 years and above()

2. Category of hotel

1 Star () 2 Star () 3Star () 4 Star () 5Star()

3. Is the hotel business stand alone or alongside other businesses

Stand alone () With other businesses ()

b) Strategy Control

To what extent are the following strategy control activities carried out in the hotel

Strategy Control	EXTENT				
	Very High	High	Moderate	Low	Very low
1. Articulation of the strategic outcomes					
The hotel defines expected strategic results					
The hotel clearly explains expected strategic results					
2. Description of the strategic activities					
The hotel outlines and explains activities to be performed					
The hotel allocates activities to be performed to correct people					
3. Definition of a method to track progress.					
The hotel generates methods to monitor progress					
The hotel evaluates the methods generated to choose the right one					

c) Performance

Tick in one of the boxes for each level of the following indicators of performance of the hotel

i) Customer Satisfaction

Tick in the boxes below, which one **best** describes the occurrences related to customer satisfaction.

		Strongly decreased 5	decreased 4	neutral 3	decreased 2	Strongly decreased 1
1	Number of complaints from our customers in the last one year					
2	Number of services and bookings scheduled but cancelled by our customers in the last one year					
3	Number of delays in bus journeys in the last one year					
4	Number of journey breakdowns in the last one year					
5	Number of accidents in the last one year					
6	Level of customer exit					
7	Delays in handling customer issues					

ii) Growth and Expansion

Tick in the boxes below which one **BEST** represents the level of the expressions related to your firm's growth and expansion

		Strongly increased 5	increased 4	neutral 3	decreased 2	Strongly decreased 1
1	Additional busses in the last one year					
2	Additional new employees in the last one year					
3	Branches (booking offices) added in the last one year					
4	Additional garage and maintenance in the last one year					
5	Other related businesses added in the last one year e.g petrol station					
6	Other unrelated businesses added in the last one year e.g restaurant for travelers					
7	Sales Volumes in the last one year					

Appendix III: Work Schedule

WORK

PERIOD 2017

Month1 Month2 Month3 Month4 Month5

	Month1	Month2	Month3	Month4	Month5
Problem Identification	■				
Review of literature	■	■	■		
Proposal Writing and Presentation		■	■		
Proposal presentation			■		
Data collection and data entry			■	■	
Data Analysis				■	
Presentation of draft				■	
Final draft					■
Submission of project for examination					■

Appendix IV: BUDGET

Item	Kshs
Stationery	7,000
Literature Review and Proposal Development	13,000
Data Collection	17,000
Data Analysis	11,000
Secretarial Costs	11,000
Total Costs	59,000

Appendix V: Map Kisumu County

