STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF MUMIAS SUGAR COMPANY LIMITED IN KAKAMEGA COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY

JUNE, 2021
DECLARATION

I declare that this research project is my original work and has not been submitted to any other institution for awarding any degree or diploma. No part of this project may be reproduced without the permission of the author and / or the University of Kenyatta.

Sign_________________ Date__________________

Francis Namuswa Mutibo
D53/OL/KSU/32626/2017

With my approval as a University Supervisor, this research project has been submitted for examination.

Sign_________________ Date__________________

Dr. John Mutinda
Business Administration Department
DEDICATION

To all my friends, I do dedicate this study to you.
ACKNOWLEDGEMENT

I thank Dr. John Mutinda, for his expert direction during my examination and for his model participation during this troublesome and requesting mission. His support, a ton of motivation and all the persistence to experience all the phases of the exploration proposition sometimes to guarantee that everything is perfect is really honorable. During this season of my investigations, I might likewise want to offer my true thanks to my family for their limitless help and to my colleagues for sharing thoughts, backing and motivation during my examinations. Moreover, I might want to stretch out my appreciation to Kenyatta University by and large and to all personnel staff who have made a critical commitment to the information acquired during my examination time.
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<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<tr>
<td>ROA</td>
<td>Return on Assets</td>
</tr>
<tr>
<td>BAICL</td>
<td>British-American Investments Company limited.</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>PLS-PM</td>
<td>Partial Least Square Path Modeling</td>
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<tr>
<td>KSMS</td>
<td>Kenya School of Monetary Studies</td>
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<td>SPSS</td>
<td>Social Sciences Statistical Package</td>
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## OPERATIONAL DEFINITION OF TERMS

<table>
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<tr>
<th>Term</th>
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<tr>
<td><strong>Strategic Change Management</strong></td>
<td>Refers to change management in a formal context, thoughtful manner to achieve organizational goals and tasks.</td>
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<tr>
<td><strong>Employee Empowerment</strong></td>
<td>Refers to a management strategy aimed at providing staff with the needed instruments and resources to make confident workplace choices without oversight.</td>
</tr>
<tr>
<td><strong>Stakeholder Involvement</strong></td>
<td>The process in which an organization includes people who can be affected by their choices or who can affect the execution of their decisions.</td>
</tr>
<tr>
<td><strong>Organizational Structure</strong></td>
<td>System that describes how certain actions are aimed towards an organization’s objectives.</td>
</tr>
<tr>
<td><strong>Organizational Culture</strong></td>
<td>Refers to the fundamental beliefs, assumptions, values and methods of interaction that lead to the unique communal and emotional atmosphere of an organization.</td>
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ABSTRACT

Organizations are open systems that operate in environments with many challenges. Change in this case has become an everyday component of organizational dynamics and these organizations need to recognize these changes in order to perform effectively. Despite many change strategies and policies in place, the Mumias Sugar Company has continued to face below-expected performance. Therefore, the organization needs to create the necessary infrastructure to plan, implement and sustain their corresponding changes. The study investigated strategic change management influence on performance of Mumias Sugar Company Limited, Kakamega County, Kenya. Specifically the study focused on how employee empowerment, stakeholder involvement, organizational structure and organizational culture influence organizational performance. The study was anchored on resource based view theory, expectancy theory, stakeholder theory and contingency theory. A descriptive research design was adopted. Mumias Sugar Company in Kakamega County, Kenya, was targeted in the report. A total of 122 participants, including 10 senior management and 112 middle level and junior staff, formed the target population of the respondents. There was a census of 122 respondents. Data was gathered using questionnaires. Content validity guaranteed the validity of the testing instrument, and the Cronbach alpha coefficient test the reliability of the questionnaires was used to assess them. On employee empowerment, the study concluded that through empowerment, employees become more accountable, knowing that the managers have confidence in their ability to perform which makes the employees to do the job to the best of his or her ability. On stakeholder involvement, the study concluded that stakeholder engagement increases the chances of delivering improved customer-oriented services and goods that are essential for the success of change initiatives. On organizational structure, the study concluded that the structured relationships of reporting, regulations, controls and authority and processes of decision making of the organization are characterized by how tasks are formally divided, grouped and arranged. On organizational culture, the study concluded that there should be organizational and behavioral changes that need to be made to accommodate and sustain progress with any positive change. On employee empowerment, the study recommended that the organization should assign employees the right responsibilities with the aim of improving and developing the skills and obligations of its workers. On stakeholder involvement, the study recommended that the organization should ensure that there is very clear stakeholder identification criterion with open and clear stakeholder communication channels. On organizational structure, the study recommended that the organization should recognize a leader to organize, encourage and facilitate the work and create rules by illustrating how formal and informal organizations work inside the association. On organizational culture, the study recommended that the organization first they need to consider the society of today, then determine where they want to go, identify their strategic path and determine what the culture of the business is meant to look like to help the process of strategic change.
CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Competition among organizations is growing rapidly in the company global setting. To compete effectively in such competitive company setting, the organization needs to continually develop strategies that respond properly to its competitive benefit (Miller, 2015). Pearce and Robinson (2012) point out that by combining their strategic responsiveness with strategic aggression and how environmental turbulence is balanced, the achievement of each organization is decided. It should also be noted that businesses need a vital match between the climate and what the undertaking needs to give, just as what organization needs and what the climate can give.

Dolan and Garcia (2015) indicate that strategic organizational change occurs as a consequence of modifications in the setting or in case of an answer to the present organizational crisis scenario and the organization has to consider the reasons for change, both the internal and external environment to decide which variables to change. According to Boeker (2016) when an organization undergoes change it needs to determine its key importance so that it can be maintained in the process of change. These authors further argue that while the essence of change is not always the same, as change takes place in a number of shapes and sizes and can be constructive or reactive, depending on contextual variables.

Lines (2014) argue that with the advent of contemporary technologies, the company environment is becoming highly competitive which calls for new business techniques to provide better quality of products or services to clients. Thus calls for the need for change in every organization. Ravasi and Phillips (2015) show that if a business wishes to stay competitive and successful, change is essential. The needs and expectations of clients are constantly evolving, forcing
organizations to find better methods to satisfy their customers’ requirements. Therefore, in every organization, change is important because it helps them to compete with other organizations and lead them to business goals.

### 1.1.1 Organizational Performance

Organizational performance is all about objective successes by converting inputs into outputs. In other words, by how well an individual is doing to achieve its goals. All in all, achievement of goals can be perceived by how well an association is performing to accomplish its objectives (Richard, 2016). Lusthaus (2018) observes that understanding the productivity level of the company is really important for an organization’s owners or administrators to know what improvements they can bring in. Without knowing the findings, it would be difficult for the managers of the company to understand exactly what operational adjustments are required.

Organizational efficiency refers to a long-term program to develop the capacity to solve problems of an organization and its capacity to deal with changes in its external environment (Short & Palmer, 2013). According to David and Rachid (2015) the success of the organization involves an organization's actual production or outcomes as calculated against expected targets and goals. From a content perspective, these authors further indicate that performance is all about increasing the market share, effectiveness and performance. It illustrates the relationship between efficient and minimal cost, the expected result and the result achieved, between cost realized and cost effective.

The success of an organization both internal and external parameters that perform various roles and functions can most often be related to contribute to general achievement in important proportions (Damanpour & Evan, 2014). Kenny (2017) observes that the efficiency of the
organization is the degree to which in accordance with its task, the company achieves a collection of predetermined objectives. Customer value, team efficiency, talent management, operational efficiency and effectiveness are among the most prevalent performance drivers.

Organizational performance alludes to how much the points of an association are or have been achieved. Organizational success also requires determining how efficiently an organization uses its resources to achieve its goals and objectives, as defined in Olagunju and Obademii (2012). It also refers to the method of evaluating the real outcomes of the policies and activities of a company against its objectives and goals. Parmenter (2015) notes that organizational performance is used to assess a specified period of time over the general economic and non-financial well-being of the company. Thus, an organization’s achievement is assessed from both qualitative and quantitative aspects.

Bennett, Lance and Woehr (2014) portrayed organizational performance as an approach to check progress towards achieving pre-chosen targets, recollecting data for the profitability with which resources are changed over into objectives and goals, the consistency of these information sources and results, and the ampleness of various leveled practices in regards to their individual responsibilities. Admittance to dependable information and skill, legitimate arranging, imagination and adaptability are the primary achievement factors for effectiveness of the organization. Performance in this study was measured in terms of operational efficiency, market share and quality products.

1.1.2 Strategic Change Management

Strategic change management enables businesses to make the necessary adjustments carefully and responsibly and enables the organization to deal with the change in an organized, reflective
way to accomplish organizational strategies, objectives and tasks (Fiss & Zajac, 2016). Dunphy and Stace (2017) observe that change management processes the desire for more integrated ways of working and the need to increase market efficiency are motivated by many strategic factors. Typically, these considerations result in organized change plans based on the premise that change management consists of a series of steps that are perceived to be objective, observable and linearly manageable programs that can be introduced in a relatively short period. It can also be argued that the implementation of a plan for change management provides the company with guidance and intent for all other activities of management of change.

Armstrong (2009) describes management of strategic change as the strategy of managing change to accomplish organizational objectives, goals and missions in an organized, reflective way. In order for organizations to continue to thrive, satisfy and surpass the competitiveness of industry competitors, change is required. Branson and Christopher (2012) shows that strategic transition concerns the long-term and organizational issues around change. It is a transition to a future state widely understood in terms of strategic vision and reach. It therefore, required for professionals to interpret and adapt guaranteeing the most appropriate fit between business strategies and plans.

Employee empowerment is described as the techniques of a company to give more autonomy, control over its role to its staff, decision-making accountability for their particular organizational duties (Quinn & Gretchen, 2015). The authors further indicate that empowerment has a significant importance to the organization’s efficiency as it relates to employee motivation, team work, participatory decision making and so on. Zeffane and Al Zarooni (2017) noted that employee empowerment is a crucial factor in building trustful relationships in organizations and
is a key factor in building trustful relationships factor in producing sustainable change in any organization, which in turn beneficially affects the presentation of the organization.

The empowering method enables employees by improving understanding, abilities or attitudes to gain skills through training experience, learning how to be more effective at work (Buckley & Caple, 2010). Shaw (2011), for instance, shows that staff training is one of the essential instruments that assist improve organizational efficiency while at the same moment helping to improve the organization’s performance. The author further argues that it is very essential for the organization to make additional attempts and invest a lot in training of employees if it wishes to accomplish its goals in the most economical manner.

If performance is to be achieved or opposition or failure arises when implementing change, it is important to include stakeholders in managing the change (Morsing & Schultz, 2016). Harrison and John (2017) note that engagement by stakeholders gathers details about motivations, expertise, aspirations and concerns about change. The authors further argue that for a more thorough review of the stakeholders, their degree of influence, whether formal or informal within the organization, should be taken into account so that their expressed support for the proposed change can either be leveraged or if opposition is identified, they can be engaged early to ensure their buy-in and cooperation.

Organizational structure is the way or techniques of dividing, organizing and harmonizing organizational operations. A suitable organizational structure is very crucial in achieving organizational objectives and strategies (Child, 2012). Ouchi (2014) observes that organizational structure is a significant source of competitive gain considered one of the essential requirements for successful adaptation to change through effective changeability and versatility. Therefore, an
organization should have agility and flexibility in order to survive in a vibrant and complex setting, in which the primary factor is the organizational structure that is the primary force of change.

Organizational structure according to Keogh (2014) describes the supervisory ties, departmental structure and workflow of an organization. Since performance management spins around the connections among supervisors and their subordinates, the hierarchical structure ought to give direction on which positions ought to give obligation to following and assessing individuals' presentation in different jobs. The reason for the framework, as per Child (2015), is to add to the fruitful accomplishment of the objectives by distributing HR to the errands required and planning straightforwardness and authority for their control and coordination.

Culture of an organization is described by Schein (2010) as the manifestation of their common systems, beliefs, expectations, philosophies, rituals, and myths. They can inspire and be a valuable source of productivity and success for people. Saffold (2016) points out that a solid culture has nearly been utilized as a main impetus to support the confidence of laborers and to improve employee self-confidence and engagement, reducing work stress and improving employee ethical behaviour. The capacity to recognize the organization's cultural characteristics offers a platform for a better comprehension of the organization's activities.

Brown (2011) identifies culture of an organization as the composition of principles, attitudes, relationship together with detailing behavior that provides people direction. Culture's fundamental concept comes through sharing, learning procedures based on adequate resource allocation. Saffold (2012) notes that powerful culture is seen as a main thrust for improving representative exhibition. It improves representatives’ self-assurance and commitment and
diminishes work pressure and builds workers' moral conduct. Hierarchical culture is subsequently useful in helping the way toward seeming well and good, helping the staff to understand the authoritative exercises and objectives that improves workers' proficiency and adequacy.

### 1.1.3 Mumias Sugar Company

In 1967, Kenya's government ordered Booker Agriculture and Technical Services to perform a feasibility study on the viability of sugarcane growing in Mumias and then launch a pilot project. The land use was poor as the region of Mumias was underdeveloped at the time, as farmers just developed food plants on little fields for resource while the remainder of the land was for munching. The general distance of the zone and deficient connectivity have impeded the growth of an active market economy. The proposed sugarcane system, however, favored this from which studies returned a clean bill of health as land adjudication was completed and ranchers had freehold title to their property. A viable sugar system was established at Mumias by the cane stick plant provided by both the Nucleus Estate and the indigenous ranchers.

The government recognized the results that Mumias Sugar Company on July 1, 1971, it was incorporated as the body to conduct the project. The government retained the majority shareholding (71 percent) and minority shares (3 percent). The main purpose of setting up the Mumias Sugar business was to provide farmers with a means of cash income, generate work opportunities as there was no significant manufacturing. At that moment, businesses in the area were required to operate on a market and macro basis to control rustic metropolitan movement, lessen over-dependence on imports and focus on independence in sugar creation.
Mumias Sugar Company Limited is Kenya's biggest sugar production company in the East African Community. It is the biggest sugar manufacturer in Kenya, producing around 250,000 metric tons (42 percent) of 600,000 metric tonnes per year of total national production. The organization keeps up its base camp in the Mumias District, Kakamega County, Western Kenya Province, near the sugar estates and production lines of the organization. The Mumias Sugar Corporation is mainly involved in sugar production and distribution. Some sugar cane is grown by the company; up to 7 per cent of its annual production is generated by its own estates. The company co-generates, in addition to sugar, 34 megawatts of electricity. Part of the power is used internally and the excess is sold to the country's electricity grid. 24 million litres of ethanol and 20 million litres of water that has been purified are also processed annually by the company.

1.2 Statement of the Problem

Change is important to any organization as a method of keeping in line with the changing consumer demands and staying competitive (Day, 2014). Brown (2015), however, states that managing a double-edged sword is a strategic improvement, since it activates anticipated improvements in performance and unforeseen losses in performance at the same time. Change becomes unsuccessful when unforeseen loss of success overwhelms or depletes away expected execution gains. Besides the conjunction of execution addition and misfortune is probably going to give befuddling proof to key change results. Associations may likewise battle to boost the presentation advantages of key change since they either don't think about the presence of execution misfortune or don't analyze and limit the misfortune.

Despite huge government financing, a sequence of decline and failure of state-funded milling firms describes the Kenyan sugar industry (Wanyande, 2017). Mumias Sugar Company, for instance, has had a constant subdivision of property parcels that exposes the Company to
potential survival risks as well as workers’ resistance to change, milling below the tonnage targeted, and so on. Many jobs are being cut, which is contradictory to the company's original objectives of job creation. These take place amid numerous tactics, such as giving farmers their pay on schedule, discounting government obligations, supplanting top administration and improving cane worth.

There has been uncontrolled importation of sugar from COMESA and Brazil which sugar turned out to be cheaper and this helped kill the local industry where the locally manufactured sugar was more expensive than imported sugar hence no market. Then the old milling machines were replaced with more efficient high capacity machines whose output per month rose from 6,000 metric turns to 20,833 metric tonnes. This expansion was not matched with cane supply from farmers. Since no effort had been made to increase acreage under cane cultivation, a while later there was no cane to crush. The main problem right now, is lack of raw material and due to frustrations, farmers have since abandoned came farming altogether and turned to maize and other crops. Any bail-out right now, does not guarantee the revival of Mumias Sugar Co. Ltd for first and foremost, the company would have to come up with a road map that will holistically address the issue of sufficient supply of raw materials.

Kamau and Oloko (2016) study investigated factors influencing strategic change management on organization performance and a substantial relationship between the management of strategic change and success was found. However, the study context was a case study of Kenya Power, Thika station. Kamau (2018) study established that learning culture important influence on the success of the company. The study however, used purposive method in selecting the respondents which is subject to sample bias. Makina and Keng'ara (2018) study zeroed in on essential administration of progress of an association's presentation and set up a positive connection
between progress in execution and system usage. However, Sampling of respondents was through the method of simple random sampling. The above mentioned studies shows that they were carried out in different study contexts using different research methodologies and variables.

1.3 Objectives of the Study

1.3.1 General Objective

The overall objective of this research was to analyze the effect of strategic change management on Mumias Sugar Company Limited's performance in Kakamega County, Kenya.

1.3.2 Specific Objectives

i. To find out the extent to which employee empowerment influences the performance of Mumias Sugar Company;

ii. To examine the influence of stakeholder involvement on the performance of Mumias Sugar Company;

iii. To establish the relationship between the organizational structure and the performance of Mumias Sugar Company; and

iv. To establish the influence of organizational culture on the performance of Mumias Sugar Company.

1.4 Research Questions

i. What is the extent to which employee empowerment influences the performance of Mumias Sugar Company?

ii. What is the influence of stakeholder involvement on the performance of Mumias Sugar Company?

iii. What is the relationship between the organizational structure and the performance of Mumias Sugar Company?
iv. What is the influence of organizational culture on the performance of Mumias Sugar Company?

1.5 Significance of the Study

The research would be helpful to Mumias Sugar Company’s management and employees in determining how their performance is affected by strategic change management. The results of the research would be crucial to other sugar companies in Kenya as they would understand the challenges encountered in the management of their strategic change and ways for effective change management. The results of the study would give direction to the national government and policy makers in proper formulation and implementation of strategic change management to help organizations experiencing change or those seeking to enhance their performance through strategic change management, the research results would also be helpful to National government and policy makers and will also be useful to researchers for they would gain from the information body on strategic change management and organizational success by establishing a gap.

1.6 Scope of the Study

This research focuses primarily on the impact of employee empowerment, participatory involvement, organizational structure, and organizational culture on organizational performance. The study will target the Mumias Sugar Company in Kakmeca County, Kenya. The participants included the organization's senior management and middle level and junior staff. The research concentrated on the company’s performance over the last five years, that is, 2015 - 2019.

1.7 Limitations of the Study

Owing to fear of victimization, the participants were unable to disclose relevant details. The researcher however, overcame this by ensuring that all information released is exclusively
confidential to the participants. The researcher’s available funds restricted the location of the research to Kakamega County that could generate a sample bias. However, a census of all the respondents was carried out to ensure a bigger number of respondents are involved in the study for effective generalization of study findings. Some organizational executives could refuse to disclose sensitive data about how they manage performance standards due to competition and confidentiality issues. Nevertheless the researcher explained to them the intention of the study.

1.8 Organization of the Study

This proposal comprises five chapters. Chapter one presents the background to the study, research problem, objectives of the study, purpose of the study, research questions, significance of the study, scope of the study, limitation of the study and assumptions of the study. Chapter two presents the theoretical review, empirical review, conceptual framework, knowledge gaps and summary of the literature review. Chapter three highlights the research methodology including research design, target population, sampling and sample size, research instruments, pilot study, data collection techniques, method of data analysis and ethical issues. Chapter four highlights the research findings and discussions and chapter five provides the summary of the findings, conclusions, recommendations and suggestions for further studies.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The chapter highlights theoretical literature review, empirical literature review, summary of the literature reviewed, research gaps and conceptual framework.

2.2 Theoretical Literature

2.2.1 Resource Based View Theory
The theory on Resource-Based View (RBV) was propounded by Wernerfelt (1984). The theory shows that the firm’s possession of unique and non-imitable resources makes it capable in achieving and sustaining its competitive advantage. In this regard, it means that all the resources owned by the firm are of strategic value. The aim of the firm is ensuring access to and controlling resources that are of great value through development and acquisition of those resources that are of greater importance either from internal or external sources.

In order for a firm to sustain a competitive advantage they are obliged in relying on a number of external sources who include amongst many suppliers and through that the firm gets a way of accessing resources that are essential and greater capability from the external sources (Langlois, 2010). The basis of this is that there is a fit between what the firm desires and factors leading to obtaining to specific strategy to respond appropriately to the external sources such as reducing the cost, acquiring new products or services, focusing of core competence towards improving its performance. According to Barney (1991) having a sustainable competitive advantage is through acquiring resources that are of great value, unique, that cannot be imitated or substituted. Therefore, the firm’s resource-based view is that it has to accept the most critical factors as based on attributes that are in relation to the previous experience, culture and competency.
The theory is useful to the study because it shows that the organization is able to implement its strategies effectively by increasing its capability in resources. The theory is a management example that the organization can follow in assessing its strategic tools towards enhancing their performance through identifying valuable assets, skills and competency leading to better performance and also looks at the attention of the managers on internal capital of the organization.

2.2.2 Expectancy Theory

According to Vroom (1964) expectancy theory is an intellectual cycle inspiration hypothesis that centers around expecting that individuals have an equal relationship with the measure of exertion put into a specific errand, the outcome created from it and the importance got. Vroom (1964) noted that people's success depends on individual qualities, for example, character, capacities, data, experience and capacities. It has also been found that the motivation of an individual is related to effort, success and motivation. The expectation theory offers guidance for improving motivation of employees by changing the expectation of of exertion to-execution, desire for execution to-reward a lot valences of the individual, according to Heneman and Schwab (2012).

As indicated by Vroom (1964), an individual will carry on or act with a certain goal in mind due to the inspirational factors forced on the particular conduct because of the normal results of the conduct. All in all, the activity picked by the member depends on inspiration and is characterized by the allure of the end-product. Valence, anticipation and instrumentality can be classified into three variables. First, for his/her favorite, such as reward, Valence is the force of the individual. Employees, for example, may aspire to have a positive result in their workplace. Second, expectation is the possibility of a specific act or attempt resulting in a particular performance. This specific result obtained by a person depends not only on the alternatives he/she makes, but
also on activities outside his/her control. Third, instrumentality is the chance that success will contribute to the intended result.

This hypothesis was critical to the investigation as it expresses that work effort is governed by a combination of individual efforts to visualize achievements, desire for results, and the vigilance that a person feels for those results. By improving the capacity and trust of the workers to perform the job, the expectation of success increases. Expectation performance improves by correctly evaluating performance, awarding higher incentives to successful performers and showing workers that performance-based rewards are. In other words, the moment a person fulfills his/her mission, he/she will receive a reward. This implies that they would be inspired by greater employee empowerment and thus commitment to achieving organizational objectives. This theory explains employee empowerment variable.

2.2.3 Stakeholder Theory

Freeman's Stakeholder Theory (1994) it’s a philosophy of Organizational leadership and corporate morals that tends to standards and qualities in an association's administration. A Stakeholder Strategy describes the groups that are stakeholders in an organization and models them. Description and suggestion of methods by which management may take due account of those groups’ interests. In a company’s traditional perspective, the shareholder believes that it is only necessary for the company's owners or shareholders (stockholders) and that the company has a restricting trustee obligation to put its necessities first to amplify its incentive for them.

Instead the theory of stakeholders asserts that other actors are concerned, including workers, consumers, retailers, financiers, societies, government agencies, political groups, labor organizations. An asset based view just as a market-based perspective are coordinated into the
strategy perspective of stakeholders, incorporating a socio-political level. David (2015) suggests that the standard version of the stakeholder theory aims to classify an organization's unique stakeholders and at that point inspect the conditions under which administrators view these gatherings as partners.

In order to maximize performance, the stakeholder principle dictates that a company must understand the needs of its significant stakeholders and aim to fulfill those expectations. While it will take time for the company to make decisions and incur enormous expenses in attempting to satisfy the expectations of stakeholders; stakeholders remain the primary organization's drivers. The theory therefore predicts that a company not only takes its stakeholders' requirements into account in its strategic management process, but also meets its goals. However, a balance must be established to guarantee that the expectations of stakeholders are in accordance with the organization's vision, mission and priorities. This theory explains the stakeholder variable.

### 2.2.4 Contingency Theory

Contingency theory is propounded by Burns and Stulker (1961) who stressed the need to investigate the role of contingency or situation in the organization and its behavior. The Theory demonstrates that organizations need to be integrated and segregated to the extent of environmental uncertainty (Lawrence and Lorsch, 2009; Okeyo, 2013). The essence of contingency theory is that best practices depend on the circumstances of the situation and thus help to analyze the situation and determine what variables influence strategic decisions. Contingency theory therefore suggests that organizational efficiency is achieved by aligning organizational structure with contingency situations.
Ongetti (201) suggests that contingency theory assumes that different solutions may be most effective in different circumstances. This can be considered as one of the main findings of the theory, since the theory argues that various situations need distinct organizational frameworks and strategies instead of prescribing uniformly applicable organizational management practices. Therefore, effective corporate strategy execution is primarily dictated by the fit between the organizational structure and strategy. Morton and Hu (2015) argue that the theory of contingency emphasizes the role of strategic alignment that improves the match between strategic goals of the organization and its environment, which in turn contributes to supporting organizational success.

2.2.5 Schein's Theory of Organizational Culture

Schein's hypothesis of 1984 on three areas of authoritative culture: basic fundamental presumptions, upheld standards, and items. The surface level of a hierarchical culture is ancient rarities, items, physical structures, vocabulary, technology, clothes, myths and stories, written beliefs, rituals and ceremonies, visible, easily seen and felt manifestations. According to James and Jones (2015), supported beliefs and values include strategies, priorities, common expectations, mutual assumptions, standards, convictions and qualities imparted by originators and pioneers. The essential hidden suspicions are the principal level of corporate culture, and the profoundly ingrained ones are, implicit assumptions that are communicated with others that are taken for granted. Any issue with these assumptions can lead to anxiety and defensiveness.

Schein (1984) suggested a model of organizational culture where values are influenced by fundamental principles and values are shaped by conduct and behavior, which is an observable component of culture. To create a cultural transition, Schein's integrated culture model includes reference points. Schein (1984) also indicates that it is sensible to explore the fundamental backgrounds and facets of corporate culture with as many workers as possible. This could
provide a basis for cultural change. People should understand that cultural change is a transition process; culture must first be unlearned before it is mastered and it is possible to learn new behaviour in its place. To direct this study, this theory was chosen in order to foster organizational effectiveness, it proposes that the fundamental basic suppositions, qualities and articles should be verbalized in an authoritative culture.

2.3 Empirical Literature Review

2.3.1 Employee Empowerment and Performance

Empowered employees become honest, engaged and possibly more productive, and when all staff have instruments and resources to manage and handle their own projects effectively, they work towards their objectives and pursue their own careers, and the advantages are infinite. A study by Makinda and Kwasira (2012) evaluated worker empowerment on organizational performance: Selected Banks Survey in Nakuru Town. The research took the form of the descriptive survey. The target population consisted of all staff in Nakuru city from chosen banks. The four banks out of twenty-eight Nakuru town-based banks were chosen using a simple random sampling process, while the stratified sampling approach was used. It was observed that employee decision-making affects the success of their company. However, the study context was banking sector.

Study by Nzuve and Bakari (2012) used a case study design to examine the connection between empowerment and performance of Nairobi City Council. The primary data was gathered on a drop-and-pick basis through a structured questionnaire. Return on Assets (ROA) performance data was gathered from secondary sources. To evaluate the essential relationship between the variables, the Pearson product moment correlation approach was used. Findings from this research show that the Nairobi City Council staff empowerment score indicates that staff are
empowered to a big extent. However, the study focused on performance in terms of financial aspects.

Dizgah, Chegini, Farahbod and Kordabadi (2011) did a study on relationship between employee empowerment in executive organizations and organizational performance. Among 88 manufacturing firms in Guilan province, data were gathered under 100 staff. This research demonstrates that there is a connection in the Guilan executive organizations between staff empowerment and organizational efficiency, and it is the immediate connection owing to positive correlation coefficients. It has also been shown that there is a direct and substantial connection between competence, trust, effect, selection, meaningful employment and competence with organizational effectiveness.

2.3.2 Stakeholder Involvement and Performance

Stakeholder involvement and stakeholder management may be the most significant components for effective organizational delivery of services, but they are often seen as a fringe activity or one that can be outsourced to business-as-usual tasks. Mlanya (2015) study explored the impact of stakeholder engagement in the British-American Investments Company's Limited strategic management and results. Secondary data were acquired from BAICL's published five-year annual reports (2010-2014), while primary data were acquired through an interview guide. The research used descriptive statistics to analyze quantitative data. Using content analysis, qualitative information was evaluated by creating a thematic structure from main problems, ideas and topics emanating from open-ended questions. The research found that participation of stakeholders in the strategic management process of the firm resulted in clarity in the direction of organization, consistency in organizational decision-making. However, the study context was British-American Investments Company Limited.
The research by Murimi and Omondi (2014) explored the effect of stakeholder engagement in organizational leadership on university performance. Descriptive research design was applied. The research sample was done using stratified random sampling method. To gather primary data, semi-structured questionnaires were used. The mixed model evaluation shows that although management's effect on success was conditional in nature, participatory leadership's beneficial impact on their outcomes was above autocratic patterns. However, the focus was on higher educational institutions in Kenya: A case of Karatina University.

The Kenyoru (2015) research explored the impact of stakeholder participation on organizational efficiency. In choosing a sample size of 215 staff and clients, stratified random sampling was used. Utilizing self-regulated, shut finished surveys, information was gathered and evaluated utilizing both distinct and inferential measurements. Pearson product moment correlation and multiple regression models were utilized with results demonstrating that improvements in organizational performance result from participation of stakeholders in decision-making processes. However, the study used non-probabilistic method (Convenience sampling method) which is subject to sample biasness.

2.3.3 Organizational Structure and Performance

In a study carried out by Onono (2018) examined the extent to which organizational structure influences performance at General Electric Africa. To collect quantitative data, a structured questionnaire was used. The study conducted was by Pearson correlation to identify the relation between organizational structure and performance established a strong and optimistic link between organizational structure and performance. In conclusion, it was evident from the results that the organizational structure influenced the pace and precision of decision-making. However, the study used qualitative research that does not support conclusion-making.
Awino (2015) conducted a study on the impact of Kenya's large manufacturing companies' organizational structure and performance: an empirical study. The research utilized a cross-sectional survey in which information from 102 manufacturing companies was gathered. It appeared that Return on Assets (ROA) does not impact efficiency on its own organizational structure. However, another experiment using non-financial interventions such as internal procedures, client view and efficiency resulted in a distinct outcome that affected the performance of manufacturing companies. However, the research utilized the technique of non-random sampling.

The examination by Omondi, Rotich, Katuse and Senaji (2017) investigated the connection between authoritative construction and business bank execution in Kenya. The examination utilized the exploration technique of social overview, utilizing poll as the essential data assortment instrument. Utilizing both engaging and inferential insights, the data gathered was quantitatively broken down to help survey how responsibility for execution of business banks in Kenya is affected by essential subtleties. Along these lines, information was gotten utilizing a solitary survey gave to every one of the bank's 43 CEOs. The study found that the organizational structure of Kenya's commercial banks had no substantial effect on both innovation and performance. However, focus was on Kenyan Commercial Bank in Kenya focusing on financial aspects of performance.

2.3.4 Organizational Culture and Performance

The study was based on the organizational performance impact of organizational culture by Shahzad et al. (2012). Organizational culture has been found to significantly affect the continuum of authoritative frameworks, employees and their performance by analyzing current research studies and models. This also defines the various cultural dimensions. Research
demonstrates that if employees are engaged and have the same standards and value as organizations, efficiency can be increased to meet the organization's general goals.

Examination by Sengottuvel and Aktharsha (2016) investigated the impact of hierarchical culture on authoritative accomplishment in the data innovation field. A sample of 210 staff was taken from a 1200 IT workers population using a Leading IT business structured questionnaire. The findings of the Partial Least Square Path Modeling (PLS-PM) showed that strategic emphasis was the important predictor of organizational performance. In addition, all aspects of organizational culture coupled explain important variability in IT organization performance. However, culture alone does not affect performance, so the need for additional variables.

Kamaamia (2016) study explored the impact of hierarchical culture on authoritative execution. A descriptive survey of study design was used. The research population consisted of 110 KSMS personnel using stratified sampling to achieve a sample size of 80 participants. This research depended on primary data gathered by means of an electronic questionnaire sent to participants by email. The outcomes showed that the association between hierarchical culture and execution is genuinely significant. However, the study context was Kenya School of Monetary Studies.
### 2.4 Summary

#### Table 2.1: Summary

<table>
<thead>
<tr>
<th>Name</th>
<th>Study Title</th>
<th>Observation</th>
<th>Gap</th>
<th>Current study focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makinda and Kwasira</td>
<td>Worker empowerment on organizational performance</td>
<td>Making of decisions by the influence of staff on the performance of their organization</td>
<td>The study context was banking sector</td>
<td>The study context will be Mumias Sugar Company</td>
</tr>
<tr>
<td>(2012)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nzuve and Bakari</td>
<td>Empowerment and performance of Nairobi City Council</td>
<td>Nairobi City Council staff empowerment score indicates that staff are empowered to a big extent</td>
<td>The study focused performance in terms of financial aspects</td>
<td>The study focused performance in terms of non-financial aspects</td>
</tr>
<tr>
<td>(2012)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mlanya</td>
<td>Involvement of stakeholders on performance</td>
<td>Participation of stakeholders in the strategic management process of the firm resulted in clarity in the direction of organization</td>
<td>The study context was British-American Investments Company limited</td>
<td>A case study of Mumias Sugar Company</td>
</tr>
<tr>
<td>(2015)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murimi and Omondi</td>
<td>Stakeholder’s involvement in organizational leadership</td>
<td>The beneficial effect of participatory leadership on their results was beyond autocratic trends</td>
<td>The focused on of higher educational institutions in Kenya: A case of Karatina University</td>
<td>The study focused on sugar industry in Kenya: A case of Mumias Sugar Company</td>
</tr>
<tr>
<td>(2014)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenyoru</td>
<td>Stakeholder</td>
<td>Improvement</td>
<td>The study</td>
<td>The study will</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2015)</td>
<td>engagement on organizational performance</td>
<td>ts in organizational performance resulted from participation of stakeholders in decision-making processes</td>
<td>used non probabilistic method (Convenience sampling method) which is subject to sample biasness</td>
<td>use census method</td>
</tr>
<tr>
<td>-----------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Onono (2018)</td>
<td>Organizational structure influences performance at General Electric Africa</td>
<td>A powerful and positive connection between organizational structure and performance</td>
<td>The study used qualitative research that does not support conclusion-making.</td>
<td>The research used quantitative research that supports inferences</td>
</tr>
<tr>
<td>Awino (2015)</td>
<td>Structure and organizational performance</td>
<td>Internal procedures, client view and efficiency resulted in a distinct outcome that affected the performance of manufacturing companies</td>
<td>The research utilized the technique of non-random sampling</td>
<td>The study used the random sampling technique</td>
</tr>
<tr>
<td>Omondi et al. (2017)</td>
<td>Organization structure and performance</td>
<td>Organization in commercial banks in Kenya had no effect innovation as well as the efficiency</td>
<td>Focus was on Kenyan Commercial Banks in Kenya focusing on financial aspects of performance</td>
<td>The study context was Mumias Sugar Company focusing on non financial aspects of performance</td>
</tr>
<tr>
<td>Sengottuvel and</td>
<td>Organizational culture</td>
<td>All aspects of Culture alone does not affect</td>
<td></td>
<td>The current study focused</td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Summary</td>
<td>Context</td>
<td>Context</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Aktharsha</td>
<td>influence on IT sector performance</td>
<td>organization al culture coupled explain important variability in IT organization performance</td>
<td>performance, so the need for additional variables</td>
<td>on other factors that influence performance, apart from culture.</td>
</tr>
<tr>
<td>(2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kamaamia</td>
<td>Organizational culture on organizational performance</td>
<td>Connection between organizational culture and performance is statistically important</td>
<td>The study context was Kenya School of Monetary Studies</td>
<td>The study context was Mumias Sugar Company</td>
</tr>
<tr>
<td>(2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5 Conceptual Framework

Independent Variables

**Employee Empowerment**
- Talent management
- Training
- Responsibility

**Stakeholder Involvement**
- Decision making
- Expertise
- Experience

**Organizational Structure**
- Centralized
- Decentralized
- Span of control

**Organizational Culture**
- Mission
- Vision
- Values

**Dependent Variable**

**Organizational Performance**
- Operational Efficiency
- Market share
- Quality products
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter provides the research methodology that was used to help in formulating the method used in conducting the study and reporting the findings. It comprises research design, target population, sampling procedure and sample size, data collection instruments, validity and reliability of research instruments, data collection procedure, data analysis method and ethical consideration.

3.2 Research Design
A descriptive analysis is performed to determine and identify the characteristics of the factors of concern in a scenario (Kombo & Tromp, 2006). The motivation behind the descriptive design was subsequently to give a profile for the researcher or to explain relevant elements of the phenomena of interest to the researcher. The design is also suitable in collecting data and presenting it as per the respondents’ views without an alteration. Therefore, the study will be guided by descriptive research design by soliciting data from the respondents and analyzing it as per the respondents’ perspective on how strategic change management affects performance.

3.3 Population
Cooper, Schindler and Sun (2011) define the target population as a large population that a selected sample can be obtained from. The study targeted Mumias Sugar Company in Kakamega County, Kenya because the organization had a bigger share in the Sugar industry in Kenya. The participants included the organization’s senior managers, middle level and junior staff.
Table 3.1: Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization’s senior managers</td>
<td>10</td>
<td>8.2</td>
</tr>
<tr>
<td>Middle level and junior staff</td>
<td>112</td>
<td>91.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>122</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling and Sample Size

Sampling design refers to how instances for observation can be selected. This provides a detailed description of the issues to be explored and how to choose them from the target audience (Fowler 2013). Therefore, the study took a census of 122 respondents.

3.5 Data Sources

For the primary data sources, the specialist utilized both a shut and an open-finished poll to improve the input received from the respondents by enabling them to express their views on various elements of the study. A Likert scale accompanied the questions, allowing respondents to rate questions according to their degree of agreement.

3.6 Pilot Study

10 respondents who included 2 senior managers and 8 Middle level and junior staff from Mumias Sugar Company Limited participated in the pilot study. The primary explanation behind leading the pilot study was to decide the legitimacy and unwavering quality of the instrument for data collection.

3.6.1 Validity

The validity test involves testing if information on the intended purpose of the analysis is given by the information collection method (Orodho, 2005). Content validity was evaluated by involving the supervisor as the research expert to rate the questionnaire items based on their
relevance and representativeness to the content domain. To produce valid results, the content of the questionnaires was ensured that they covered all relevant parts of the subject it aimed to measure.

3.6.2 Reliability

To decide the inner consistency of the survey, unwavering quality, as expressed by Cooper and Schindler (2011), will be completed. To check the reliability of the questionnaires, the Cronbach alpha test was used by calculating from the data collected from the pilot study to check a coefficient of correlation of the test results. This study therefore obtained 0.791 co-efficient.

Table 3.2: Reliability Test Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha (α) Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee empowerment</td>
<td>0.795</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>0.802</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>0.799</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>0.759</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.800</td>
</tr>
<tr>
<td>Average score</td>
<td><strong>0.791</strong></td>
</tr>
</tbody>
</table>

The results in Table 3.2 show that employee empowerment, stakeholder involvement, organizational structure, organizational culture and organizational performance The alpha values for Cronbach are 0.795, 0.802, 0.799, 0.759 and 0.800, respectively. This shows that for each individual variable, the average alpha coefficient was well above 0.7.
3.7 Data Collection Procedure

Kenyatta University graduate school provided an authorization to conduct this study by issuing approval letter. The necessary clearance was also sought from the National Commission for Science and Technology (NACOSTI). The management of Mumias Sugar Company Limited and the government authorities were approached to obtain permission to conduct the study. Self-administration of the questionnaires was done. In order to guarantee a higher rate of response, the date on which the questionnaires were to be collected was notified and one of the respondents from each stratum was appointed to emphasize the need to attend to the questionnaires to their colleagues.

3.8 Data Analysis and Presentation

The information gathered from the surveys was first altered, tidied up and assembled into basic topics to address helpful information. In accordance with the examination factors, the specifically dissected subjective data from open-finished inquiries was depicted in account structure in the questionnaire. The use of the Social Sciences Statistical Package (SPSS) version 21.0 was used, using descriptive statistics such as mean and standard deviation, to analyze and present quantitative data in terms of tables, charts and graphs. The relationship between variables and the degree to which they affect each other, including correlation analysis and multiple regression analysis, was calculated using inferential statistics.

The equation of regression resulted to: \[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Whereby \( Y = \) Organizational Performance

\( X_1 = \) Employee Empowerment

\( X_2 = \) Stakeholder Involvement

\( X_3 = \) Organizational Structure
$X_4 = $ Organizational Culture

$\lambda_0 = $ Constant

$\beta_1$ to $\beta_4 = $ Coefficients

$\varepsilon = $ Error term

3.9 Ethical Issues

The protocol that would be followed, the integrity of the researcher and the manner in which the findings were used to uphold ethics during the data collection process. This helped respondents to make informed decisions as to whether or not they would like to participate in the study. Participant confidentiality was not compromised because the questionnaire did not reveal their names. The researcher used codes to protect the confidentiality of the information collected through the questionnaire responses.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The introduction, analysis and discussion of the results of data obtained from the field are given in this chapter. The chapter consists of the following subsections: response rate, respondent background information, research results for descriptive and regression analysis based on the study objectives provided in tables, statistics, charts and graphs.

4.2 Response Rate

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>119</td>
<td>97.5</td>
</tr>
<tr>
<td>Non Response</td>
<td>3</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>122</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The results show that 119 (97.5%) were those respondents who returned their questionnaires and those who did not account for 3(2.5%), according to the findings in Table 4.1. According to Mugenda and Mugenda (2003) a response rate of 70% and over is phenomenal. Based on this contention, the reaction pace of the example at 97.5 percent was viewed as adequate to make inferences for the examination since it went about as a delegate.
4.3 Bio Data

4.3.1 Gender

Figure 4.1: Gender

Figure 4.1 reveals that 53.8% of the participants were male and 46.2% were female. These findings show a fair representation of both male and female respondents which enabled the researcher to benefit from various points of view and approaches that come from various experiences in life towards effective strategic change management.

4.3.2 Age

Table 4.2: Age

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 25</td>
<td>11</td>
<td>9.2</td>
</tr>
<tr>
<td>25 to 34</td>
<td>31</td>
<td>26.1</td>
</tr>
<tr>
<td>35 to 44</td>
<td>76</td>
<td>63.9</td>
</tr>
<tr>
<td>45 and above</td>
<td>1</td>
<td>0.8</td>
</tr>
<tr>
<td>Total</td>
<td><strong>119</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

It is shown that those respondents who were between 35 and 44 years of age were majority at 76 (63.9%), followed by 31 (26.1%) aged between 25 to 34, 11 (9.2%) less than 25 years and 1 (0.8%) at 45 years of age and above. This indicates that various age gaps were cut across by the respondents who participated in the survey.
4.3.3 Level of Education

Figure 4.2: Level of Education

Figure 4.2 shows that a bachelor's degree level of education was attained by a majority (44.5%) of the respondents, 23.5% diploma, 21.0% Master's degree and 10.9% post graduate diploma level of education. This shows the respondents involved in the study had achieved a higher educational degree. In making an organization a success, an employee's higher education level is critical because a person has the expertise and skills needed to meet evolving business needs.

4.3.4 Work Experience

Table 4.3: Work Experience

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 5</td>
<td>11</td>
<td>9.2</td>
</tr>
<tr>
<td>5 to 9</td>
<td>10</td>
<td>8.4</td>
</tr>
<tr>
<td>10 to 15</td>
<td>31</td>
<td>26.1</td>
</tr>
<tr>
<td>Above 15</td>
<td>67</td>
<td>56.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>119</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.3 shows that most respondents 67 (56.3%) served for more than 9 years, 31 (26.1%) for 10 to 15 years, 11 (9.2%) for less than 5 years, and 10 (8.4%) for 5 to 9 years. This suggests that
most of the respondents operated for a substantial amount of time with the company and were thus in a situation to give dependable data about this examination.

4.4 Results of Descriptive Statistics Analysis

4.4.1 Employee Empowerment

Table 4.4: Employee Empowerment

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive employee empowerment gives them a feeling of ownership of their job</td>
<td>4.11</td>
<td>1.133</td>
</tr>
<tr>
<td>Talent management enables the organization to make better decision that can lead to great self-confidence among their employees</td>
<td>4.04</td>
<td>0.838</td>
</tr>
<tr>
<td>Training increases the productivity development of the employees and thus reduces cost</td>
<td>4.30</td>
<td>0.604</td>
</tr>
<tr>
<td>Empowerment motivates employee to take independent decisions</td>
<td>4.08</td>
<td>0.839</td>
</tr>
<tr>
<td>Employee empowerment enables the organization to effectively assign the right responsibility to improve its performance</td>
<td>4.53</td>
<td>0.550</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>4.21</strong></td>
<td><strong>0.793</strong></td>
</tr>
</tbody>
</table>

The average mean score of 4.21 and 0.793 standard deviation showed that employee empowerment affects the output of Mumias Sugar Company Limited. This agrees with a study by Makinda and Kwasira (2012) that evaluated employee empowerment on organizational performance and revealed that employee decision-making influences the performance of their organization.

The respondents strongly agreed on the statement that employee empowerment enables the organization to effectively assign the right responsibility to improve its performance (M=4.53; SD=0.550). The findings from a study by Nzuve and Bakari (2012) are confirmed by this observation that used a case study design to examine the connection between empowerment and
performance of Nairobi City Council and show that the Nairobi City Council staff empowerment score indicates that staff are empowered to a big extent.

The respondents agreed on the statements that training increases the productivity development of the employees and thus reduces cost (M=4.30; SD=0.604), positive employee empowerment gives them a feeling of ownership of their job (M=4.11; SD=1.113), empowerment motivates employee to take independent decisions (M=4.08; SD=0.839) and talent management enables the organization to allow better decisions that can lead to great self-confidence among their employees (M=4.04; SD=0.838). These discoveries are predictable with the consequences of Dizgah et al. (2011) research on the connection between employee empowerment and organizational effective discovered there is a connection between representative strengthening and organizational performance in executive organizations connection in the Guilan executive organizations between staff empowerment and organizational efficiency, and it is the immediate connection owing to positive correlation coefficients.

### 4.4.2 Stakeholder Involvement

**Table 4.5: Stakeholder Involvement**

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder participation develops a trust atmosphere by enabling</td>
<td>4.50</td>
<td>0.623</td>
</tr>
<tr>
<td>stakeholder’s voices to be heard and their problems known</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder participation increases ownership by stakeholders who</td>
<td>4.61</td>
<td>0.506</td>
</tr>
<tr>
<td>feel that the organization takes their opinions into consideration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and motivates them to sponsor the projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotes transparency in the organizational activities and guarantees</td>
<td>3.76</td>
<td>1.544</td>
</tr>
<tr>
<td>accountability for all the projects undertaken.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensures that the organization plans reflect the actual requirements and</td>
<td>3.33</td>
<td>1.496</td>
</tr>
<tr>
<td>priorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make decision process and execution autonomous and flexible</td>
<td>4.49</td>
<td>0.812</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>4.14</strong></td>
<td><strong>0.996</strong></td>
</tr>
</tbody>
</table>
As demonstrated by the average mean score of 4.14 with a standard deviation of 0.9966, the respondents accepted that stakeholder participation affected the success of Mumias Sugar Company Limited. These results agree with the results of Mlanya (2015) study that examined the effect of stakeholder participation in the British-American Investments Company's strategic management and efficiency and found that participation of stakeholders in the strategic management process of the firm resulted in clarity in the direction of organization, consistency in organizational decision-making.

The respondents strongly agreed on the statements that the stakeholder participation increases ownership by stakeholders who feel that the organization takes their opinions into consideration and motivates them to sponsor the projects (M=4.61; SD=0.506). Stakeholder participation develops a trust atmosphere by enabling stakeholder’s voices to be heard (M=4.50; SD=0.623) and their problems known and that stakeholders make decision process and execution autonomous and flexible (M=4.49; SD=0.812). This agrees with a study by Murimi and Omondi (2014) on the influence of stakeholder engagement in organizational leadership on university success, which showed that while management's impact on performance was conditional in nature, participatory leadership's beneficial effect on their outcomes was beyond autocratic patterns.

The respondents agreed on the statements that stakeholder involvement promotes transparency in the organizational activities and guarantees accountability for all the projects undertaken (M=3.76; SD=1.544). This is predictable with the results of the Kenyoru (2015) study that examined the impact on organizational performance of stakeholder engagement and found that improvements in organizational performance result from participation of stakeholders in decision-making processes.
The respondents indicated to a moderate extent on the statement that stakeholder participation ensures that the organization plans reflect the actual requirements and priorities (M=3.33; SD=1.496). These contradict the results of the study by Mlanya (2015) that established that participation of stakeholders in the strategic management process of the firm resulted in clarity in the direction of organization, consistency in organizational decision-making.

### 4.4.3 Organizational Structure

#### Table 4.6: Organizational Structure

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The structure of an organization makes the internal communication more easier whereby employees communicate effectively with their managers and each other</td>
<td>3.30</td>
<td>1.725</td>
</tr>
<tr>
<td>Centralized structure settles on the dynamic cycle is more compelling since the parts of every choice can be tended to in one gathering.</td>
<td>3.92</td>
<td>1.086</td>
</tr>
<tr>
<td>The centralized authority has a superior viewpoint on the association's higher perspective and how the association's subunits fit together.</td>
<td>4.82</td>
<td>0.813</td>
</tr>
<tr>
<td>Decentralized structure enables the managers to make quick decisions that can save the organizations money</td>
<td>4.84</td>
<td>0.487</td>
</tr>
<tr>
<td>A proper structure of an organization enables every individual within the organization understand who to report to</td>
<td>4.01</td>
<td>0.383</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>4.18</strong></td>
<td><strong>0.899</strong></td>
</tr>
</tbody>
</table>

The respondents agreed that, with a standard deviation of 0.899, the organizational structure affects the performance of Mumias Sugar Company, as shown by the overall mean score of 4.18. These findings are consistent with the results of Onono (2018) that examined the extent to which organizational structure influences performance at General Electric Africa and revealed a powerful and positive connection between organizational structure and performance.

The respondents strongly agreed on the statements that decentralized structure enables the managers to make quick decisions that can save the organization’s money (M=4.84; SD=0.487)
and that the centralized authority has a clearer perspective on the overall image of the
organization and how the subunits of the organization work together (M=4.82; SD=0.813). These
outcomes are in accordance with the discoveries of the examination by Omondi et al. (2017),
which analyzed the connection between authoritative structure and execution in Kenya's business
banks and found that the hierarchical structure in Kenya's commercial banks have not had a
major impact on both innovation and efficiency.

The respondents agreed on the statements that a proper structure of an organization enables every
individual within the organization understand who to report to (M=4.01; SD=0.383) and that
centralized structure settles on the dynamic cycle is more compelling since the parts of every
choice can be tended to in one gathering (M=3.92; SD=1.086). Awino (2015) analysis agrees
with these results on the impact of large scale manufacturing firms in Kenya on organizational
structure and performance that revealed that Return on Assets (ROA) does not impact efficiency
on its own organizational structure. However, another experiment using non-financial
interventions such as internal procedures, client view and efficiency resulted in a distinct
outcome that influenced the performance of manufacturing firms.

The respondents indicated to a moderate extent on the statement that organizational structure
makes the internal communication easier whereby employees communicate effectively with their
managers and each other (M= 3.30; SD=1.725). These results are contradictory to the findings of
the study by Omondi et al. (2017), which showed that Kenya's commercial banks' organizational
structure did not have a major effect on both innovation and performance.
### 4.4.4 Organizational Culture

#### Table 4.7: Organizational Culture

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission statements guide the organization in the correct direction and help it to make sound choices that can benefit income generation.</td>
<td>3.97</td>
<td>0.410</td>
</tr>
<tr>
<td>Employees who understand their workplace culture know their objectives better and are more in touch with their executives, fellow staff and customers’ needs</td>
<td>4.45</td>
<td>1.198</td>
</tr>
<tr>
<td>A clear statement of vision serves as a reference for employee behavior and decision-making.</td>
<td>4.82</td>
<td>0.724</td>
</tr>
<tr>
<td>Core values inform customers and prospective customers about the business and explain the organization’s identity.</td>
<td>4.10</td>
<td>1.669</td>
</tr>
<tr>
<td>A strong culture encourages high consensus between people, creates commitment, dedication and cohesion.</td>
<td>4.71</td>
<td>0.555</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>4.41</strong></td>
<td><strong>0.911</strong></td>
</tr>
</tbody>
</table>

Respondents strongly agreed that the success of the Mumias Sugar Company is influenced by organizational culture, as evidenced by the average score of 4.41 with a standard deviation of 0.911. Results of a study conducted by Shahzad et al. (2012) on the effect of organizational culture on organizational success agree with these findings and it found that if workers are active and have the same values and value as companies, productivity can be enhanced to meet the organization's overall goals.

The respondents strongly agreed on the statements that a strong vision statement serves as a reference for employee behavior (M=4.82; SD=0.724) and decision-making and that a strong culture encourages high consensus between people, building loyalty, engagement and cooperation (M=4.71; SD=0.555). These findings are consistent with the results of the Sengottuvel and Akhtarsha (2016) study that investigated the influence of organizational culture on organizational success in the information technology field and found that the major predictor
of organizational performance was strategic focus. In addition, all components of organizational culture together explain substantial variability in the success of IT organizations.

The respondents agreed on the statements that employees who understand their workplace culture know their objectives better and are more in touch with their executives (M=4.45; SD=1.198), fellow staff and customers’ needs, core values inform customers and prospective customers about the business and explain the organization’s identity (M=4.10; SD=1.669) and that mission statements guide the organization in the correct direction and help it to make sound choices that can benefit the income generation (M=3.97; SD=0.410). These results agree with the findings of the Kamaamia (2016) study that explored the effect on organizational performance of organizational culture, and the findings showed that the relation between organizational culture and performance is statistically significant.

### 4.4.5 Organizational Performance

#### Table 4.8: Organizational Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has enhanced its operational efficiency</td>
<td>4.05</td>
<td>0.779</td>
</tr>
<tr>
<td>The organization has increased its market share</td>
<td>4.26</td>
<td>1.146</td>
</tr>
<tr>
<td>The organization has improved the quality of its products</td>
<td>3.71</td>
<td>1.348</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>4.01</strong></td>
<td><strong>1.091</strong></td>
</tr>
</tbody>
</table>

The respondents agreed that the performance of Mumias Sugar Company was influenced by strategic change management studied with a large standard deviation of 1.091, as shown by the overall average score of 4.01. This finding agrees with Kenny (2017) who observes that the efficiency of the organization is the extent to which in accordance with its task, the company achieves a collection of predetermined objectives. Customer value, team efficiency, talent
management, operational efficiency and effectiveness are among the most prevalent performance drivers.

The respondents agreed on the statements that the organization has increased its market share (M=4.26; SD=1.146), the organization has enhanced its operational efficiency (M=4.05; SD=0.779) and that the organization has improved the quality of its products (M=3.71; SD=1.348). According to Parmenter (2015) organizational performance is used to assess a specified period of time over the general economic and non-financial well-being of the company. Thus, an organization’s achievement is assessed from multiple indicators, both in qualitative and quantitative terms.

4.5 Results of Inferential Statistics Analysis

4.5.1 Correlation Analysis

Table 4.9: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Employee empowerment</th>
<th>Stakeholder involvement</th>
<th>Organizational structure</th>
<th>Organizational culture</th>
<th>Organizational performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee empowerment</td>
<td>1</td>
<td>.300**</td>
<td>.381**</td>
<td>.161</td>
<td>.081</td>
</tr>
<tr>
<td></td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>.300**</td>
<td>1</td>
<td>.435**</td>
<td>.471**</td>
<td>.277**</td>
</tr>
<tr>
<td></td>
<td>.001</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>.381**</td>
<td>.435**</td>
<td>1</td>
<td>.539**</td>
<td>.864**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>.161</td>
<td>.471**</td>
<td>.539**</td>
<td>1</td>
<td>.667**</td>
</tr>
<tr>
<td></td>
<td>.080</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
</tbody>
</table>
The findings in Table 4.9 show that the Pearson's r for the association between organizational structure and variables of organizational success is 0.864 and vice versa. This demonstrates a close relationship that suggests that organizational structure is strongly correlated with the organizational performance. This is in agreement with Omondi et al. (2017) study that discovered that in Kenya, the organizational structure of commercial banks has not had a substantial impact on both creativity and effectiveness.

The findings in Table 4.9 also suggest that the r of the Pearson for the correlation between organizational culture and organizational performance variables is 0.539 and vice versa. This demonstrates a close relationship that suggests that organizational culture is strongly correlated with the organizational performance. Sengottuvel and Aktharsha (2016) study that found that strategic emphasis was the relevant organizational success indicator. All facets of corporate culture, however, coupled explain important variability in IT organization performance.

### 4.5.2 Regression Analysis

#### Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.719</td>
<td>0.817</td>
<td>0.800</td>
</tr>
</tbody>
</table>

The four independent variables analyzed define a factor of 0.800 as expressed by the modified R square of Mumias Sugar Company. This also indicates that other factors not analyzed in this study lead to a factor of 0.200 of the organizational results.
Table 4.11: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>181.370</td>
<td>4</td>
<td>45.343</td>
<td>70.453</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>169.739</td>
<td>114</td>
<td>1.489</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>351.109</td>
<td>118</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The value 0.000<sup>a</sup> indicates that the degree of significance is less than 0.05, indicating the model's statistical significance on how the output variable was affected by employee empowerment, stakeholder engagement, organizational structure and organizational culture examined. The findings shows that at the 5 percent significance point, the calculated F value is greater than the tabulated F value (70.453> 45.343), confirming the importance of the significance of the model.

Table 4.12: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Un-standardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.711</td>
<td>1.125</td>
<td></td>
<td>8.636</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>0.744</td>
<td>.205</td>
<td>2.050</td>
<td>1.700</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>0.616</td>
<td>.159</td>
<td>1.592</td>
<td>7.637</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>0.714</td>
<td>.263</td>
<td>1.451</td>
<td>5.372</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>0.867</td>
<td>.227</td>
<td>3.349</td>
<td>4.262</td>
</tr>
</tbody>
</table>

Source: Research Data (2020)

The findings in Table 4.12 revealed that holding independent variables constant (employee empowerment, stakeholder involvement, organizational structure and organizational culture) to a constant zero, performance of Mumias Sugar Company would be at 0.711 factor, a unit increment in representative strengthening would build execution of Mumias Sugar Company by a factor of 0.744, a unit increment in partner association would expand execution of Mumias
Sugar Company by a factor of 0.616, a unit increment in hierarchical construction would build execution of Mumias Sugar Company by a factor of 0.714 and a unit increment in authoritative culture would build execution of Mumias Sugar Company by a factor of 0.867.

The results of regression equation resulted to:

\[ Y = 0.711 + 0.744X_1 + 0.616X_2 + 0.714X_3 + 0.867X_4 \]

Where

- \( Y \) = Financial performance
- \( X_1 \) = Employee empowerment
- \( X_2 \) = Stakeholder involvement
- \( X_3 \) = Organizational structure
- \( X_4 \) = Organizational culture

The study revealed that employee empowerment as shown by t values (t=1.700; <0.005), it had a positive and important relationship with the success of Mumias Sugar Company. This is in line with Makinda and Kwasira (2012), who measured employee empowerment on organizational results and revealed that decision-making by employees impacts their company's progress.

The study established that stakeholder involvement as shown by t values (t=7.637; <0.005), it had a positive and important relationship with the success of the Mumias Sugar Company’s business. This agrees with the research by Murimi and Omondi (2014) on the effect on university success of stakeholder engagement in organizational leadership which revealed that while the impact of management beneficial influence of participatory leadership on their success was conditional in nature, beyond autocratic patterns.

The study found that organizational structure as shown by t values (t=5.372; <0.005), the success of Mumias Sugar Company’s business had a good and important relationship. This is in line with the findings of a study conducted by Onono (2018) that examined the degree to which
organizational structure influenced General Electric Africa’s performance and revealed a clear and positive connection between the organizational structure and performance.

The study examined that organizational culture as shown by t values (t=4.262; <0.005), the success of Mumias Sugar Company’s business had a good and meaningful relationship. This is consistent with the Kamaamia (2016) research that explored the effect on organizational performance of organizational culture, and the findings showed that the association between organizational culture and performance is statistically important.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations for policy and practice and suggestion for further studies.

5.2 Summary

The research sought to assess the degree to which employee empowerment affects Mumias Sugar Company's performance and found that employee empowerment had a positive and important effect on organizational performance. Employee empowerment enables the organization to effectively assign the right responsibility to improve its performance, training increases the productivity development of the employees and thus reduces cost and that positive employee empowerment gives them a feeling of ownership of their job.

The research sought to investigate the effect of stakeholder involvement on Mumias Sugar Company's performance and found that stakeholder involvement had a positive and important impact on organizational performance. Stakeholder participation increases ownership by stakeholders who feel that the organization takes their opinions into consideration and motivates them to sponsor the projects, stakeholder participation develops a trust atmosphere by enabling stakeholder’s voices to be heard and their problems known and that stakeholder make decision process and execution autonomous and flexible.

The research sought to establish the link between the organizational structure and the performance of the Mumias Sugar Company and established that organizational structure had a positive and important effect on the performance of the organization. Decentralized structure enables the managers to make quick decisions that can save the organization’s money and
resources, the centralized authority has a clearer view on the organization's bigger picture and how the organization's subunits work together and that a proper structure of an organization enables every individual within the organization understand who to report to.

The research sought to assess the effect of organizational culture on the performance of the Mumias Sugar Company and found that organizational culture had a positive and important impact on the performance of the organization. A clear vision statement serves as a roadmap for employee decisions and decision-making, a strong culture fosters high person consensus, builds engagement, dedication and cohesion, and employees who understand their workplace culture know their objectives better and are more in touch with their executives and that fellow staff and customers’ needs, core values inform customers.

5.3 Conclusions
On employee empowerment, the study concluded that through empowerment, employees become more accountable, knowing that the managers have confidence in their ability to perform which makes the employees to do the job to the best of their ability. Empowerment encourages staff to think effectively and take decisions according to the situation necessary. They benefit from cost savings, enhanced employee relations and increased customer loyalty when companies implement strategies that foster employee empowerment. Employees gain opportunities for individual career advancement and a supportive working atmosphere that reacts to their personal concerns.

On stakeholder involvement, the study concluded that stakeholder engagement increases the chances of delivering improved customer-oriented services and goods that are essential for the success of change initiatives. Early involvement of stakeholders builds commitment within them towards the success of effective strategic change implementation. Stakeholder involvement helps
guarantee the consistency of criteria for change of strategy and helps detect problems early on in strategic change implementation process.

On organizational structure, the study concluded that the organizational structure explains how operations are formally split, structured and coordinated. The organizational framework describes the structured reporting relationships, processes, controls and procedures for authority and decision-making of the company. Developing an organizational framework that efficiently facilitates the strategic shift of the company is common. The methods of the organization function efficiently only if all components of the structure of the organization are properly coordinated with each other. Modifications in the current approach of the company call for improvements to its organizational structure.

On organizational culture, the study concluded that there would be organizational and behavioral changes that need to be made to accommodate and sustain progress with any positive change. This implies that when it becomes institutionalized, change is beneficial and part of the way things are done in an organization, which in essence implies organizational culture. Company culture determines guidelines for how people behave and work together and how well they perform as a team. Accordingly, culture will guide decision making and increase overall workflow.

5.4 Recommendations

On employee empowerment, the research proposed that the organization assign the talents and duties of its workers with the goal of improving and developing them. Establish the limits under which the workers are free to behave. Offer control to staff over assignments. Communicate the organization's vision of inspiring workers with the awareness that their effort is making a
difference. Recognize workers for hard work that helps them to remain creative, to take action and to solve problems.

On stakeholder involvement, the study recommended that the organization should ensure that there is a very clear stakeholder identification criterion with open and clear stakeholder communication channels. This will ensure that strategic change management implementation in the organization is supported and gain commitment from diverse stakeholders. The organization should also identify triggers and mitigation measures to avoid preventable complaints. Identify partners and examine occasions to use their positive discernment as key change executives advocate.

On organizational structure, the study recommended that a leader should be identified by the organization to coordinate, inspire and support the job. Establish a training feature for each division to ensure that organizational training and role-specific instruction is obtained by employees in each division. Minimize communication issues by decentralizing power such that decisions are taken quicker, inspired and sensitive by managers at lower levels.

On organizational culture, the study recommended that in order to support the strategic change process; first, the company should consider the current culture or current way of doing things, then decide where it wants to go and second, establish its strategic path and decide what the culture of the organization should look like hence establishing strategies to ensure that the desired organizational culture becomes a reality. It should also provide an environment for its employees to let their views be heard, communicate the organization's mission, vision and importance effectively to the staff and provide periodic input.
5.5 Suggestions for Further Studies

The study explored the impact of strategic change management on Mumias Sugar Company Limited's performance in Kakamega County, Kenya. Strategic change management was evaluated in terms of employee empowerment, stakeholder involvement, organizational structure and organizational culture. The research therefore indicates that further studies should be performed focusing on other various strategic change management assessments to assess the degree to which they influence the performance of Mumias Sugar Company.


APPENDICES

Appendix I: Letter of Project Approval

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School
DATE: 29th September, 2020

TO: Francis Namuswa Mutibo
C/o Business Administration Dept.

REF: D53/ OL/KSU/32626/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th September, 2020 approved your Research Project Proposal for the MBA Degree Entitled, “Strategic Change Management and Performance of Murnias Sugar Company Limited in Kakamega County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

HARRIET ISROKE
FOR DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. John Mutinda
C/o Department of Business Administration
Kenyatta University
Appendix II: Letter of Introduction

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@kun.ac.ke
Website: www.ku.ac.ke

Our Ref: D55/OL/KSU/32626/2017

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

DATE: 29th September, 2020

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR FRANCIS NAMUSWA MUTIBO – REG. NO. D53/OL/KSU/32626/2017

I write to introduce Mr. Francis Namuswa Mutibo who is a Postgraduate Student of this University. He is registered for MBA degree programme in the Department of Business Administration.

Mr. Mutibo intends to conduct research for a MBA Project Proposal entitled, “Strategic Change Management and Performance of Mumi Mua Sugar Company Limited in Kakamega County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL
Appendix III: NACOSTI Research License

RESEARCH LICENSE

Ref No: 593811
Date of Issue: 17/November/2020

This is to certify that Mr. Francis Namuswa Mutio of Kenyatta University, has been licensed to conduct research in Kakamega on the topic: STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF MUMIAS SUGAR COMPANY LIMITED IN KAKAMEGA COUNTY, KENYA for the period ending: 17/November/2021.

License No: BAHAMAS ABS/P/28/7737

593811
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.
Appendix VI: Questionnaire

Kindly note this is an academic exercise with a view of collecting information in regard to:

**Strategic Change Management and Performance of Mumias Sugar Company Limited in Kakamega County, Kenya.** All the collected data is treated as confidential and is used only for research purposes.

Instructions

Please answer all the questions. You can tick in the spaces provided or write in the space provided.

**PART A: GENERAL INFORMATION**

Please tick the correct answer

1. GENDER: [ ] Male [ ] Female

2. AGE in years

   > 25 [ ] 25 to 34 [ ]

   35 to 44 [ ] 45 and more [ ]

3. HIGHEST LEVEL OF EDUCATION

   [ ] Diploma [ ] Post Graduate Diploma

   [ ] Bachelor’s Degree [ ] Master’s Degree

4. WORK EXPERIENCE in years:

   [ ] > 5 years [ ] 5 to 9 [ ] 10 to 15 [ ] More than 15
PART B: RELATIONSHIP BETWEEN STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF MUMIAS SUGAR COMPANY IN KAKAMEGA COUNTY.

The tables below provide various statements regarding the relationship between Strategic Change Management and Performance Of Mumias Sugar Company under topics; employee empowerment, stakeholder involvement, organizational structure, organizational culture and organizational performance.

Please indicate the extent to which you agree or disagree with each statement by ticking where appropriate using the scale: 1=Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5= Strongly Agree

**Employee Empowerment**

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<thead>
<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>Positive employee empowerment gives them a feeling of ownership of their job</td>
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<tr>
<td>Talent management allows the company to make better choices that can lead to great self-confidence among its staff.</td>
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<td>Training increases the productivity development of the employees and thus reduces cost</td>
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<td>Empowerment encourages workers to make independent choices.</td>
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<tr>
<td>Employee empowerment enables the organization to effectively assign the right responsibility to improve its performance</td>
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**Stakeholder Involvement**

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<tbody>
<tr>
<td>Stakeholder participation develops a trust atmosphere by enabling stakeholders’ voices to be heard and their problems known</td>
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<td>Stakeholder participation increases ownership by stakeholders who feel that the organization takes their opinions into consideration and motivates them to sponsor the projects.</td>
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<td>Promotes transparency in the organizational activities and guarantees accountability for all the projects undertaken.</td>
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Ensures that the organization plans reflect the actual requirements and priorities
Make decision process and execution autonomous and flexible

### Organizational Structure

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<tr>
<td>Organizational structure makes the internal communication more easier whereby employees communicate effectively with their managers and each other</td>
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<td>The centralized structure makes the decision-making process more successful because the aspects of each decision can be addressed in one meeting.</td>
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<td>The centralized authority has a clearer view on the organization's big picture and how the organization's subunits work together.</td>
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<td>Decentralized structure enables the managers to make quick decisions that can save the organizations money</td>
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<td>A proper structure of an organization enables every individual within the organization understand who to report to</td>
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### Organizational Culture

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<tr>
<td>Mission statements guide the organization in the correct direction and help it to make sound choices that can benefit the income generation.</td>
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<td>Employees who understand their workplace culture know their objectives better and are more in touch with their executives, fellow staff and customers’ needs</td>
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<td>A clear statement of vision serves as a reference for employee behavior and decision-making.</td>
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<td>Core values inform customers and prospective customers about the business and explain the organization’s identity.</td>
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<td>A strong culture encourages high consensus between people, creates commitment, dedication and cohesion.</td>
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## Organizational Performance

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<tr>
<td>Organization has enhanced its operational efficiency</td>
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<td>Organization has increased its market share</td>
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<td>Organization has improved the quality of its products</td>
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