Int Journal of Social Sciences Management and Entrepreneurship 8(1): 425-434, 2024

ISSN 2411-7323

www.sagepublishers.com

© **SAGE GLOBAL PUBLISHERS**

COLLABORATION AND SUSTAINABLE PERFORMANCE OF SELECTED COMMERCIAL BANK IN NORTH RIFT

Cheruiyot Albert kiptanui [1] Dr. Kwasira Josphat [2] Dr. Amuhaya Joyce [3]

(1) PhD Student - Business Administration (Strategic Management Option), Jomo Kenyatta University of Agriculture and Technology; Email: albertcheruiyot2016@gmail.com

(2) Senior Lecturer, Jomo Kenyatta University of Agriculture and Technology

(3) Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Sustainable performance is an engagement of a company in all dimensions and for all drivers of corporate sustainability. An institution with good performance realizes high profits, retain customers, and have competitive advantage and sustainability in the market. However, some banks in Kenya have been experiencing poor performance due to liberalization and competition. Sustainable performance has elicited intellectual debates for many years, with empirical studies showing that firms with poor performance do not survive in the end. Strategic alliances have become a cornerstone of global competition. The objective of the study was to establish the effect of collaboration on sustainable performance of selected commercial bank in north rift Kenya. The study guided by Theory of Collaboration. Descriptive survey research design used. Populations of this study was 300 respondents whom are managers and bank tellers of the financial institutions. The sampling frame for the study was the list of the selected commercial bank in north rift region Kenya. Primary data collected using questionnaires and secondary data through textbooks and journals. A pilot study done where Cronbach alpha coefficient used to test for reliability while content validity used for validity test. Data processing and analysis done by both descriptive and inferential statistics. Descriptive statistics involved use of mean, frequency, standard deviation and variance. Inferential statistics implied product moment, correlation. The findings of this study explained the extent to which strategic alliances and sustainable performance of selected commercial banks in Kenya. The study was of important to government in boosting the realization of the socio – economic aspects of the Kenyan Vision 2030, management of commercial banks also benefited by knowing the engagement levels of their workforce and researchers to fill in the identified research gaps.

Key Words: Collaboration, Sustainable performance, Strategic alliance

Introduction

According to Wang (2015), collaboration or networking is common in sectors such as financial institutions, biotechnology, software, computers, and electrical and non-electrical machinery, accounting for about 20–33 percent of all strategic alliances, depending on the sector. A firm's ability to exchange knowledge and negotiate within a network of social relationships has become increasingly critical to success in today's global business environment. Most of the past research on collaborations has, however, tended to rely primarily on economic and market performance analysis; it has thus, believed, underestimated the complexity of such relationships and in so doing has tended to enhance less than fully our understanding of such structures and processes (Gaffney *et al*.2016).This study determines strategic alliances and sustainable performance of commercial bank in North Rift.

Performance of firms should reflect in the different aspects of an organization. Marshall et al. (2010) investigate the role of managers' attitudes and perceptions and firms' export dependence in the adoption of environmental practices; and Martín-Tapia, Aragón-Correa, and RuedaManzanares (2010) focus on the link between proactive environmental strategy and export intensity. Among these should be on the profitability and growth of firms, the welfare of employees working in an organization, organizational processes and systems and the environment at large. According to Mortazavi and Partovi (2014) sustainable performance can be measured in terms of organizational effectiveness, quality and cost, financial performance in terms of profit, return on assets and market share and human resource in terms of job performance and turnover rate.

Strategic alliance considered as an essential source of resource sharing, learning, and thereby competitive advantage in the competitive business world. The formation of strategic alliances has become an indispensable means for firms to implement their business strategy and develop their potential for future growth (Carpenter *et al.* 2012).Strategic alliances with suppliers create more value than a go-it-alone approach, and combine partner capabilities in such a way that the competitive advantage of one or more of the partners improves (Merchant 2014).When a strategic alliance becomes successful, it is a vehicle for transmission of novel ideas, new technologies and the latest managerial and other skills (Benavides-Velasco 2011).

Therefore, strategic alliances not only reduce costs, but also improve product and service qualities, leading to customer satisfaction and financial improvements (Merchant 2014).Technological collaboration with partners and repeated interaction with new and existing partners improve new products' organizational performance (Murmann*et al.* 2015). Bengi&Sibel (2011) offers evidence to confirm the assumption that strategic alliances can improve organizational performance. During the past two decades, the international business sphere has witnessed dramatically increasing growth in cross-border collaborations in the forms of strategic alliances; joint ventures, mergers and acquisition, partnership and collaboration alliance (Ahammad, Tarba, Liu &Glaister 2016).

Statement of the problem

Banks with sustainable performance realizes high profits, retain customers, and have competitive advantage and sustainability in the market. However, according to Gill (2018) poor performance results to job stress and burnout leads to job dissatisfaction, which will result in lower workers' performance and a decrease in their efficiency. Strategic alliances in global markets increase performance (Mosadragh, 2020). However, according to Kristofferson (2021) strategic alliances fail 60 to 70 percent of the time, to achieve performance. In Korea, strategic alliances control has tended to emphasize single dimension of control and have not considered the dynamic nature of multiple dimensions of international strategic alliance control. In South African point of view, very little research has been done on international strategic alliances, with research on strategic alliances either focused on alliances between South African enterprises like commercial banks. According to Kenya banking survey, (2014), some banks in Kenya have been experiencing poor performance due to liberalization, and competition. In 2017, the financial sector's growth decelerated to 3.1%, mainly because of significantly constrained growth in financial activities. A drop in the growth of credit to the private sector from 4.1% in 2016 to 2.4 % 2017, receivership and closures of some branches reflected the poor performance in the financial sub-sector, Economic Survey (2018).Various studies have been done in the field of strategic alliances with the majority in the corporate organizations, advantage of the Kenyan banking sector. Ontita and Kinyua (2020) study focused on the role of Stakeholder Management on Firm Performance: An Empirical Analysis of Commercial Banks in Nairobi City County, Kenya. From the above-mentioned studies, none has been conducted to show the moderation effect of organizational culture on the effect of strategic alliance on sustainable performance of commercial banks in North Rift, hence this study sought to fill the gap.

Specific objective

To determine the effect of collaboration and sustainable performance of selected commercial bank in North Rift

Research Hypotheses

H_{01}: Collaboration has no significant effect on sustainable performance of selected commercial bank in North Rift.

LITERATURE REVIEW

Theoretical Review

Lev Vygotsky developed collaboration theory in 1903. The theory argued that businesses, non-profit, health and educational agencies championed as a powerful strategy to achieve a vision otherwise not possible when independent entities work alone. These concepts form the basis for market segmentation strategy. Lev Vygotsky noted that firms evolve in a society when specialization of labor results in removing the production function for some goods from the household. The theory applied to such diverse items as commercial banks, auto safety and fuel efficiency features, electrical appliances, foods, clothing, and cosmetics. Hunt (2010) supplies three arguments that theory provides the foundations for, that is, it is toward, a general collaboration theory. First, because marketing takes place within the context of competition, collaboration theory should be consistent with the most general theory of competition. Accordingly, because theory is a general theory of competition, it is an appropriate foundation for working toward collaboration theory. Second, the theory is toward collaboration theory provides a foundation for the normative area of marketing strategy (market segmentation, relationship marketing, and brand equity). Therefore, theory is toward the collaboration theory because it accommodates and extends key concepts and generalizations from Lev Vygotsky theory and integrates them into a broader theoretical framework.

The theory assumes that certain things about the competitive environment in which the five-step process takes place. Specifically, it assumes that competition is a dynamic process, again assumes that intra-industry demand is heterogeneous, it assumes that consumer information is imperfect, it assumes that the business marketer's customer information is imperfect, it assumes that the business marketer's resources to produce market offerings are heterogeneous, it assumes that the role of management is to recognize, understand, create, select, implement, and modify strategies and it assumes that innovation is endogenous to the process of business marketers' competing.

The theory applied in financial institutions, medical doctors and lawyers to hairdressers and interior decorators. Salient among the incentives to collaborate is the possibility of bringing together complementary assets owned by different organizations (Jiang, 2012). The importance of marketing alliance as a means for generating performance from innovations is increasing in a number of technology-intensive industries. Theory places great emphasis on innovation, both proactive and reactive. The former is innovation by firms that, although motivated by the expectation of superior sustainable performance, prompted by specific competitive pressures—it is genuinely entrepreneurial in the classic sense of entrepreneur. Subramanian and Cannella (2013) institutions come up with collaborations for many reasons. However, the latter is innovation prompted by the learning process of firms' competing for the patronage of market segments. Both proactive and reactive innovations can be "radical" or "incremental," and both contribute to the dynamism and competition. The link between collaboration and their ventures is preferable to coordination through spot markets or contracts. The theory linked to cost synergies of commercial banks, which is the focus of the study.

Concept of Sustainable Performance

Sustainable Performance is the performance of a company in all dimensions and for all drivers of corporate sustainability (David & Laurie 2012). Sustainable performance seen from the theoretical, empirical and managerial lenses (Kakanda, Bello &Abba 2016). The strategy effectiveness, the empirical lens looks at performance as operationalized in research and the managerial lens focuses on the quality of decisions made by managers that reflect on performance. Sustainability has been the focus of attention in exporting research. Aguilera Caracuel, Hurtado-Torres, and Aragón-Correa (2012) explore the influence of international diversification and length of export activity on proactive environmental strategy.

Collaborations and Sustainable Performance

MalhotraSivaKumarand Zhu (2010) studied collaboration and sustainable performance in North America. The study conducted through classical valuation method. The findings identified 502 alliances during 2004 and of these 56 alliances or 10.8 percent involved marketing, a drop of 14.9 percent compared to 2003.The commercial value of marketing software is 13.749 billion dollars and 63.456 billion dollars worldwide. Mature economies tend to have significantly lower rates of software piracy than emerging economies. Although results debated in the community, methods for measuring financial losses in particular, it still seems safe to assume that significant losses are present. Losses that are likely to continue as levels of software piracy have dropped very little over the past decade. Organizations can implement a secure scheme featuring confidentiality, integrity and authenticity using basic cryptographic principles. However, this decline in alliances as a percentage is partly attributable to the steep increase in the number of commercial bank. Some significant new developments, such as alliances between North American banks and South American banks, show that equity is in fact creeping back into favor as a means to cement an alliance.

SenHaq (2011) collaboration enhances sustainable performance in financial institutions in China. Quantitative research method used. The findings show that collaboration is common in organizations for about 20–33 percent of all alliances, depending on the sector. Salient among the incentives to collaborate are the possibility of bringing together complementary assets owned by different organizations. The importance of collaborations as a means for generating performance from innovations is increasing in a number of technology-intensive industries. It found that in 1996, US corporations received US$ 66 billion in royalty income from affiliate entities. However, some industries, it is common to observe large established companies consciously adopting a strategy of collaboration for generating sustainable performance.

Quer, Claver and Rosario (2011) studied collaborations and sustainable performance of financial institutions, chemicals; Union Carbide and Montecatini have been actively marketing their polyethylene and polypropylene technology in Canada. The study adopted a case study. The findings show that in the banking industry, IBM collaboration revenues reached $1 billion in 1998, accounting for over 10 percent of IBM's net profit. In semiconductors, Texas Instruments is reported to have earned royalties of over US$ 1.8 billion between 1986 and 1993, a figure comparable to Texas Instruments' cumulative net income during this period. The noteworthy feature is that often these products license their technology to other firm that could potentially compete with them. However, literature on collaborations—is also strongly related—has focused on the optimal collaborations of the monopolist inventor once it has developed and patented a new technology or production process

Gallego, Hidalgo, Acedo, Casillas and Moreno (2011) studied on collaborations and sustainable performance for a financial institution in Japan. Survey research design adopted. The finding shows that researchers analyze how the number of collaborations affected by competition, the strength of patent protection, and by the nature of demand. When the innovator is also active in the product market, then either only minor innovations marketed. To choose competitors after the patent expires, a workshop involving members from different participating libraries will use as learning method to enhance the understanding of organization about the significance of working collaboratively and explore and address the required changes related to attitude, structure, and procedures of the problem situation. However, it also assisted in understanding the reflections on learning and professional development.

Lee and Lieberman (2010) studied collaborations and sustainable performance in Denmark. The study adopted a quantitative research method. The finding is that aggregated at the level of the sector, and they do not attempt to explain inter-firm differences in the rate of technology marketed. Analyzed how sustainable performance and its propensity to collaborations. Several scholars have directed their attention to the analysis of marketing practices by financial institutions have shown that the rate of alliance by institutions is an increasing function of their prestige. However, collaborations decisions differ considerably from those made by large firms and research that is more recent has increasingly shifted attention to aspects related to the post-agreement phase, such as the effective management of collaborations and sustainable performance.

METHODOLOGY

This study carried out at selected commercial bank in north rift Kenya. The study focused on strategic alliance, which is collaboration and sustainable performance of selected commercial bank in North Rift. The dependent variable was sustainable Performance. The study was guided by the theory namely theory of collaboration. The unit respondents' were 300 managers and bank tellers of selected commercial bank in North Rift.

The study used the Yamane (1967) formula to arrive at the sample size. The selection formula is as follows:

$n = (N/ (1+N (e)^2$...Equation3.1

Where:

n represent sample size, N represents population size; and e represents margin of error. Hence, the sample size will be as follows;

$n=300(1+300*0.05^2)$.

n=226. Therefore, a sample population of 226 respondents used. A proportionate sample sizes used.

FINDINGS AND DISCUSSIONS

Collaboration

The study analyzed the views of the respondents in respect to Collaboration and Sustainable Performance. Table 1 shows the results of the analysis.

Table 1: Descriptive Statistics for Collaboration

	N	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Min	Max	Mean	Std. Dev
Resource sharing improves sustainable performance	171	41.5	46.2	8.2	4.1	0.0	2	5	4.25	0.764
Networking improves sustainable performance	171	47.9	46.8	2.9	2.3	0.0	2	5	4.40	0.662
Information sharing affects sustainable performance	171	27.5	27.5	21.1	23.4	0.58	1	5	3.58	1.149
Team building activities affect sustainable performance	171	42.8	42.3	10.4	2.0	2.5	1	5	4.21	0.892
Valid N (Listwise)	171									

The Table 1 above shows 87.7% (150) of the respondents agreed and 4.09% (7) disagreed that resource sharing improves sustainable performance. The findings based on the (mean = 4.25; Std dev = 0.764) thus showed that resource sharing improves sustainable performance. The results also revealed that 94.7% (162) of the respondents agreed and 2.34% (4) disagreed with the statement that competitiveness improves sustainable performance. The results thus supported the statement of the study with (Mean = 4.40; Std Dev =0.662) that competitiveness improves sustainable performance.

The findings further showed that 54.98% (94) of the respondents agreed and 23.97% (41) disagreed with (Mean = 3.58; Std Dev =1.149) that information sharing affects sustainable performance. Lastly, the results showed that 85.1% (146) agreed, 10.4% (18) neutral and 4.4% (7) disagreed with (Mean = 4.21; Std Dev = 0.892) with the statement that team building activities affect sustainable performance. These findings supported by the findings of Sen and Haq (2011) on collaborations enhances sustainable performance in financial institutions in China. The findings showed that collaboration is common in organizations for about 20–33 percent of all alliances, depending on the sector. The studies further found out that salient among the incentives to collaborate are the possibility of bringing together complementary assets owned by different organizations.

Correlation between Collaboration and Sustainable Performance

The correlation between Collaboration and Sustainable Performance of Commercial banks in Kenya examined and results presented in Table 2.

Table 2: Collaboration

		Sustainable performance
Collaboration	Pearson Correlation	.697**
	Sig. (2-tailed)	.000
	N	171

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

From Table 3, the results indicate that there is a positive and statistically significant correlation between Collaboration and Sustainable Performance (r=0.697, p = 0.000) at 0.01 level of significance. This implies that collaboration related to sustainable performance of commercial banks in Kenya. These findings are in synchrony with that of Niesten, Jolink, de Sousa Jabbour, Chappin, and Lozano, (2017) who concluded that highlights that in a sustainability context, collaborative governance forms are often necessary to achieve sustainable benefits.

Chi- Square Tests between Collaboration and Sustainable Performance

The chi square test between Collaboration and Sustainable Performance of Commercial banks in Kenya performed and results presented in Table 3

Table 3: Chi square test results for Collaboration

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2907.000[a]	2890	.008
Likelihood Ratio	886.198	2890	1.000
Linear-by-Linear Association	82.617	1	.008
N of Valid Cases	171		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is .01.

Table 3 shows a Chi-Square value of $\chi 2$ = 2907.000, p = 0.008. The p value is less than 0.05 and hence there is a statistically significant association between Collaboration and sustainable performance. The p-value of 0.008 means that the probability of obtaining the observed data or more extreme results by chance alone is extremely low. Typically, if the p-value is less than a predetermined significance level (often denoted as α) of 0.05, it is considered statistically significant (Mascha, & Vetter, 2018). Based on the results, the p-value of 0.008 is less than 0.05, suggesting a statistically significant association between collaboration and sustainable performance. This means that the data provides strong evidence to conclude that there is an association between Partnership and sustainable performance.

Hypotheses Testing Results

The hypothesized research hypothesis for Collaboration stated as:

H_{01}: Collaboration has no statistically significant effect on sustainable performance of selected commercial bank in North Rift.

H_{a2}: Collaboration has statistically significant effect on sustainable performance of selected commercial bank in North Rift.

Table 4: Significance Test Results for Collaboration

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.157	.139		15.509	.000
	Collaboration	.426	.034	.697	12.641	.000

a. Dependent Variable: Sustainable Performance

The test was done at 95% level of confidence (α=0.05), critical value t = ±1.96. T-test statistic used to test for the significance of Collaboration. From the Model in Table 4, the t -value obtained was 12.641 at p = 0.000. Comparing the t-tabulated and t-calculated values statistically, it is evident that the t-calc > t-α. The study therefore rejected the null hypothesis and concludes that Collaboration has a statistically significant effect on sustainable performance of selected commercial banks in North Rift, Kenya. The study hence failed to reject the alternative hypothesis.

The results in Table 4 under the Model further indicates that the relationship between Collaboration and sustainable performance of commercial banks in Kenya was positive and significant (β_2 = 0.426, p = 0.000, Beta = 0.697). Equation 4.4 thus shows the regression equation for the Collaboration model. This means that for every unit increase in Collaboration, sustainable performance of the commercial banks is predicted to increase by 0.426 at p = 0.000.

OLS Model:

Sustainable performance = 2.157+ 0.426 Collaboration…………………….....**Equation 1**

This implies that an increase in information relating to Collaboration leads to an increase in sustainable performance of commercial banks in Kenya. The null hypothesis that states that Collaboration has no statistically significant effect on sustainable performance thus rejected at 0.05 significance level. The study therefore fails to reject the alternative hypothesis and concludes that Collaboration has a statistically significant effect on sustainable performance of commercial banks in Kenya.

Regression analysis

In this study, multiple regression analysis conducted to evaluate the effect of strategic alliance and sustainable performance of commercial banks in Kenya.

Effect of Collaboration on sustainable Performance of Commercial Banks in Kenya

The findings on Table 5 shows a model summary for Collaboration.

Table 5: Regression Model Summary for Collaboration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.697[a]	.486	.483	.231	.486	159.783	1	169	.000

a. Predictors: (Constant), Collaboration

As per the results in Table 5 the model showed a positive relationship between collaboration and sustainable performance of commercial banks (R = 0.697, R^2 = 0.486) and (F (1,169) = 159.783, p = 0.000). The R squared explains the variations in the sustainable performance as explained by collaboration. The R^2 of 0.486 indicates therefore that 48.6% of the variations in the sustainable performance of the commercial banks can be accounted for by collaboration

Moderating Effect

The coefficients analysis results of the moderated multiple regression model were presented in Table 6.

Table 6: Regression Coefficients of the Moderated Overall Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9.390	.624		15.047	.000
Collaboration*organizational culture	.371	.004	.151	1.820	.027

a. Dependent Variable: Sustainable Performance

Moderated collaboration had positive (0.371) influence on sustainable performance of selected commercial bank in North Rift with significance value of 0.027. This therefore suggests that we reject the null hypothesis (**1** which stated that organizational culture has no significant moderating effect on the effect of strategic alliance on sustainable performance of selected commercial bank in North Rift and accept the alternative hypothesis that organizational culture has a significant moderating effect on the effect of strategic alliance on sustainable performance of selected commercial bank in North Rift. The findings are in tandem with that of Gebril Taha, et al. (2020) who opined that through organizational culture, firms can be able to strengthen strategic alliances all which contribute to enhancement of sustainable performance.

From the study, a summary of results for hypothesis testing was done with a significance level of 0.05, such that when the t value is > ± 1.96 the null hypothesis was rejected. The results is shown in Table 7

Table 7: Summary of Results for Hypotheses Testing

Hypotheses	Statements	t	Decision Rule
H_{01}	Collaboration has no statistically significant effect on sustainable performance of selected commercial bank in North Rift**.**	12.641	Null Hypothesis Rejected

Researcher 2023

Summary of Findings

The study established that resource sharing improves sustainable performance, networking improves sustainable performance, information sharing affects sustainable performance and team building activities affect sustainable performance. The study also established that collaboration of firms had a significant positive relationship with the sustainable performance of commercial banks in North Rift. The study further revealed that the collaboration of firms has a statistically significant positive effect on Sustainable performance of commercial banks in North Rift. The study further established that a unit increase in collaboration of firms positively influence Sustainable performance of commercial banks in North Rift.

Conclusions of the Study

The study also concludes that collaboration of firms enhances sustainable performance of commercial banks in North Rift. Collaboration of firms is associated with resource sharing which enhances sustainable performance of commercial banks in North Rift. Networking is enhanced when firms collaborate which enhances realization of sustainable performance. Information sharing improves when firms collaborate which enhances achievement of sustainable performance among commercial banks in North Rift. Collaboration enhances team building activities among commercial banks which collaborate which enhances realization of sustainable performance.

The study concludes that organizational culture influences sustainable performance of selected commercial banks in North Rift. Organizational culture is a significant moderator in the relationship between strategic alliance and sustainable performance of selected commercial banks in North Rift. The study also concludes that moderated joint venturing, moderated mergers & acquisitions, moderated partnership and moderated collaboration have a positive significant influence on sustainable performance of selected commercial banks in North Rift.

Recommendations on strategic alliances and commercial banks

The study recommends that North Rift commercial banks should always strive to ensure that they create more collaboration while at the same time establishing mergers and acquisition with other corporations to improve sustainable performance. The research established that North Rift commercial banks were willing to enter into such arrangements in order to get various benefits.

Suggestions for Further Research Studies

Further studies should be done on strategic alliances and sustainable performance but should adopt sub-indicators of joint venturing, mergers and acquisition, partnership and collaboration which are different from the ones' adopted in this study.

REFERENCES

Ahuja, G. (2012). The Duality of Collaboration: Inducements and Opportunities in the Formation of Inter Firm Linkages*, Strategic Management Journal, 21(3), 317-343*

Anand, J., Oriani, R., &Vassolo, R. S. (2010). Alliance Activity as a Dynamic Capability in the Face of a Discontinuous Technological Change.*Organization Science, 21(6), 1213-1232.*

Camisón, C., &Villar-López, A. (2011). Non-Technical Innovation: Organizational Memory and Learning Capabilities as Antecedent Factors with Effects on Sustained Competitive Advantage. *Industrial Marketing Management*, *40*(8), 1294-1304.

Carpenter, M. A., Li, M., & Jiang, H. (2012). Social Network Research in Organizational Contexts: A Systematic Review of Methodological Issues and Choices. *Journal of Management, 38(4), 1328-1361.*

Cobeña, M., Gallego, Á, &Casanueva, C. (2017).Heterogeneity, Diversity and Complementarity in Alliance Portfolios.*European Management Journal, 35(4), 464-476.*

Davis, G. F., & Cobb, J. A. (2010). Corporations and Economic Inequality Around the world: The Paradox of Hierarchy. *Research in Organizational Behavior, 30, 35-53.*

Denzin, N. K., & Lincoln, Y. S. (2014). Introduction: The discipline and practice of qualitative research.

Di Guardo, M. C., &Harrigan, K. R. (2012).Mapping Research on Strategic Alliances and Innovation: A Co-Citation Analysis.*The Journal of Technology Transfer, 37(6), 789-811.*

Diestre, L., &Rajagopalan, N. (2012). Are all 'Sharks' Dangerous? New Biotechnology Ventures and Partner Selection in R&D Alliances. *Strategic Management Journal*, *33*(10), 1115-1134.

Drees, J.M. &Heugens, P.P.M.A.R. (2013).Theoretical Foundation of Supply Management: Contributions of the Resource Dependence Theory (Bachelor's Thesis, University Of Twente).

Drnevich, P. L., &Kriauciunas, A. P. (2011).Clarifyingthe Conditions and Limits of the Contributions of Ordinary and Dynamic Capabilities to Relative Firm Performance. *Strategic Management Journal*, *32*(3), 254-279.

Gichuhi, C., (2011). Merger restructuring and Financial Performance of Commercial Banks in Kenya.*University of Nairobi e-repository, volume 22170.*

Gooderham, P. N., Gooderham, P. N., &Grøgaard, B. (2013). *International Management: Theory and Practice*. Edward Elgar Publishing.

Gooderham, P. N., Gooderham, P. N., &Grøgaard, B. (2013). *International Management: Theory and Practice*. Edward Elgar Publishing.

Hadjimarcou, J., Miller, D. W., &Miciak, A. (2015).The Impact of Consumer Ethnocentrism on Consumer Evaluations of Bi-National Products. In *Proceedings of the 1996*

Academy of Marketing Science (AMS) Annual Conference (Pp. 129-135). Springer, Cham.

Herbling, D. (2013). South Africa's Massmart Widens Talks beyondNaivas Buyout. *Business Daily*.

Hess, A. M., &Rothaermel, F. T. (2011). When is Assets Complementary? Star Scientists, Strategic Alliances, and Innovation in the Pharmaceutical Industry. *Strategic Management Journal*, *32*(8), 895-909.

Hult, G. T. M. (2012). A Focus on International Competitiveness.

Jayal, A. D., Badurdeen, F., Dillon Jr., O. W., and Jawahir, I. S. (2010) Sustainable manufacturing: Modeling and optimization challenges at the product, process and system levels. CIRP Journal of Manufacturing Science and Technology, 2, 144-152.

Kakanda, M., Bello, A., & Abba, M. (2016).Effect of Capital Structure on the Performance of Listed Consumer Goods Companies in Nigeria.*Research Journal of Finance and Accounting*, *7(8).*

Kim, M. (2015). The Effect of Strategic Alliances on Firm Productivity in South Korea, *Journal of Applied Economics, 47(47), 5034-5044. 738 TQM 27,*

Kuratko, D. F., &Covin, J. G. (2010). *Corporate Entrepreneurship & Innovation*. Engage Learning.

Kwambai, K. D., & Wandera, M. (2013). Effects of Credit Information Sharing on Nonperforming Loans: The Case of Kenya Commercial Bank Kenya. *European Scientific Journal*, *9*(13).

Kwambai, K. D., &Wandera, M. (2013). Effects of Credit Information Sharing on Nonperforming Loans: The Case of Kenya Commercial Bank Kenya. *European Scientific Journal*, *9*(13).

Larimo, J. (2010). Ownership Strategy of Multinational Enterprises and the Impacts of Regulative and Normative Institutional Distance: Evidence from Finnish Foreign Direct Investments in Central and Eastern Europe. *Journal of East-West Business*, *16*(3), 179-200.

Lee, C., Liu, C., Hui, J. & Chen, Z.X. (2013). Why Do I Feel Valued And Why Do I Contribute? A Relational Approach to Employee's Organization-Based Self-Esteem and Job Performance, *Journal of Management Studies, 50(6), 1018-1040.*