Influence of innovation in strategy implementation on organizational performance: A case of Unga Holdings Ltd., Kenya

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INTRODUCTION

Every organization constantly seeks to achieve or improve performance. According to Rylkova (2015), organizational performance is the essence of existence of any enterprise. Every organization is challenged to accomplish efficient and effective results. However, performance is quite a broad and ambiguous concept making it difficult to characterize. Juliana and Maria (2016) noted that performance is a subjective concept as it is often assessed in terms of an organization’s objectives that usually vary from one company to the next. However, the concept is often associated with the realization of economic or financial goals as well as satisfying customers’ needs (Rylkova, 2015).

The manufacturing sector is viewed as the key to addressing the unemployment challenge in Kenya and for transforming the country into an industrialized nation (Kimeto, 2012). Being an agricultural country, food processing presents the best opportunity for growing the manufacturing sector. Unfortunately, the Kenyan manufacturing sector has underperformed failing to realise its full potential. This sector accounts for less than 10% of the country’s GDP while products from Kenya control only 7% of regional market (Were, 2016). The sector has also been growing at a slower pace (3.5%) than the Kenyan economy for the last ten years. On the other hand, countries such as Rwanda, Tanzania, and Ethiopia are growing their manufacturing sector at more than 20% per annum.

The Kenyan manufacturing sector is also typified by use of obsolete technology as in the case of many sugar millers in Kenya, low capital injection, little research and development, and high operating costs (Kimeto, 2012). The sector has remained inward looking and is characterized by low levels of value addition especially in the agricultural and natural resources (Republic of Kenya, 2018). A unique attribute of the Kenyan manufacturing sector is the domination of the sector by small informal entities popularly known as “Jua Kali” (Ngui, Chege, Kimuyu, 2016). These informal entities make a wide assortment of products ranging from furniture, clothing and apparel, metal products, leather products, and glass and pottery. These entities are designed to fulfill domestic needs of locals and as underperformed failing to realise its full potential.

ABSTRACT

This study sought to assess whether innovation in the strategy implementation process contributed to sustained business performance with a specific focus of Unga Holdings Limited. It utilized the descriptive research design and targeted the population of 260 managerial and supervisory employees at Unga Holdings Ltd. A sample of 78 respondents (69 supervisory and 9 managerial staff) was selected using the stratified random sampling method. Questionnaires were used to collect quantitative data from supervisory employees while interview guides were used to collect qualitative data from the managerial employees. Findings revealed that there is a high level of organizational performance at Unga Holdings Ltd. rated at 84.6%. Findings also showed that innovation in strategy implementation \( (r^2 = .434, \beta = .637, p=0.000) \) has a positive and statistically significant influence on organizational performance. The study recommends that manufacturing organizations particularly those in the food processing sub-sector should develop technologies and methods for supporting the strategy implementation process.

Keywords:
Innovation, Strategy Implementation, Organizational Performance, Unga Holdings Limited, Kenya.

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rarely get into export business. Very few of these informal manufacturing entities get to grow into medium-scale and large-scale businesses and thus their contribution to the Kenyan economy remains limited (Ngui et al., 2016).

Strategic management has been proven to help organizations improve their performance and survive in a changing environment as it can help organizations expand their clientele base, improve existing products and services as well as develop new ones, ensure better coordination of firm activities, and align company resources and capabilities with existing opportunities and threats (Ahmad, Omar, & Quoquab, 2019; Iwaski, 2014; and Galadanchi & Bakar, 2018). Strategic management also helps organizations to determine the markets that they should venture, how to enter the markets, and ways of competing within new markets (Candy & Gordon, 2011). Mwihaki (2018) observed that most large organizations in the Kenyan manufacturing sector have developed formal strategies that stipulate how they intend to compete and grow. However, most of these companies have not been successful in transforming their strategic intentions into actions that lead to tangible results.

Even the best formulated strategy cannot have an impact on an organization, if it is not effectively implemented (Candy & Gordon, 2011). A carefully prepared and solid strategic plan must be coupled with proper strategy implementation for it to have an impact on the organization. The literature reviewed so far has established that while the relationship between strategy implementation and organizational performance has been widely researched, most of the studies have not pinpointed the specific elements of strategy implementation that influence organizational performance. The present study sought to examine the link between innovation in strategy implementation and performance of organizations with a specific focus of Unga Holdings Ltd.

Unga operates in the manufacturing sector particularly the agro-processing subsector. It is involved in the processing of a wide range of agricultural products for both human and animal consumption (Unga Holdings Limited, 2019). As one of the successful and long-serving manufacturing organizations, Unga Holdings can provide useful lesson on how manufacturing organization can survive, grow, and enjoy long-term success. Therefore, the study sought to examine the influence of innovation in strategy implementation on the performance of this organization with the view of generating recommendations that will help other businesses to also achieve long-term success.

Literature Review

Innovation is a major determinant of strategy implementation effectiveness and sustained organizational performance of an organization. In a survey by American Management Association, 90% of the 1,396 business executives that were sampled considered innovation to be a critical ingredient for long-term survival of a firm (Friis, Holmgren, & Eskildsen, 2014). However, innovation alone cannot guarantee business success, but innovation must also be linked to the organization strategy for it to pay-off. Innovation is a multifaceted concept that incorporates different aspects such as development of new technologies, new products and markets, and new methods and procedures (Kamande & Orwa, 2015).

Development of new technologies is one of the aspects of innovation that has been linked to strategy implementation success. According to Ansari (2013), organizations must deploy technologies that fit their selected strategies in order to enhance the implementation process. Today, organizations are under increased pressure to deploy radical and innovative technologies in the way they implement their strategy in order to boost their chances of success. As Sibanda and Ramrathan (2017) explained, modern technologies provide means for enhancing the effectiveness of strategic communication. Technology may also facilitate the transformation of business processes in line with the plans stipulated in the company’s strategy. Babu (2018) noted that initially, technology was considered as an enabler of the strategic management process, but today, its role has been elevated to that of effective decision-making that contributes to competitive advantage. Technology can help an organization to detect changes in its business environment, simulate different scenarios, and assess large amount of information leading to improved decision making.

Njoroge (2016) observed that there was a strong relationship between deployment of technology in strategy formulation and implementation and organizational success at the Kenya Power and Lighting Company. Results showed that deployment of technology enhanced the efficiency of processes needed to implement the company’s strategies. For instance, deployment of information technology in human resource management helped to link employees rewards with their contribution towards the implementation of the company’s strategy. The study by Njoroge (2016) however relied on descriptive and qualitative approaches and thus the relationship between technology and organizational performance was not statistically tested. The current study addresses this gap by making use of inferential statistics to test the influence of technology for strategy implementation on performance of Unga Holding Ltd.

Kihara, Bwisa, and Kihoro (2016) also found that technology played a central role in the implementation of strategies and performance of small and medium manufacturing firms in Thika Town, Kenya. The Pearson correlation method was used to test the relationship between technology use, strategy implementation, and organizational performance. Results showed that firms that paid greater attention to technological issues during the strategy implementation process had greater performance than those who paid less attention to technological issues. The results showed that technology deployment is a vital capability that all manufacturing organizations need in order to execute their strategies and improve their performance. The study by Kihara et al. (2016) did not however assess the trend in performance of the sampled organization and thus did not provide evidence regarding whether technology
deployment in strategy implementation contribute to the long-term success of the organization. The present study addresses this gap by examining the case of Unga Holding Ltd., which has a history of sustained organizational performance.

Another aspect of innovation is the development of new methods and procedures for implementing strategies. The study by Li, Gou, and Eppler (2008) established that many organizations use one of the following four methods in implementing strategies: edict, persuasion, participation, and intervention. The edict method is characterized by use of command and control approaches of implementing strategies while persuasion entail convincing stakeholders to embrace the selected course of actions without involving them in the selection process. The participation approach entails involving all members of organizations in selecting and implementing courses of actions while intervention entails adjusting strategies in line with changes in environment. Li et al., 2008 found that the persuasion method is the most widely utilized (42%) while the participation approach has the least utilization (17%). Intervention methods had the highest success rate with a 100% of firms that use recording effective strategy implementation. Persuasion and participation had a success rate of 75% while edict had the lowest success rate of 19%. The study by Li et al. (2008) suggests that intervention method is best followed by participation and persuasion. Edict method should be discouraged.

Conceptual Framework

Figure 1 presents the conceptual framework illustrating the main variables of the study, how they variables have been measured, and the presumed relationship between these variables.

![Conceptual Framework](image)

Figure 1: Influence of Strategy Implementation on Performance

Figure 1 shows that the independent variable of the study was innovation in strategy implementation. The study presumed that innovation in strategy implementation leads to effective implementation of strategy, which translates to excellent organizational performance as measured from the financial, customer, internal processes, and learning and growth perspectives. In addition, the study postulated that the relationship between innovation in strategy implementation and organizational performance is moderated by the culture of the organization.

Research and Methodology

The study employed the descriptive survey design. The target population of the study were 260 supervisory and managerial employees of Unga Holding Ltd. (230 supervisory staff and 30 managerial staff). The sample size was determined by computing 30% of the target population, which is in line with the recommendation by Mugenda (2011) that a sample that is equivalent to 10%–50% of the target population is sufficient for a descriptive study.

Consequently, the sample size for this study was 78 employees comprising of 69 supervisory staff and 9 managerial staff. The stratified random sampling technique was used to select the 78 employees from the target population of 260 staff. This sampling technique entailed segmenting the population into three strata in line with Unga Holdings Ltd. business units namely: Unga Limited, Unga Farm Care, and Ennsvalley Bakery. The number of respondents that were selected in each businesses unit was proportional to the population of supervisory and managerial staff in the unit. Table 1 presents a breakdown of the number of staff that were selected from the three units/ strata.
Table 1: Sampling Plan

| Unit/ Stratum          | Population of Supervisory staff | Sample size of Supervisory staff | Population of Managerial staff | Sample size of managerial staff |
|------------------------|----------------------------------|----------------------------------|-------------------------------|---------------------------------|
| Unga Limited           | 110                              | 33                               | 17                            | 5                               |
| Unga Farm Care         | 88                               | 26                               | 11                            | 3                               |
| Ennsvalley Bakery      | 32                               | 10                               | 2                             | 1                               |
| **Total**              | **230**                          | **69**                           | **30**                        | **9**                           |

Data Collection Instruments

Questionnaires were used to gather quantitative data from the supervisory staff. The questionnaires were structured in nature in order to facilitate coding of data and the use of statistical methods of analysis. The questionnaire had a section for collecting respondents’ demographic information and another section that contains questions that correspond to the study variables. The questionnaires mainly comprised of Likert type questions. Interview guide were used to collect qualitative data from managerial staff. The interview guide was structured, which means that it comprised a list of uniform questions that were presented to all interviewees.

A pilot study was conducted at one of the Unga Farm Care Plants (the Nakuru Mineral Plant) to examine the validity and reliability of the data collection instrument. The pilot study involved 8 staff comprising of 7 supervisory employees and 1 managerial employee. Validity was assessed by examining the relevance and comprehensive of the data collected during the pilot in relation to the research objectives. The validity of the data collection instruments was also enhanced by dividing the instrument into sections that correspond to each variable of the study to ensure that all study variables are adequately covered in the instruments. Validity was enhanced further by seeking the input of university research supervisors, who assessed the relevance of the questions.

Reliability of the data collection instrument was assessed by analysing the pilot test data using the Cronbach alpha method. The likert scales measuring the independent ($\alpha = 0.711$) and dependent variables ($\alpha = 8.35$) of the study had Cronbach alphas that were greater than 0.7. This indicated that the scale had acceptable level of reliability. Only the questionnaire was subjected to the reliability test. The analysis was done using the Statistical Package for Social Sciences (SPSS) version 25. Employees from the Nakuru Mineral Plant were excluded from the main study because the pilot sample was drawn from this site.

Data Collection and Analysis Procedures

The researcher obtained approval to conduct the study from the Postgraduate Office at St. Paul University as well as the National Commission for Science Technology and Innovation (NACOSTI). The researcher then approached the management of Unga Ltd., informed them about the study, and also obtained approval to conduct the research in the organization. With the help of the human resource manager, the researcher then distributed the questionnaire among the supervisory staff in line with the sampling plan. The respondents were given a period of one week to complete the questionnaires. For the interviews, the researcher agreed on appropriate date and time for the interview with each interviewee. The interview lasted for 35 to 45 minutes and data was recorded through note-taking.

The duly completed and returned questionnaires were sorted, assessed for completeness, coded, and entered into the SPSS software. Descriptive statistics such as frequency, percentages, and means were used to summarize data on each variable of the study in order to identify patterns. Inferential statistics were then used to assess the relationship between the independent and dependent variables of the study. The simple linear regression technique was used to conduct the inferential analysis. The following model was used:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where,

$Y$ = organizational performance at Unga Holdings Ltd, $\beta_0$ = constant, $\beta_1$ = beta coefficients for Innovation in Strategy Implementation, $X_1$ = Innovation in Strategy Implementation, $e$ = error term.

Data collected during the interview was analysed using the thematic content analysis technique (Vaismorai & Snelgrove, 2019). This method entailed identifying key themes from information provided by each interviewee and then synthesizing themes obtained from different interviewees to form broader themes and patterns.

Data Analysis, Presentation and Interpretation

Response Rate and Sample Characteristics

The study targeted to reach a sample of 78 employees of Unga Holding Ltd. out which 74 were able to complete the study by either completing a questionnaire or participating in an interview. This figure translates to a response rate of 94.9%. This response rate is
above the average response rate of 65.3% for business studies targeting organizations that was established in the study by Krishnan and Poulose (2016), that assessed 2000 articles published in 26 leading business journals.

### Table 2: Respondents Demographic Profile

| Demographic Trait | Categories                  | Supervisors (%) | Managers (%) |
|-------------------|-----------------------------|-----------------|--------------|
| Gender            | Male                        | 59.7%           | 57.1%        |
|                   | Female                      | 40.3%           | 42.9%        |
| Age               | Mean                        | 37.96 years     | 47.43 years  |
|                   | Minimum                     | 24 years        | 40 years     |
|                   | Maximum                     | 56 years        | 59 years     |
| Work Years        | Mean                        | 7.9 years       | 15.0 years   |
|                   | Minimum                     | 1 years         | 3 years      |
|                   | Maximum                     | 30 years        | 31 years     |
| Highest Education Level | Vocational Training       | 31.3%           | 0%           |
|                   | University Degree           | 68.7%           | 100%         |

Male respondents were the majority in both the supervisors’ sample (59.7%) and managers’ sample (57.1%). The findings are consistent with a survey the Kenya Association of Manufacturers (2019), which found that female representation in the Kenyan manufacturing sector stood at 19%. These findings indicate that the sample was representative of the composition of the workforce in the manufacturing sector where gender is concerned.

The mean age of supervisors who participated in the study was 37.96 years. On average, the managers were older than the supervisors with a mean age 47.43 years. The age composition of the sample is sensible and likely to be representative of ages of supervisory and managerial staff in most manufacturing organizations. A study by Wilton (2011) showed that work experience is a vital qualification for supervisory and managerial jobs in most organizations. Work experience is closely correlated with the age of a worker.

In terms of work experience, managers had worked for longer at Unga Holdings Ltd. (mean=15 years) when compared to supervisory staff who had mean work years of 7.9 years. These findings further reinforce the study by Wilton (2011), which asserts that work experience is key requirement for most managerial jobs in organizations. Nonetheless, the findings show that most of the respondents have been at Unga Holding for long enough and thus are more likely to be highly informed about the strategy implementation practices of the organization as well as the performance of the company.

Concerning the education level of the respondents, 31.3% of the supervisory staff had vocational training, 68.7% of the supervisory staff had university degrees while 100% of the managerial staff had university degree. The distribution of respondents according to education level is sensible as it is common for managerial staffs in organizations to have higher level of education than the employees who work under them.

### Innovation in Strategy Implementation

The study theorized that company’s innovativeness in the strategy implementation process has an influence on organizational performance. To examine whether this was the case at Unga Holdings, respondents were presented with a list of ten statements related to innovation in strategy implementation and requested to indicate their level of agreement with each on a five-point scale. Their responses are summarized in Table 3.
Table 3: Innovation in Strategy Implementation at Unga Holdings

| SS/N  | Statement                                                                 | N  | Mean |
|-------|---------------------------------------------------------------------------|----|------|
| TU1   | The company has developed technological systems for gathering data needed to improve the strategic management process | 67 | 4.03 |
| TU2   | The company has created methods and procedures for facilitating the communication of company strategy to all stakeholders | 67 | 4.22 |
| TU3   | The company has developed methods and procedures for supporting the training of stakeholders on strategy implementation | 67 | 4.21 |
| TU4   | Employees at Unga are empowered to generate ideas that will aid the implementation of the company’s strategy. | 67 | 4.31 |
| TU5   | The company has developed systems and procedures for facilitating the rewarding of individuals and departments that excel in strategy implementation. | 67 | 4.03 |
| TU6   | The company has devised technological systems that improve coordination between business units and department during the implementation of strategic plan | 67 | 4.30 |
| TU7   | The company has technological systems that enable employees to interact openly leading to effective strategy implementation | 67 | 4.24 |
| TU8   | The company has technological system for gathering information regarding changes in the business environment leading to successful strategy implementation | 67 | 4.15 |
| TU9   | The company has technological systems for improving the strategic decision-making process. | 67 | 4.09 |
| TU10  | The company has devised methods and procedures for improving coordination in the strategy implementation process. | 67 | 4.18 |

Innovation Aggregate score: 67, Mean: 4.18

A major aspect of innovation in strategy implementation is deployment of technology in the strategy implementation process. Respondents on average agreed (mean= 4.03) with item TU1, which alleged that Unga Holdings had developed technological systems for gathering data needed to improve the strategic management process. Similarly, respondents agreed (mean=4.30) with item TU6, which posited that Unga Holdings has devised technological systems that improve coordination between business units and department during the implementation of strategic plan. Respondents also agreed (mean= 4.24) with item TU7, which contends that Unga Holdings has technological systems that enable employees to interact openly leading to effective strategy implementation. In addition, respondents agreed (mean= 4.15) with item TU8, which states that Unga Holdings has technological system for gathering information regarding changes in the business environment leading to successful strategy implementation.

These findings indicate that Unga Holdings had developed technological systems for gathering data needed to implement strategies, improving communication of strategic issues across the organization, improving interaction of employees, and gathering information on changes in the business environment. Babu (2018) noted that technological systems have become a central ingredient in the strategy implementation process as it helps an organization to detect changes business environment, simulate different scenarios, and assess large amount of information leading to improved decision making. Technological systems are particularly important for Unga Holding Ltd. given that the company has many plants that are geographically dispersed. The top leadership team at the company headquarter needs sound technological system to gather and process information from different plants. Technological systems are also needed to communicate strategic intents and activities to employees located in different geographical areas. Current findings suggest that Unga Holdings has put such technological systems in place. Interview3 mentioned that:

The company developed E-learning and training systems. The company also has systems that enable employees to work from remote locations (Interview Data, 2020).

Interview4 also recounted that:

The company has deployed E-connect (ICT) plot form to connect with consumers across the country. It has also developed a sales team waiting system to coordinate sales activities and car tracking systems to monitor movement of company assets (Interview Data, 2020).

Another aspect of innovation in strategy implementation is development of methods and procedures for supporting the strategy implementation process. In connection to this issue, respondents on average agreed (mean=4.22) with item TU2, which claimed that Unga Holdings has created methods and procedures for facilitating the communication of company strategy to all stakeholders. Respondents also agreed (mean= 4.21) with item TU3, which asserted that the company has developed methods and procedures for supporting the training of stakeholders on strategy implementation. Further, respondent agreed (mean= 4.03) with item TU5, which contended that the company has developed systems and procedures for facilitating the rewarding of individuals and departments that excel in strategy implementation. Respondent similarly agreed (mean= 4.18) with item TU10, which specified that Unga Holdings has devised methods and procedures for improving coordination in the strategy implementation process.

These findings indicate that Unga Holdings has developed method and procedures for improving communication of strategic issues to all company stakeholders, training stakeholders on strategy implementation, rewarding individuals and departments that excel in implementation of company’s strategies, and enhancing coordination in the strategy implementation process. These methods and procedures indicate that Unga Holdings value the participation of all company stakeholders in the strategy implementation process, which according to Li et al. (2008) is the one of the most successful model of implementing strategies.
To get an overall view of Unga Holdings innovation in strategy implementation, an aggregate innovation score was computed by obtaining the statistical mean for all the ten items in the innovation in strategy implementation scale. Table 4.6 illustrates that aggregate innovation in strategy implementation mean score for Unga Holdings is 4.18 out of a highest possible score of 5. This mean score translates to a percentage score of 83.6%, which indicates that from the respondents’ perspective, Unga Holdings possesses 83.5% of all the indicators that the study used to measure innovation in strategy implementation.

**Organizational Performance at Unga Holdings Ltd**

The dependent variable of the study was organizational performance. To establish how innovation in strategy implementation influences organizational performance, it was essential for the study to first quantify organizational performance at Unga Holdings. Organizational performance was measured by examining the four parameters of the balanced scorecard model namely: financial performance, customer performance, internal process performance, and learning and growth. Respondents were presented with a list of 16 statements related to the four parameters and asked to indicate their agreement with each parameter. Results are summarised in Table 4.

**Table 4: Organizational performance at Unga Holdings Ltd.**

| S/N | Statement                                                                 | N  | Mean  |
|-----|---------------------------------------------------------------------------|----|-------|
| BP1 | The company’s revenues have increased over the years following successful execution of company strategies | 67 | 3.96  |
| BP2 | The company’s profits have increased over the years due to effective implementation of strategies | 67 | 4.01  |
| BP3 | The company has managed to expand its market share owing to effective execution of its strategies | 67 | 4.16  |
| BP4 | The company’s sales volumes have increased over the years due to proper strategy implementation | 67 | 4.00  |
| BP5 | The level of customer satisfaction with our products has increased over the years as result of effective implementation of company strategy | 67 | 4.25  |
| BP6 | The availability of our products in the market has improved due to successful execution of company strategies | 67 | 4.12  |
| BP7 | The quality of our products has improved over the years owing to successful implementation of company strategies | 67 | 4.42  |
| BP8 | Successful implementation of strategies has enabled the company to bring down the prices of its product resulting in greater customer satisfaction | 67 | 4.09  |
| BP9 | Operating costs have gone down over the years owing to effective implementation of company strategies | 67 | 4.09  |
| BP10| The company supply and distribution systems have become more efficient due to successful execution of strategies | 67 | 4.16  |
| BP11| The number of defective products has declined as result of effective implementation of company strategies | 67 | 4.13  |
| BP12| The safety of the company’s operation has improved due to effective implementation of strategies | 67 | 4.40  |
| BP13| There has been substantial improvement employees’ skills due to successful implementation of company strategies | 67 | 4.40  |
| BP14| The company has been able to develop new products over the years due to effective execution of its strategies | 67 | 4.43  |
| BP15| Effective implementation of strategies has enabled the company to improve its production technology over the years. | 67 | 4.63  |
| BP16| Successful implementation of strategies has enabled the company to penetrate existing markets and venture into new markets | 67 | 4.43  |
|    | Organizational performance aggregate score                                   | 67 | 4.23  |

Table 4 illustrates that respondents on average agreed (mean=3.96) with item BP1, which specified that Unga Holdings revenues have increased over the years following successful execution of company strategies. Respondents also agreed (mean=4.01) with item BP2, which detailed that Unga Holdings profits have increased over the years due to effective implementation of strategies. Similarly, respondents agreed (BP3, mean=4.16) that Unga Holdings has managed to expand its market share owing to effective execution of its strategies. Further, respondents agreed (BP4, mean=4.00) that Unga Holdings sales volumes have increased over the years due to proper strategy implementation. The four items sought to assess the financial performance of Unga Holdings Ltd.

The findings suggest that Unga Holdings financial performance has improved over the years owing to proper implementation of the strategies. The improvement in performance has been marked by growth in the company’s revenues, increase in the company’s profits, expansion in the market share of the company, and increase in the volumes of sales. Yildiz and Karakas (2012) noted that financial performance is vital dimension of an organization’s overall performance as it captures the bottom line for all commercial organization. The bottom line for every commercial organization is usually to make profits that maximize the wealth of shareholders.

**The company’s performance is good. Volume and profitability have grown. Employees have enjoyed bonuses and dividend has been paid to shareholders (Interview Data, 2020).**

Manager3 also described that:

**Performance is good give that Unga has dominated the market for flour and animal feeds with market share of above 40%. Profitability had exceeded budget expectations especially in the past 3 years. Volumes have grown though marginally at 7% per year.**
Another parameter that was used to assess organizational performance was customer experiences, which was assessed by item BP5, BP6, BP7, and BP8. Table 4.7 shows that respondents agreed (mean = 4.25) with item BP5, which stated that the level of customer satisfaction with Unga Holdings’ products has increased over the years as a result of effective implementation of company strategy. Respondents also agreed (mean = 4.12) with item BP6, which claimed that the availability of our products in the market has improved due to successful execution of company strategies. Respondents similarly agreed (BP7, mean = 4.42) that the quality of Unga Holdings’ products has improved over the years owing to successful implementation of company strategies. Respondents also agreed (BP8, mean = 4.09) that successful implementation of strategies has enabled the company to bring down the prices of its product resulting in greater customer satisfaction.

Item B5 examined the issue of customer satisfaction with findings suggesting that most customers are satisfied with Unga Holdings’ products. This implies that Unga Holding has been successful in delivering satisfactory experiences to customers, which is critical to the long-term success of a business. Items BP6, BP7, and BP8 assessed specific issues that determine customer experiences including the ease of availability of Unga Holdings’ products, quality of the products, and prices of products. Current findings suggest that Unga Holdings has manager to improve these issues resulting in positive experiences for customers. This position is supported by the interview data. Manager4 disclosed that:

The company has depots across major towns that have made product available near the customer point. The company has also built a robust customer service department that enables it to engage and serve customers better. Market surveys and customer survey have also been done to provide insight on how to improve customers’ experiences (Interview Data, 2020).

Manager7 emphasized that delivering unique and delightful customer experience is a major priority for Unga Holdings. The manager narrated that:

The company has done very well in terms of improving customer experiences. There is a common theme that has been embraced by all staff across the organization “Delight one, connect ten”. There is a lot of orientation to the customer through the key performance indicator that the company monitors (Interview Data, 2020).

The internal process parameter was evaluated using items BP9, BP10, BP11, and BP12. Table 4.7 illustrates that respondents on average agreed (mean = 4.09) with item BP9, which specified that operating costs have gone down over the years owing to effective implementation of company strategies. Respondents also agreed (mean = 4.16) with item BP10, which states that Unga Holdings supply and distribution systems have become more efficient due to successful execution of strategies. Respondents also agreed (BP11, mean = 4.13) that the number of defective products has declined as result of effective implementation of company strategies. Respondents further agreed (BP12, mean = 4.40) that the safety of the company’s operation has improved due to effective implementation of strategies.

These findings suggest that Unga Holdings has improved critical aspects of its internal processes including its cost of operations, its supply and distribution processes, errors and defects in the production process, and the safety of its operations. Malgwi and Dahir (2014) observed that internal business processes have a major impact on the long-term performance of an organization. Improving processes on a continuous basis enables an organization to sustain good performance over a long period.

The learning and growth parameter was assessed by items BP13, BP14, BP15, and BP16. Table 4.7 demonstrates that respondents on average agreed (mean = 4.40) with item BP13, which stated that there have been substantial improvement employees’ skills due to successful implementation of company strategies. Respondents also agreed (mean = 4.43) with item BP14, which claimed that Unga Holdings has been able to develop new products over the years due to effective execution of its strategies. Respondents strongly agreed (BP15, mean = 4.63) that effective implementation of strategies has enabled the company to improve its production technology over the years. Respondents further agreed (BP16, mean = 4.43) that successful implementation of strategies has enabled the company to penetrate existing markets and venture into new markets.

These findings indicate that Unga Holdings Ltd. has also enhanced learning and growth with the company has marked by improvement in employees’ skills, development of new products, improvement in the production technology, and penetration into new markets. According to Quesado, Guzman and Rodrigues (2017), learning and growth is vital to the performance of the company in future as it leads to improvement in future productivity, higher loyalty and retention rate among employees, and greater innovation.

The overall performance of Unga Holdings Ltd. was computed by obtaining the statistical mean of responses to all the 16 items in the organizational performance score. Table 4.7 show that the organizational performance aggregate score for Unga Holdings is 4.23 out of a highest possible score of 5. This mean score translates to a percentage score of 84.6%, which indicates that from the respondents perspective, Unga Limited has met 84.6% of the indicators that the study used to measure organizational performance.

Regression Analysis

The multiple linear regression analysis was conducted in order to test the influence of innovation in strategy implementation on organizational performance at Unga Holdings Ltd. Results are summarized in Table 5
Table 5: Regression Analysis Results

| Variable                  | r   | r²  | Constant | F      | P    |
|---------------------------|-----|-----|----------|--------|------|
| Dependent                 |     |     |          |        |      |
| Organizational Performance| .659| .434| 1.570    | 49.911*| .000 |

| Independent               | Beta | Standardized Beta | t  |      |
|---------------------------|------|-------------------|----|------|
| Innovation in Strategy Implementation | .637*| .659*             | 7.065 | .000 |

Table 5 illustrates that the model has an r-square value of 0.434, which indicates that innovation in strategy implementation explain 43.4% of organizational performance at Unga Holdings Ltd. Cohen (1992) described that an r-square of 0.26 or 26% and above indicate high effect size in social sciences because social phenomenon such as organizational performance are influenced by a multitude of variables. Therefore, the model formulated in the current study can be considered to have a high effect size give than it had an r-square that is greater than 0.26.

The ANOVA test yielded an F-value of 49.911 and p-value that is less than 0.01. This indicates that innovation in strategy implementation has a statistically significant relationship with organizational performance at Unga Holdings Ltd. The position is further reinforced by the beta coefficients. Innovation in strategy implementation has a positive beta coefficient of 0.637, which indicate that innovation in strategy implementation has a positive relationship with organizational performance at Unga Holding Ltd.

Particularly, the coefficient shows that improving the innovation in strategy implementation score by 1 unit would increase the organizational performance score by 0.637 units. The t-test on this variable (t=7.065, p=.0000) gave a p-value that is less than 0.01. This indicates that the relationship between innovation in strategy implementation and organizational performance is statistically significant at the 0.01 level of significance. These findings imply that innovation in strategy implementation has a positive and statistically significant influence on organizational performance at Unga Holdings Ltd.

Conclusions and Recommendations

Findings of the study led to the conclusion that there is a high level of organizational performance at Unga Holding Ltd. typified by excellent financial performance, high level of customer satisfaction, improvement in internal processes, and learning and growth. Findings showed that Unga Holdings has not excelled in the financial perspective only but has also performed exceptionally in customer, internal process, and learning and growth perspectives that contributed to sustained business performance. Respondents rated the performance of the organization at 84.6% based on the parameters provided by the study.

The study also concludes that there is high level of innovation in the strategy implementation process at Unga Holdings marked by development of technological systems for support communication of strategy issues, gathering and processing data, and rewarding employees and department. The organization has also developed methods and procedures for improving communication, training stakeholders, and rewarding employees. The study further concludes that high level of innovation in the strategy implementation process has also contributed to high organizational performance at Unga Holdings Ltd. Inferential analyses showed that innovation in strategy implementation also had a positive and statistically significant (β=.389, p=.000) influence on organizational performance at Unga Holdings Ltd. This implies that a high level of innovation in the strategy implementation process increase the performance of an organization. These findings create a strong case for organizations to be innovative in how they implement strategies. In order to respond effectively to the modern business environment that has become so dynamic, organizations particularly in the manufacturing sector need to find creative ways of adjusting their strategy implementation tactic in line with changes in the business environment. Organizations must also develop the capacity to sense and detect threats and opportunities presented by changes in business environment and transform their strategy implementation process in a way that seizes new opportunities and counters emerging threats.

Based on the findings, the study recommends that manufacturing organizations particularly those in the food processing sub-sector should foster creative thinking and risk taking among individuals leading the strategy implementation process. Findings reveal that creative thinking and risk-taking is one of the leadership elements that have contribute to the performance of Unga Holdings. Other manufacturing organizations should replicate the same within their organization. Manufacturing organizations should also develop technological systems, methods and procedures for improving communication of strategic issues, collecting data for improved decision-making and rewarding stakeholders who support the decision-making process.

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