

INFLUENCE OF PARTNER MANAGEMENT ACTIONS ON PERFORMANCE OF STRATEGIC ALLIANCES IN KENYA: A CASE OF ANIMAL WELFARE ACTION KENYA

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ABSTRACT

The adoption of strategic alliances presents significant challenges to the parent organizations management particularly the decision-making processes where each parent firm has to make a multitude of decisions, take actions and make commitments. The research sought to analyze the influence of partner management actions on performance of strategic alliances using animal welfare Action Kenya (AWAKE) as a case study. The study adopted a descriptive research design and collected primary data using structured questionnaires. A population of twenty organizations within AWAKE was used. The study was guided by four specific objectives that included: to determine the influence of planning actions, organizing actions, leading actions and control actions on performance of a strategic alliance in Kenya. Multivariate regression analysis on data collected was to establish the relationships. The analysis showed that planning actions had the strongest positive (Pearson correlation coefficient =.839) and p-value (.021<.05) influence on performance of AWAKE. In addition, management actions on organizing, leading and control were positively correlated to performance of AWAKE (Pearson correlation coefficient =.772, .579 and .763) and p-value (.029< .05; .041< .05; 0.033< .05) respectively. The findings also revealed that management actions of partners within a strategic alliance influences partners' satisfaction on goal achievement and in particular actions related to resource allocation, making assignments, defining roles, clearly communicating the organization goals and taking corrective action were found to have a large effect on performance of the alliance. Review of the study findings leaves no doubt that management actions are crucial organizational process that influences inter-organizational collaborations. The study concludes that strategic alliances are critical as an avenue for achieving strategically significant goals and objectives that are mutually beneficial. Partners need to develop appropriate infrastructure within them particularly the decision-making processes to enhance satisfaction on outcomes, achieve desired goal and the growth of the alliance.

Keywords: planning actions, organizing actions, leading actions and control actions

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