

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF BAKERIES IN  
MOMBASA COUNTY**

**Omar Bakari Omar**

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## **DECLARATION**

**Declaration by candidate:**

This thesis is my original work and has not been submitted for a degree award in any other university.

**Signature..... Date.....**

**Omar Bakari Omar**

**D53/OL/MSA/21770/2020**

**Declaration by supervisor:**

I confirm that the work in this thesis has done by the candidate under my supervision

**Signature.....Date.....**

**Dr. Chrispen Maende**

Department of Business Administration

School of Business, Economics and Tourism

Kenyatta University

## **DEDICATION**

I wish to dedicate this thesis to my mother Tima Ali Swadiki, wife Jannat Kassim and my children Maryam Omar and Asya Omar for their tolerance and incredible support in my academic journey.

Thank you and may Allah be gracious to you.

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## OPERATIONAL DEFINITION OF TERMS

- Organizational Culture** : In this study organizational culture entailed the way employees behave and conduct themselves in the organization. Aspects such as organizational beliefs and norms constituted this variable
- Organizational performance** : In this study organizational performance referred to the achievement of set goals through utilization of organizational resources. Aspect such as members satisfaction as well as penetration into new markets were used in measuring organizational performance
- Resources availability** : In this study resource availability referred to the organizational assets which have been set aside specifically for strategy implementation. This may include finances, human and other strategic resources necessary for strategy implementation.
- Strategy communication** : In this study strategy communication entailed the avenues through which strategic information flows in the company. Stakeholders' involvement and the channels of strategy communication were used to determine strategy communication in this current research.
- Strategy implementation** : In this study strategy implementation denoted the process and manner in which the set strategies are actualized in the bakeries under inquiry. Strategy implementation was proxied by strategy communication, resource availability, organizational culture as well as strategy monitoring and control.
- Strategy monitoring and control** : In this study strategy monitoring and control entailed the extent unto which the strategy is supervised so as to ensure that it is fully implemented. Frequent evaluations and checks and balances were considered in ascertained the level of strategy monitoring and control in this study

## **ABBREVIATION AND ACRONYMS**

<b>ANOVA:</b>	Analysis of Variance
<b>CSR:</b>	Corporate social responsibility
<b>FM:</b>	Finance Manager
<b>FMCG:</b>	Fast moving consumable goods
<b>HRM:</b>	Human Resources Manager
<b>MM:</b>	Marketing Manager
<b>NACOSTI:</b>	National Commission for Science, Technology and Innovation
<b>NGO:</b>	Non-Government-Organizations
<b>OCDPC:</b>	Office of Data protection commissioner
<b>PM:</b>	Production Manager
<b>SM:</b>	Sales Manager
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>VIF:</b>	Variance Inflation factor

## ABSTRACT

Strategy implementation has been on the rise in the recent past due to its inherent capabilities of fostering organizational performance. None-the-less and despite embracing strategy implementation, organizations have been recording subpar performances. This study therefore sought to undertake an investigation in an attempt to unravel the effect of strategy implementation on the performance of bakeries in Mombasa County. Precisely, the study investigated the effect of strategy communication, resources availability, organizational culture as well as strategy monitoring and control on the performance of bakeries in Mombasa County. The agency theory, the resource-based view theory, the Hawthorn studies on organizational behavior as well as the balance score card theory were used in supporting the study variables. The balance scorecard theory was the main theory in this study. The study used the descriptive research design. The study employed primary data which was gathered via questionnaires. The primary data collected was quantitative in nature. The study sample size determination was through the stratified random sampling technique. The Cronbach Alpha value of 0.774 confirmed that the research instruments used in this study were reliable. The study conducted descriptive as well as the Pearson's correlation analysis on the collected data. The test for normality, the test for autocorrelation as well as the test for multicollinearity were conducted on the data before running the multiple linear regression model. The R square result of 0.409 and the analysis of variance p-value of .000 confirmed that the instruments used in this study were fit and statistically significant. The regression coefficients generated from the model informed the conclusions in this study. The study, after data analysis, concluded that strategy communication ( $\beta_1 = .570$  and  $p = .000$ ), resources availability ( $\beta_2 = .308$  and  $p = .007$ ), organizational culture ( $\beta_3 = .350$  and  $p = .013$ ) as well as strategy monitoring and control ( $\beta_4 = .299$  and  $p = .004$ ) have a significant positive effect on the performance of bakeries in Mombasa County. The research therefore, recommends that the managers in the bakeries in Mombasa County should always endeavor to implement the strategies formulated, because it was evident from this study that implementing strategies results into positive performances. The researcher also recommends that policy formulating and regulatory bodies in the baking industry should devise policies and regulation which favor strategy implementation.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

The process through which an organization creates, employs, and integrates its structure, culture, resources, and control systems in accordance with business strategies in order to gain a competitive advantage is referred to as strategy implementation. (Natalia & Radoslaw, 2024). Strategy implementation involves execution of company strategies so as to achieve company-wide objectives (Magiri, Ngui, & Mathenge, 2023). Strategy implementation is a single component of the strategic management process, others being development of the strategic mission, vision and objectives, organizational and environmental analysis, strategy formulation as well as strategy evaluation as well as strategy control (Natalia & Radoslaw, 2024). Companies today are embracing strategic management practices due to the numerous advantages and success stories around this concept (Enrweji & Uwizeyimana, 2024). However, it is imperative to note that, without implementing the strategy that a company formulates, it will be impossible to reap its advantages (Dahir & Nyang'au, 2022).

Research studies have been carried out with reference to strategy implementation around the globe. For instance, in Poland, Natalia and Radoslaw (2024) researched on strategy implementation process in higher education. The researcher resolved that, failure to appoint a supervisory controller, inflexibility of the strategy and poor strategy communication to employees affects strategy implementation. In Indonesia, Sari and Amalia (2024) researched on strategy implementation and performance. The researcher found that strategy implementation positively affects companies' performance. Sari and Amalia also noted some poor performance of bakeries in Indonesia and suggested that formulating and implementing robust strategies could help reverse the adverse performance of bakeries in Indonesia.

In Johannesburg South Africa, Enrweji and Uwizeyimana (2024) researched on strategy implementation processes in the South African municipalities. The researcher concluded that resource barriers, leadership, technological impediments, as well as cultural hindrances affect strategy implementation. In the same endeavor at the regional perspective, Habu, Sajo and Yahaya, (2024) researched on bakeries in Yola, Adamawa State in Nigeria. Habu, Sajo and Yahaya noted that the bakeries in Yola, Adamawa State in Nigeria were not performing optimally, however, after embracing strategy implementation, the narrative changed.

In Kenya, Kinadoso and Nambuswa (2020) studied Strategy Implementation and Performance in the Agricultural sector. The researcher resolved that allocation of resources, communication, direction as well as strategy control positively affect performance. In Kenya, it is evident that limited research studies have been conducted on the concept of strategy implementation especially in the bakeries in Mombasa County. Now, as a result of the poor performance of bakeries in Mombasa County as seen in the collapse of Saifees, Dotcom, Elite, Crown bakeries, this current study sought to undertake research which incorporated the bakeries in Mombasa County.

### **1.1.1 Organizational Performance**

It refers to the definite output of an entity determined by its pre-stated objectives (Dahir & Nyang'au, 2022). Performance can be ascertained through different avenues such as productivity, profit, effectiveness of internal processes as well organizational responsiveness to external environment (Kinadoso & Nambuswa, 2020). These measurements of performance can be viewed from the theoretical, pragmatic as well as executive lenses based on the constructs which have previously been used to measure and categorize organization performance such as financial and non-financial parameters (Mailu, Ntale, & Ngui, 2018). The financial parameters used to measure organizational performance entails return on assets, return on investments among others (Shukrani,

Ifire, Yeye, & Banafa, 2022). Whereas the non-financial indicators employed in ascertaining organizational performance consist of; efficiency and effectiveness, customer as well as employee satisfaction, new markets penetrations (Kinadoso & Nambuswa, 2020). Magiri, Ngui and Mathenge (2023) points out that organizational performance also relates to both internal measurements of performance such as efficiency as well as external measures such as corporate social responsibility (CSR)

In order for an entity to record superior performances, it must be able to analyze its strength and weakness, develop mechanism to quickly assimilate opportunities as well as mitigates threats (Lenayapa, Muhoho, & Muia, 2020). Therefore, due to numerous ways in which an organization can measure performance, an entity should only embrace the measures which can drive overall performance (Dahir & Nyang'au, 2022). In their study, Shukrani, Ifire, Yeye and Banafa (2022) used financial metrics such as Return on Assets (ROA), Return on Investment (ROI) and Return on Equity (ROE) to measure organizational performance. This current study used efficient and effective execution of task against allocated resources, satisfied customers as well as penetration into new markets as the metrics for measuring organizational performance.

### **1.1.2 Strategy Implementation**

Strategy is a course of action established by an entity and it entails its goals, objectives as well as the plans instituted in order to help managers in dealing with the dynamic business environment (Magiri, Ngui, & Mathenge, 2023). Strategy's main goal is to give daily guidance so that the aforementioned goals can be efficiently and effectively attained as well as accommodate changes in the dynamic environment and record imperative performance (Dahir & Nyang'au, 2022). The implementation of a strategy helps a business achieve a competitive advantage in a given market (Magiri, Ngui, & Mathenge, 2023). Additionally, strategy identifies the crucial areas of

concentration for a company if it wants to stay ahead of its peers (Kinadoso & Nambuswa, 2020). As a result of increased competition among enterprises, strategies aid the entities in achieving a competitive edge through devising plans which alter operations from one spot to a desirable future position (Sari & Amalia, 2024)

In order to be competitive, strategies connect interior resources to challenges encountered in the peripheral environment (Kinadoso & Nambuswa, 2020). According to Magiri, Ngui and Mathenge (2023), a strategy for competitiveness connects companies' undertakings with the dynamics in the exterior environment. Therefore, organizations become uncompetitive unless they are ready and willing to modify and adapt in a timely manner due to the operational environment's dynamics (Enrweji & Uwizeyimana, 2024). Strategy formulation and implementation to the latter is the only peculiar avenue through which organizations can survive in the current dynamic world (Kinadoso & Nambuswa, 2020)

Strategy implementation refers to the process of actioning the formulated strategies in order to catapult the organizational performance to the desired levels (Lenayapa, Muhoho, & Muia, 2020). Strategy implementation entails mobilization of organizational resources and motivating employees to work towards attaining the set organizational objectives (Mailu, Ntale, & Ngui, 2018). It is the process of executing and converting the outcomes of planning into actual activities geared towards improved performance (Lenayapa, Muhoho, & Muia, 2020). Strategy implementation enables organization to adopt and remain competitive in the ever-changing business world (Kinadoso & Nambuswa, 2020). Through strategy implementation, organizations are able to synchronize their operations by employing robust strategy management practices in an attempt to outdo competitors in the industry (Magiri, Ngui, & Mathenge, 2023).

Developing a robust entity is the ultimate goal of the strategy implementation committee (Mailu, Ntale, & Ngui, 2018). This involves forming adaptable internal structures, harnessing skills and abilities, as well as picking workers competent enough to perform the jobs (Lenayapa, Muhoho, & Muia, 2020). To push performance to a desirable position in the future, organizations need to constantly reevaluate their strategies and how they implement them (Magiri, Ngui, & Mathenge, 2023). This current research employed strategy implementation in its study which involved the bakeries in Mombasa County.

Several metrics have been used by various scholars in measuring strategy implementation. For instance, Amadi and Ezeugo (2024) used resource availability whereas Gitau, Abayo and Kibuine, (2020) used resource allocation in measuring strategy implementation. In another study, Ogohi (2024) used strategy communication to measure strategy implementation. This current research study used strategy communication, resources availability, organizational culture as well as strategy monitoring and control as the proxies for the strategy implementation independent variable. The metrics used in this current research study in measuring strategy implementation ensured a rigorous study of the strategy implementation concept in this current research study.

### **1.1.3 Bakeries in Mombasa County**

Bakeries are entities which are encompassed in the large fast moving consumable goods (FMCG) industry of the economy. Bakeries produce varied edible products such as bread, buns, cakes, as well as biscuits from wheat flour. Baking dates back to 2600 BC and it is closely associated with the Egyptians who are considered as the inventors of baking (Bilha, 2021). Afterward's, baking spread all over the world and in all households (Bilha 2021). In Kenya there are several bakeries which cut across the country in an attempt to cater for the ever-increasing population which spurs

demand for their products. The baking industry in Kenya is one of the fast-growing industries and it is anticipated to raise at 8.69% annually until 2025 (WMStrategy, 2020)

Mombasa County is a county which is strategically located along the coastal towns of Kenya, thus attracting people to leave and work in this county with beautiful sceneries. The large population spanning from the residents as well as tourists upsurges the demand for bread and other pastry products from the bakeries in Mombasa County. This county has several bakeries as shown in appendix iii and appendix iv. The choice for using bakeries in Mombasa County in this current research study was motivated by the challenges these bakeries have been facing, which resulted to some of them collapsing. For instance, some of the recent bakeries in Mombasa County to collapse included Saifees, Dotcom, Elite, Crown bakeries (Gitau, Abayo, & Kibuine, 2020). This current research study therefore sought to find out whether the strategies formulated and implemented by bakeries in Mombasa County have an effect on their performances.

## **1.2 Statement of the Problem**

Strategy management practices adoption has increased across the globe as evidenced by current research studies (Natalia & Radoslaw, 2024). Contemporary studies pin-point how strategic management practices have become inevitable in any organization anticipating to have a competitive advantage in the market place (Dahir & Nyang'au, 2022). Strategy formulation and faithfully strategy implementation results into positive and significant effect on organizational performance (Kinadoso & Nambuswa, 2020).

None-the-less little attention has been given to strategy implementation, precisely in the bakeries in Mombasa County despite its inherent advantages of boosting organizational performance. To the present researcher knowledge, most research studies conducted with regard to strategy implementation focused on the agriculture industry such as the study by Kinadoso & Nambuswa

(2020), the banking industry for instance the study by Nabwire (2014) while other studies such as the studies by Natalia and Radoslaw (2024) and Enrweji and Uwizeyimana (2024) were conducted outside Kenya altogether. The scenario of little studies having been undertaken with reference to the bakeries in Mombasa County bring out both the contextual and conceptual gaps which the current research study seeks to fill. Apart from these gaps, bakeries in Mombasa County have been recording subpar performance and others such as Saifees, Dotcom, Elite, Crown bakeries collapsed altogether (Kinadoso & Nambuswa, 2020).

Therefore, in response to the problem of poor performance as showcased in the collapse of Saifees, Dotcom, Elite, Crown bakeries in Mombasa County as well as the limited studies conducted around the concept strategy implementation, this study sought to undertake this current research study. This current study therefore undertook to conduct research in order to unravel the effect of strategy implementation on the performance of bakeries in Mombasa County. Explicitly, the study considered strategy communication, resource availability, organizational culture as well as strategy monitoring and control as the proxies of strategy implementation. Whereas, sales volume, employees' satisfaction, as well as penetration into new markets were used as the proxies of organizational performance of the bakeries in Mombasa County.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study was to establish the Effect of strategy implementation on the performance of bakeries in Mombasa County.

#### **1.3.2 Specific Objectives**

- i. To investigate the effect of strategy communication on the performance of bakeries in Mombasa County.

- ii. To evaluate the effect of resources availability on the performance of bakeries in Mombasa County.
- iii. To ascertain the effect of organizational culture on the performance of bakeries in Mombasa County.
- iv. To establish the effect of strategy monitoring and control on the performance of bakeries in Mombasa County.

#### **1.4 Research Questions**

- i. What is the effect of Strategy communication on the performance of bakeries in Mombasa County?
- ii. To what extent does Resources availability affect the performance of bakeries in Mombasa County?
- iii. What is the effect of Organizational culture on the performance of bakeries in Mombasa County?
- iv. To what extent does Strategy monitoring and control affect the performance of bakeries in Mombasa County?

#### **1.5 Significance of the Study**

The government and other policy making institution will benefit by getting current information regarding the performance and strategy implementation of the bakeries in Mombasa County. This information will form a basis for future planning and policy formulation such as consumer and employee's protection policies. The research outcomes will be of benefit to the bakeries in Mombasa County as well as all other bread baking companies in the entire country. This is because they will be furnished with information regarding the status and effect of strategy implementation in the baking industry as well as their performance.

Investors as well as the public will benefit from the findings as they will know the performance of the bakeries and consequently make informed decisions regarding consumption and investments. This will help the investors not to commit their finances in companies which do not promise a substantial and positive return on their investments. Scholars will also benefit from this research, through its contribution to the wealth of knowledge in the strategic management. Whereas, the recommendations will constitute a foundation for upcoming researches.

### **1.6 Scope of the Study**

The proposal revolved around strategy implementation and the performance of bakeries. The bakeries which were investigated in this were limited to the ones in Mombasa County as shown in appendix iii and iv. These bakeries constituted the population of study out of which the study sample size was determined. Specifically, the bakeries were categorized into large-scale and small-scale bakeries. The large-scale bakeries were (12) in total as shown in appendix iii while the small-scale bakeries forming the population of study were forty-three (43) in total as shown in appendix iv, thus forming a total population of study of 55 bakeries. This study chose to focus on the bakeries in Mombasa County because limited research studies have been carried out in this sector as far as the concept of strategy implementation is concerned. Data for the study was collected between January 2024 and April 2024. The data collected only appertained to the study variables which comprised of; Strategy communication, resource availability, organizational culture, strategy monitoring and control as well as organizational performance.

### **1.7 Limitation of the Study**

The researcher faced respondents who were not willing to give information, this was resolved by asking simple questions, sending an introductory letter, and making follow-up calls on a regular basis. In order to overcome respondents' reluctance to submit specific sensitive information out of

fear or owing to ethical obligations, the researcher assured them of utmost confidentiality by using codes to hide their identity. An introduction letter from Kenyatta University as well as the office of data protection commissioner (ODPC) further assured the confidentiality of the respondents. Language barrier emanating from the data collection process was countered by hiring the services of interpreters who understand the languages of the respondents to assist in this process.

Other mitigation measures employed for the success of the data collection exercise were amassing enough money in order to cover all financial obligations related to this research study. Planning appropriately and in advance was also done, in order to warrant smooth running of the entire research study process. The final mitigation taken in this study so as to warrant successful data collection exercise was to ensure adherence to the research study timelines so as to minimize time wastages.

### **1.8 Organization of the Study**

Chapter one comprised of the background of the study, statement of the problem, objectives, research questions, significance as well as the limitations of the study. The second section comprised of the literature review, empirical literature review, critique and research gaps, as well as the conceptual framework. The third segment comprised of the research design, population and sample size, research instrument, data collection, analysis and presentation as well as ethical issues consideration. The fourth chapter comprised of the results generated in this study, interpretation and discussion, whereas the last chapter presented the summary, conclusion, recommendations and suggestion for further studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Theoretical as well as empirical literatures were reviewed in this section. Additionally, a discussion on the exploratory variables which culminated in the development of the conceptual framework guiding this study was undertaken. The section critically assessed, analyzed and critiqued the empirical studies in an attempt to bring out the research gaps.

### **2.2 Theoretical review**

Theories constitute descriptions as well as claims that advance the rational examination of events by defining the connections between various components (Kivunja, 2018). Theories are meant to explain and predict phenomenon (Mugenda & Mugenda, 2013). Theoretical review aid researchers in showing them the direction of their research works as well as validating some phenomenon (Cooper & schindler, 2019). Theoretical review also helps researchers in interpreting and understanding the way things are as well as the foundation of precise course of action (Kivunja, 2018). This current research study was supported by the Balance Scorecard theory, the agency theory, the resource based-view theory as well as the Hawthorn Studies Theory on Organizational Behavior. The balance scorecard theory was the main theory of this study.

#### **2.2.1 The Balance Scorecard Theory**

The theory was postulated by Kaplan and Norton in the 1992 and it hypothesize that evaluation of company's performance should incorporate both financial, tangible and intangible assets in order to give a full evaluation of the performance of the organization (Rafiq, Maqbool, & Rui, 2021). This theory which was an advancement of the Lewis' General Electric corporate analysis strategy of 1952, supports the use of both financial and non-financial determinants in assessing the outcome of entities (Hristov, Antonio, & Andrea, 2019). This approach allows for an all-round monitoring

and evaluation an organization. This is because it ensures nothing is left out when dealing with an entity.

The propositions made by Kaplan such as the learning and growth, financial, customer and internal process perspectives ensures that strategies formulated by an organization are monitored and controlled and all levels of strategy implementation (Rafiq, Maqbool, & Rui, 2021) This theory guarantees successful implementation of the strategies formulated by organization. The balance scorecard concept is pertinent in this study since it anchors most of the study variables employed in this study. Precisely the balanced score card theory supported the dependent variable used in this study (performance).

### **2.2.2 The Agency theory**

The Agency theory was first put forward by Ross and Mitnick in the 1970s (Chari, 2019). The theory presents two parties who have an organization relationship when they collaborate and participate in an affiliation wherein one party called the ‘principal’ delegates authority to another party (the agent) to undertake on behalf of the (Cruz, 2019). This scenario of principal agent relationship poses a significant challenge where the objectives of the principals and the agents may clash, thus instigating what is commonly referred to as agency problem (Maestrini, 2018). When the principals pursue their goal of profit and wealth maximization, whereas the agents pursue theirs of job satisfaction and self-actualization, what ends up being hurt is the organization (Reim, 2016). At this juncture, the organization cannot attain its maiden objectives and as a result chaos emanant in the organization (Chari, 2019)

The Presence of poor principle-agent relationship prompts low degree of top management responsibility and it additionally influences the connection among all stakeholders in the organization (Maestrini, 2018). The presence of a conflict of interest among the principals and the

agents leads to the execution problems of fundamental agenda that the company would like to undertake (Cruz, 2019). As a result, communication of the strategies which the organization aspire to implement to the entire staffs of the organization becomes an issue. This leads to misinformation and lack of employees' involvement in organizational activities. Thus, posing a threat to strategy implementation and ultimately the performance of the enterprise (Chari, 2019). The Agency theory was used to precisely support the strategy communication and strategy monitoring and control variables.

### **2.2.3 The Resource-Based View Theory**

This theory emphasis on employees' role in facilitating acquisition of resources required as well as their role in securing vital essentials for the entity via their connections to the peripheral environs (Omware, Atheru, & Jagongo, 2020). Proponents to this theory emphasizes on the employment of independent agents in the organizations as an avenue of attaining access to resources vital to firms' accomplishment (Cruz, 2019). (Bedford, 2015) maintains that provision of resources promotes organization operative, company's performance as well as continued existence. This is because when a firm is able to control the resources availed in the market place, then that firm may be considered the controller of that market (Omware, Atheru, & Jagongo, 2020).

However, this theory postulates that firms do not operate in a vacuum or rather it cannot sufficiently supply all the resources it requires by itself, it depends on other firms to supply to it what it cannot by itself (Karanja & Ndunga, 2014). Thus, firms should employ executives who link the organization effectively to the external environment and build a good rapport for resource acquisition (Cruz, 2019). This is because the firm needs both human capital, financial resources as well as other firm inputs for its operations (Cruz, 2019). Implementation of any endeavor including strategy implementation by and an organization requires heft resources which the organization.

Thus, the organization ought to plan in advance on how to acquire these vital resources such as finances, human resources as well as firm inputs. The RBV theory was particularly used to underscore the resource availability variable in this present research study.

#### **2.2.4 The Hawthorn Studies Theory on Organizational Behavior.**

This theory was advanced through the works of scholars such as Elton Mayo in the 1920s who endeavored to carry an enquiry into the human aspect of work as well as working conditions at the Hawthorn plant of Western Electric Company, in Chicago (Prera, 2021). The researchers through this study found that the human element at work place is considerable paramount and their behavior is influenced by social factors as well as the group dynamics in which one belongs into (Prera, 2021). As people relate and interact at work place, a certain culture peculiar to that organization develops (Bamidele, 2022). This culture starts dictating on how things are done in that organization, the norms and the rules which workers follow in their daily activities as they relate internally as well as with the external world (Ozgur, 2016).

Organizations which are focused into succeeding and post robust results, must be able to incorporate the culture of that organization and use it to its advantage (Mohsen, Neyaz, & Ebtakar, 2020). This is because when the goals of the entity are not allied to the culture of the firm, then resistance will emerge, and consequently the organization will not be able to achieve its desired goals (Mailu, Ntale, & Ngui, 2018). Strategy implementation requires acceptance by all stakeholders in order for the process to be smooth and successful (Enrweji & Uwizeyimana, 2024). The Hawthorn Studies Theory on Organizational Behavior was precisely employed in underpinning the organizational culture variable used in this study.

### **2.3 Empirical Literature Review**

Recent literature by an assortment of recent researchers were reviewed in this current study.

### **2.3.1 Strategy Communication and Organizational Performance**

Kinadoso and Nambuswa (2020) researched on strategy communication and. The scholars employed the regression analysis and resolved that strategy communication affect the performance of Agricultural entities in the rift-valley region. The study however, did not shade more-light on the imperatives of strategy communication to all stakeholders, both internal and external ones. This current study will explore both internal and external stakeholders. The study by Kinadoso and Nambuswa (2020) also focused on the agricultural sector. Contrary to this, the present research was carried out in the baking industry.

In Nigeria, Ogohi (2024) researched on strategy communication and performance of civic organizations. The research found that strategy communication significantly affect the performance of the public organizations in Nigeria. The author used a survey investigation method and the sample size used was constructed using the stratified sampling approach, whereas data analysis was through the multiple regression analysis. This present research was conducted in Kenya by employing a descriptive research design method and it also used the stratified random sampling technique in its sample size determination. In this current study, the strategy implementation variable was proxied by Stakeholders' involvement, Channels of communication as well as the Strategy Feedback handling. Whereas the organizational performance was proxied by Sales volume, Employees satisfaction as well as Penetration into new markets.

### **2.3.2 Resource Availability and Organizational Performance**

Gitau, Abayo and Kibuine (2020) studied resource allocation and the performance of supermarkets in the County of Nairobi. The researchers analysed their data using the regression analysis and concluded that resource allocation which is pegged to resource availability has a significant effect

on the performance of supermarkets. This current proposal focused efforts in the bakeries of Mombasa County and it specifically investigated whether resources availability affect performance.

In reivers state, Amadi and Ezeugo (2024) studied physical resources availability and the performance of students. The authors employed a descriptive research design and hypothesis testing was through the z-test. The researchers concluded that pyhsical resources availability influnce students' performance. This current study focused not only on the physical resources but all resources avaiillable to the organization such as financial and human. In this present study, the resource avaiillability variable was represnted by Financial resources, Human resources and Physicals resources indicators.

### **2.3.3 Organizational Culture and Organizational Performance**

Mohsen, Neyaz and Ebtakar (2020) studied companies' culture and performance in the telecommunication sector sector employees in Afganistan. The scholar employed the regression model in data analysis and resolved that organizational culture influence employees performance. This current study was carried-out in Kenya and examined company's culture and its effect on performance of the organization as a whole as opposed to looking at the employees alone. This current study was also conducted in the baking industry as opposed to the telecommuication industry.

In South Africa, Gasela (2022) researched on culture and its influence on the performance of public institutions. The researcher espoused a survey design and used semi-structured questionairs in data collection whereas data analysis was through the regresion analysis model. The researcher found that the existing organizational culture in the public sector of South Africa does not support strategy implementation and consequently affect the organizational performance negatively. This present study adopted a descriptive design and it employed the likert scale rating in developing the

questionnaires. Again, this current study was carried out in the bakeries in Mombasa County as opposed to the other one which was carried out in South Africa's public sector. The indicators which were used to represent the organizational culture variable were Beliefs, rites, Norms and rituals as well as Organizational policies and procedures.

#### **2.3.4 Strategy Monitoring and control, and Organizational Performance**

In Rwanda, Sindayigaya, Ngarambe and Mongute (2020) conducted a study on monitoring and evaluation and institutional performance. The authors adopted a descriptive design in their study whereas, determination of the sample size was through simple the Yamane formula. The researchers analyzed their data through SPSS and concluded that monitoring and evaluation affect institutional performance in Rwanda. This study focused on the bakeries in Mombasa County. The study also used the stratified sampling approach in determining the sample size.

Rumenya and Kisimbi (2020) studied monitoring and evaluation and performance of NGO ventures. The researchers espoused the descriptive research design and sample size determination was through the Yamane formula. The researchers found that monitoring and evaluation significantly influence the performance of NGOs. This current study focused on the bakeries in Mombasa County and sample size determination was through simple random sampling technique. Strategy checks/monitoring, Evaluation frequency as well as Strategy control were the indicators which were used as the proxies for the strategy control and monitoring variable.

#### **2.4 Summary of Literature and Research Gaps**

Table 2.1 was used summarizing the reviewed studies. The table also brought out the research gap as well as how the gap was addressed in the current study.

**Table 2. 1: Summary of Literature Reviewed and Research Gaps**

<b>Author</b>	<b>Research Topic</b>	<b>Findings</b>	<b>Research Gap</b>	<b>Current study Focus</b>
Kinadoso and Nambuswa (2020)	Strategy communication and organizational performance of Agricultural Finance corporation in North rift region	Strategy communication significantly affect organizational performance	The study did not shade more light on the imperatives of strategy communication to all stakeholders,	This current study explored both internal and external baking industry stakeholders
Ogohi (2024)	Strategy communication and performance of publication organizations	Strategy communication significantly affect the performance of the public organizations in Nigeria	The study was carried-out in Nigeria, and the author used a survey research method and the stratified sampling technique.	This current study was undertaken in Kenya, and it employed a descriptive research design method, it also used the stratified random sampling in determining the study sample size
Gitau, Abayo and Kibuine (2020)	Influence of resource allocation and strategy availability on the performance of supermarkets in Nairobi County	Resource allocation significantly affect performance	The study was conducted in the supermarkets sector of the economy.	This current study was carried out in the bakeries of Mombasa County and it specifically investigated whether resources availability affect performance
Amadi and Ezeugo (2024)	Effect of physical resources availability on performance of students in the universal basic education scheme	The researchers concluded that physical resources availability influence performance of the students in universal education system in rivers state	The research was done in rivers state, and it only looked at physical resources' availability and it was also carried-out in the education sector	This study was done in the baking companies in Mombasa. The study considered all resources as opposed to only considering the physical resources
Mohsen, Neyaz and	Organizational culture and	Organizational culture	The study was undertaken in the	This current research was

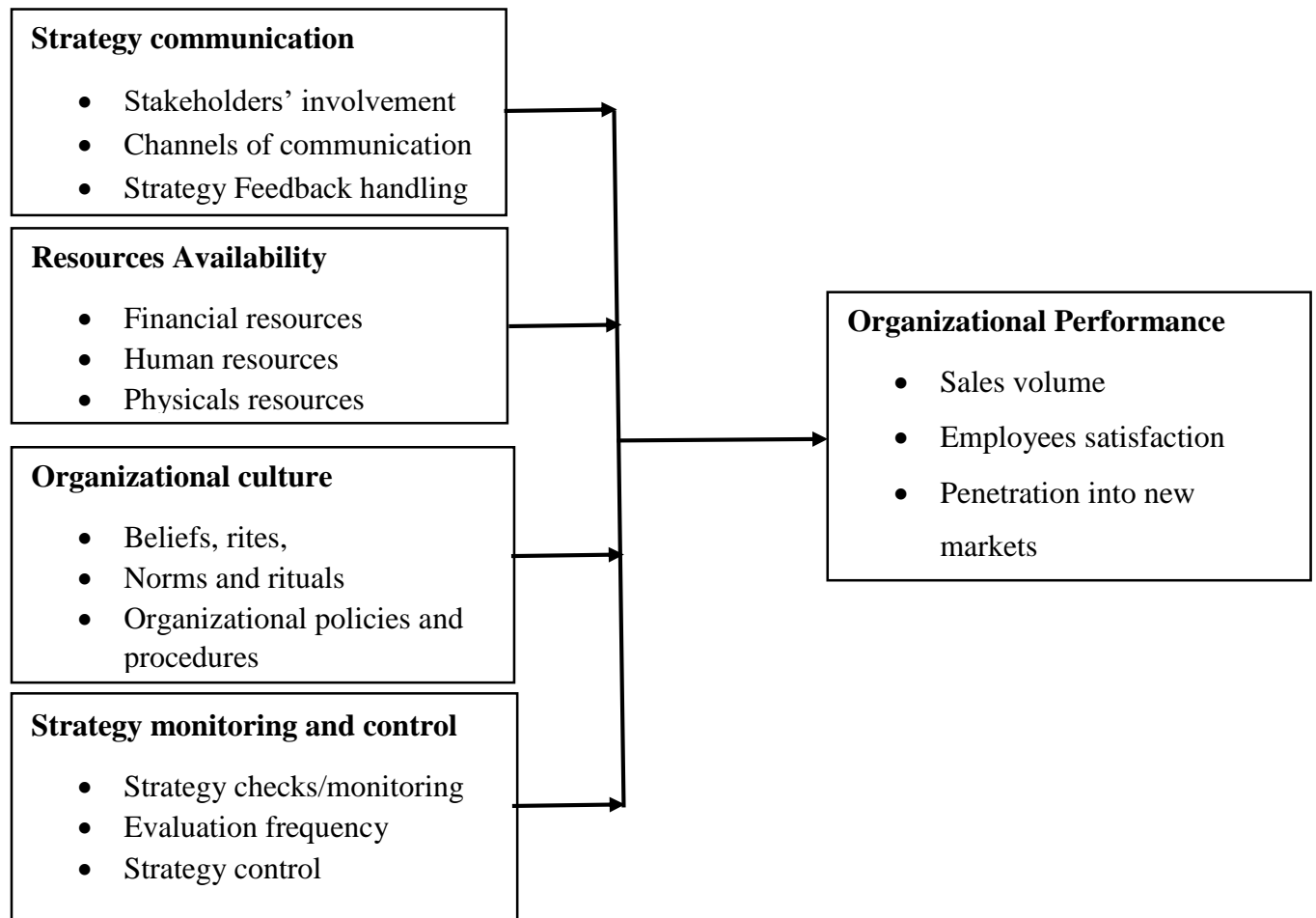
Ebtekar (2020)	performance of the telecommunication sector employees in Afganistan	influence employees performance	telecommunication sector in Afghanistan	conducted in the bakeries sector in Mombasa
Gasela (2022)	Culture and performance of public institute	The researcher found that the existing culture in the public sector of South Africa affect the organizational performance negatively	The study was done in South Africa. The researcher espoused a survey research design and used semi-structured questionnaires in data collection	This current research was conducted in Kenya and it adopted a descriptive research design
Sindayigaya, Ngarambe and Mongute (2020)	Effect of strategy monitoring and evaluation on institutional performance	The researchers concluded that monitoring and evaluation affect institutional performance in Rwanda	The study was carried out in Rwanda.	This current study was conducted in Kenya
Rumenya and Kisimbi (2020)	Monitoring and evaluation systems and performance of NGO in Mombasa	Monitoring and evaluation significantly influence performance	The research was conducted in the NGOs within Mombasa County.	This current study focused on the bakeries in Mombasa County

## 2.5 Conceptual Framework

It is a diagrammatic representation of the relation between the dependent and the independent factors (Yakubu, 2018). The dependent variable was organizational performance whereas the proxies for the independent variable were strategy communication, resource availability, organizational culture and strategy monitoring and control, as presented in figure 2.1

**INDEPENDENT VARIABLES**

**DEPENDENT VARIABLE**



**Figure 2. 1 : Conceptual framework**

**Source: Author (2023)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Chapter three was used to present the study location in which this current research study was carried out. The chapter also presented the research design which was used in this study. The section also presented the population of study, sampling technique and sample determination. The chapter also presented the data collection instruments, techniques and procedures employed during data collection. Pilot study incorporating validity and reliability test of research instruments was also presented in this chapter. The chapter culminated by presenting the data analysis and presentation techniques as well as the ethical consideration.

### **3.2 Study Location**

Study location refers to the exact area or places in which the actual data collection for the study variables will be undertaken (Cooper & schindler, 2019). This current research study was conducted within the bakeries located in Mombasa County as shown in appendix iii and iv. Mombasa County is one of the coastal counties' and it has six sub-counties which include Nyali, Kisauni, Chagamwe, Likoni, Jomvu as well as Mvita sub-counties' in which various bakeries are located.

### **3.3 Research Design**

It is the complete stratagem employed in research studies to aid researchers in answering their research questions or test their predetermined hypothesis (Cooper & schindler, 2019). This study adopted a descriptive research design. This approach helped in generalizing the findings to a broader population (Akhtar, 2016) The researcher used quantitative data in undertaking this present research.

### 3.4 Target Population

Population represents the entire cluster of characters and entities with communal superficial characteristics (Mugenda & Mugenda, 2013). Whereas a target population is a clearly demarcated section of individuals in whom data is collected (Akhtar, 2016). The target population of this study comprised of a pool of twelve (12) large scale bakeries as shown in appendix iii and forty-five (45) small-scale bakeries as shown in appendix iv, thus resulting into a total target population of 57 bakeries in Mombasa County. The categorization of the target population into large-scale bakeries and small-scale bakeries is presented in Mombasa County which this study investigated was presented in table 3.1

**Table 3.1: Target Population of Study**

<b>S/n</b>	<b>Category</b>	<b>Number of Bakeries</b>	<b>Percentage</b>
1	Large Scale Bakeries	12	21.05%
2	Small Scale Bakeries	45	78.95%
<b>Total target Population</b>		<b>57</b>	<b>100%</b>

**Source: Author (2023)**

### 3.5 Sampling Procedure and Sample Size

Sampling is the process of choosing representatives out of a given population (Cooper & schindler, 2019). It assures that the outcomes add up to the entire population. The stratified random sampling method was used in choosing the sample size for this study. This method involves sub-dividing the population into various similar strata prior to picking the samples out each stratum (Kothari & Garg, 2019). Kothari and Garg (2019) proposed that a sample of 30% of the populace can be satisfactory for the generalization of the outcomes to the entire population subject to the sample

size being more than 30 elements. The study sample size was determined using the Yamane 1967 formular as presented in the ensuing equation.

$$n = \frac{N}{1 + Ne^2}$$

N = Population

n = Sample size

$\varepsilon$  = Error term

Thus, the sample size will be

$$n = 57 / (1 + (57 * 0.05))$$

$$= 50$$

The above calculation resulted in having a total sample size of 50 units of analysis. Afterwards, stratified sampling method was employed in determining the actual sample size from each of the large-scale and small-scale categorization of the bakeries in Mombasa County as presented in table 3.2. The Proportionate Stratified sampling technique is instrumental because it ensures fair representation (Cooper & schindler, 2019).

**Table 3.2: Sample Size**

S/n	Category	Proportionate sample
1	Large Scale Bakeries	11
2	Small Scale Bakeries	39
<b>Sample Size</b>		<b>50</b>

**Source: Author (2023)**

### **3.6 Data Collection Instruments**

Data assemblage was through questionnaires rated using the Likert type scale. Questionnaires facilitate quick response and ensures a relaxed and comfortable environment to the respondent since they can fill in the questionnaires at their place of comfort (Yakubu, 2018). Data collected using questionnaires is easy to code and analyze (Yakubu, 2018). Yakubu (2018) expound that the Likert type scale enables the researcher to acquire the level of accordance or disagreement from the respondent regarding a given subject matter.

### **3.7 Data Collection Procedure**

Authorization was sought from Kenyatta University and from the National Commission of Science and Technology Innovation (NACOSTI). Afterwards, questionnaires were administered to the randomly selected respondents from the bakeries in Mombasa County under inquiry through drop and pick means. The questionnaires were collected at a future agreed time with the respondents so as to ensure ample time to respond. This approach ensured high response rate as well as amplified accuracy. The data collected was not disclosed to any other third party, it was handled with utmost discretion in order to uphold superior ethical standards.

### **3.8 Pilot Testing**

The study conducted a pilot study in order to ascertain the validity and the reliability of the research instruments used in this study. Pretesting of research instruments is recommended by researchers before undertaking the full data collection exercise (Akhtar, 2016). The pilot testing of the research instruments for this study was conducted in Seven (7) Bakeries which did not constitute part of the final sample size. Removing the bakeries which took part in the pre-testing of the research tools from the ultimate sample employed in collecting the data for this study, ensured minimization of biasness.

### **3.8.1 Validity of Research Instruments**

It is the extent unto which the sample contains that which the research desires to ascertain (Akhtar, 2016). Scrutinization and cross checking of questionnaires was carried out so as to determine content validity. Face validity of the questionnaires was achieved by soliciting opinions from the management staff of the bakeries in Mombasa County during pilot testing of the research instruments.

Construct validity was attained through extensive review of relevant literatures around the factors under inquiry. Discussion of the research tools with the supervisor was conducted so as to enhance relevance, clarity and validity, afterwards revision and removal of ambiguous items was done so as to enhance quality of the research instruments.

### **3.8.2 Reliability of Research Instruments**

It is the predisposition towards inner constancy, the capability of tools to record comparable outcomes when employed repetitively (Akhtar, 2016). The Cronbach's Alpha was employed in ascertaining the reliability of the instruments. The coefficient's ranges from 0-1, a higher scale value indicates a higher reliability on the instruments (Cooper & schindler, 2019). Creswell and Creswell (2018) designated 0.7 to be a satisfactory reliability coefficient.

### **3.9 Data Analysis and Presentation**

The raw data was cross-examined so as to ensure completeness. Afterwards, the raw data assembled was coded and loaded into the SPSS program. SPSS remain to be applauded since it is capable of employing data from virtually any kind and use it to generate reports and it has been used by most resent researchers such as Shukrani, Ifire, Yeye and Banafa (2022) as well as Kinadoso and Nambuswa (2020)

Descriptive analysis was conducted so as to generate descriptive statistics in form of mean and standard deviation. The Pearson’s Correlation analysis was carried out so as to ascertain the strength of the relationship between the dependent and the independent variables. test for normality, test for autocorrelation, test for multicollinearity test, the R Square test as well as the ANOVA tests were conducted on the data prior to running the multiple linear regression model. The test statistics from the regression model were used in answering the research questions which guided this study. The regression analysis model guiding this research study was given in equation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Equation 3.1}$$

**Y:** Organizational performance (Dependent variable)

**X<sub>1</sub>:** Represent strategy communication

**X<sub>2</sub>:** Represent resource availability

**X<sub>3</sub>:** Represent organizational culture

**X<sub>4</sub>:** Represent strategy monitoring and control

**β<sub>0</sub> – β<sub>4</sub>:** Represents the beta coefficients of this model

**ε:** error term

### **3.10 Ethical Consideration**

An introduction letter from Kenyatta University as well as a research license from NACOSTI were sought before going to the field. Additionally, official approval from the bakeries being investigated was acquired in order to be permitted to collect data from the respondents. Informed

consent and confidentiality to participants was established. Again, affirmation was made that the data would only be used in this present research study.

## CHAPTER FOUR: RESULTS AND DISCUSSION

### 4.1 Introduction

The chapter covered the analysis and presentation of the collected data for the study. Data analysis was conducted via the Statistical Package for Social Sciences, version 20. The results generated were presented using tables, graphs and plots of distribution. Specifically, this study presented the response rate results, the reliability test results, the demographic results, the descriptive test results, the Pearson's correlation results, the diagnostic test results as well as the regression coefficients.

### 4.2 Response Rate

The researcher distributed 50 questionnaires for this study. The duly filled in questionnaires which the researcher managed to collect were 47. The response rate results were presented in table 4.1.

**Table 4.1: Response rate**

Category	Response	Percentage (%)
Response	47	94.00
Non-Response	3	6.00
<b>Total</b>	<b>50</b>	<b>100.00</b>

The drop and pick technique used warranted this study a high response rate of 94.00% as shown in table 4.1.

### 4.3 Reliability Test Results

Reliability test ascertains the ability of the research instruments to produce similar results when used repeatedly (Sekaran & Bougie, 2020). The Cronbach Alpha was used in testing for the reliability of the research instruments. The results obtained were presented in table 4.2.

**Table 4.2: Reliability Test Results**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach' Alpha</b>	<b>Comment</b>
Strategy Communication	3	.711	Accepted
Resource Availability	3	.807	Accepted
Organizational Culture	3	.786	Accepted
Strategy Monitoring and Control	3	.724	Accepted
Organizational Performance	3	.759	Accepted
<b>Overall Reliability</b>	<b>15</b>	<b>.774</b>	<b>Accepted</b>

The overall Cronbach Alpha value of .774 in table 4.2 confirmed that the research instruments used in this study were reliable. This is because the Cronbach alpha value of .774 was above the minimum threshold of 0.7 (Creswell & Creswell, 2018). These results informed the usage of the research instruments in this currents study.

#### **4.4 Demographic Results**

The study conducted demographic tests on the data collected from the respondents who took part in this study. Specifically, the study conducted the gender distribution as well as the designation distribution analysis.

##### **4.4.1 Gender Distribution Results**

The study conducted the gender distribution analysis and the results obtained thereof were presented in table 4.3.

**Table 4.3: Gender Distribution Results**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	25	53.19
Female	22	46.81
<b>Total</b>	<b>47</b>	<b>100.00</b>

The gender distribution results of 53.19% for the male gender and 46.81% for the female gender presented in table 4.3 indicated that the bakeries in Mombasa County practice fairness in employing their staffs. This is because none of the gender was overrepresented in the companies.

#### **4.4.2 Designation Distribution Results**

This study conducted the designation distribution analysis for the respondents of the questionnaires given out during the data collection exercise. The designation distribution results were presented in table 4.4

**Table 4.4: Designation Distribution Results**

<b>Designation</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Director	7	14.89
Human Resource Manager	10	21.28
Finance Manager	8	17.02
Sales Manager	11	23.40
Marketing Manager	6	12.77
Production Manager	5	10.64
<b>Total</b>	<b>47</b>	<b>100.00</b>

The designation distribution results in table 4.4 denoted that the questionnaires for this study were responded upon by all cadres of staffs in the bakeries in Mombasa County. The well distributed responses from all designations in the bakeries in Mombasa County under inquiry boosted the confidence levels on the data collected for this study.

#### 4.5 Descriptive Statistics

This study conducted descriptive tests on all the variables under inquiry. The descriptive statistics conducted were in form of the measures of central tendency as well as the measure of dispersion. The measure of central tendency carried out in this study comprised of the mean whereas the measure of dispersion conducted in this study consisted of the standard deviation. The descriptive statistics for the study variables were generated and discussed in the following sections.

##### 4.5.1 Strategy Communication Descriptive Statistics

The descriptive statistics for the strategy communication variable were generated and presented in table 4.5.

**Table 4.5: Strategy Communication Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Stakeholders are highly involved in the strategy implementation process	47	3.426	1.2979
There are clear channels of strategy communication in the organization	47	3.638	1.2756
Strategy feedbacks are handled with utmost urgency	47	4.298	.7493
<b>Strategy Communication</b>	<b>47</b>	<b>3.787</b>	<b>.7034</b>
Valid N (listwise)	47		

#### Key

**Overall mean: 3.787**

Table 4.5 showed that the units analyzed for the strategy communication variable were 47 units, thus resulting into having an overall mean score of 3.787. The overall mean of 3.787 for the strategy communication variable depicted the general agreement by the respondents that the bakeries in Mombasa County communicate their strategies to their stakeholders, and that the strategy communication has resulted into positive organizational performances. Table 4.5 also presented an overall standard deviation value of 0.7034. The standard deviation statistic which was less than the overall mean statistic entailed that the data set for the strategy communication variable was well distributed around the central tendency.

#### 4.5.2 Resources Availability Descriptive Statistics

The descriptive statistics for the resource availability variable were generated and presented in table 4.6.

**Table 4.6: Resources Availability Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization has acquired enough financial resources for strategy implementation	47	3.255	1.2592
The organization has enough human resources for strategy implementation	47	3.915	1.1947
The organization has enough physical resources for strategy implementation	47	4.319	.7255
<b>Resource Availability</b>	<b>47</b>	<b>3.830</b>	<b>.6403</b>
Valid N (listwise)	47		

#### **Key**

**Overall mean: 3.830**

Table 4.6 showed that the units analyzed for the resource availability variable were 47 units, thus resulting into having an overall mean score of 3.830. The overall mean of 3.830 for the resource

availability variable portrayed the general agreement by the respondents that the bakeries in Mombasa County undertake to acquire sufficient resources for their undertakings, and that the resource availability has resulted into positive organizational performances. Table 4.6 also presented an overall standard deviation value of 0.6403. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the resource availability variable was well dispersed around the central tendency.

### 4.5.3 Organizational Culture Descriptive Statistics

The descriptive statistics for the organizational culture variable were generated and presented in table 4.7.

**Table 4.7: Organizational Culture Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization beliefs and rites support strategy implementation	47	4.426	.9028
The organization rituals and norms support strategy implementation	47	3.681	1.1249
The organization policies and procedures support strategy implementation processes	47	4.085	.6862
<b>Organizational Culture</b>	<b>47</b>	<b>4.064</b>	<b>.6005</b>
Valid N (listwise)	47		

#### **Key**

**Overall mean: 4.064**

Table 4.7 showed that the units analyzed for the organizational culture variable were 47 units, thus resulting into having an overall mean score of 4.064. The overall mean of 4.064 for the organizational culture variable showed the general agreement by the respondents that the bakeries in Mombasa County practice organizational culture, and that the organizational culture has resulted

into positive organizational performances. Table 4.7 also presented an overall standard deviation value of 0.6005. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the organizational culture variable was well dispersed around the central tendency.

#### 4.5.4 Strategy Monitoring and Control Descriptive Statistics

The descriptive statistics for the strategy monitoring and control variable were generated and presented in table 4.8.

**Table 4.8: Strategy Monitoring and Control Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization has put enough checks/monitoring for the strategy implementation process	47	4.043	1.1602
The strategy implementation process is evaluated frequently	47	3.936	1.1685
The organization has put enough controls for the strategy implementation process	47	3.638	1.1874
<b>Strategy Monitoring and Control</b>	<b>47</b>	<b>3.872</b>	<b>.7208</b>
Valid N (listwise)	47		

#### **Key**

**Overall mean: 3.872**

Table 4.8 showed that the units analyzed for the strategy monitoring and control variable were 47 units, thus resulting into having an overall mean score of 3.872. The overall mean of 3.872 for the strategy monitoring and control variable depicted the general agreement by the respondents that the bakeries in Mombasa County undertake monitoring and control of their strategies, and that the strategy monitoring and control has resulted into positive organizational performances. Table 4.8

also presented an overall standard deviation value of 0.7208. The standard deviation statistic which was less than the overall mean statistic entailed that the data set for the strategy monitoring and control variable was well distributed around the central tendency.

#### 4.5.5 Organizational Performance Descriptive Statistics

The descriptive statistics for the organizational performance dependent variable were generated and presented in table 4.9.

**Table 4.9: Organizational Performance Descriptive Statistics**

	N	Mean	Std. Deviation
Sales volume have been increasing recently	47	4.702	.5071
Employees of this bakery are happy and satisfied	47	4.255	.6746
The bakery has been penetrating into new markets	47	4.255	.7363
<b>Organizational Performance</b>	<b>47</b>	<b>4.404</b>	<b>.3866</b>
Valid N (listwise)	47		

#### Key

**Overall mean: 4.064**

Table 4.9 showed that the units analyzed for the organizational performance dependent variable were 47 units, thus resulting into having an overall mean score of 4.404. The overall mean of 4.404 for the organizational performance variable showed the general agreement by the respondents that the bakeries in Mombasa County are posting positive organizational performance results. Table 4.9 also presented an overall standard deviation value of 0.3866. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the organizational performance dependent variable was well dispersed around the central tendency.

#### 4.6 The Pearson's Correlation Analysis

The Pearsons' correlation statistics were generated so as to ascertain the strength as well as the direction of the relationship between the independent and the dependent variables used in this study. The Pearsons' correlation coefficients between the independent and the dependent variables for this study were presented in table 4.10.

**Table 4.10: Pearson's Correlation Analysis**

		Organization al Performance	Strategy Communicatio n	Resource Availabilit y	Organization al Culture	Strategy Monitorin g and Control
Organizational Performance	Pearson Correlatio n	1				
	Sig. (2- tailed)					
	N	47				
Strategy Communicatio n	Pearson Correlatio n	.590**	1			
	Sig. (2- tailed)	.000				
	N	47	47			
Resource Availability	Pearson Correlatio n	.235	.374**	1		
	Sig. (2- tailed)	.111	.010			
	N	47	47	47		
Organizational Culture	Pearson Correlatio n	.240	.433**	-.009	1	
	Sig. (2- tailed)	.104	.002	.953		
	N	47	47	47	47	
Strategy Monitoring and Control	Pearson Correlatio n	.415**	.889**	.386**	.471**	1
	Sig. (2- tailed)	.004	.000	.007	.001	
	N	47	47	47	47	47

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

Table 4.10 of the Pearson's correlation coefficients presented a correlation coefficient of 0.590 between strategy communication and organizational performance. These outcomes denoted a strong positive relationship between strategy communication and organizational performance. The findings in table 4.10 of 0.590 denoted that for every unit increase in strategy communication, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.590 units.

The Pearson's correlation coefficients for the resource availability and organizational performance presented in table 4.10 was 0.235. These outcomes denoted a moderate positive relationship between resource availability and organizational performance. The findings in table 4.10 of 0.235 indicated that for every unit increase in resource availability, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.235 units.

Table 4.10 of the Pearson's correlation coefficients presented a correlation coefficient of 0.240 between organizational culture and organizational performance. These outcomes denoted a moderate positive relationship between organizational culture and organizational performance. The findings in table 4.10 of 0.240 denoted that for every unit increase in organizational culture, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.240 units.

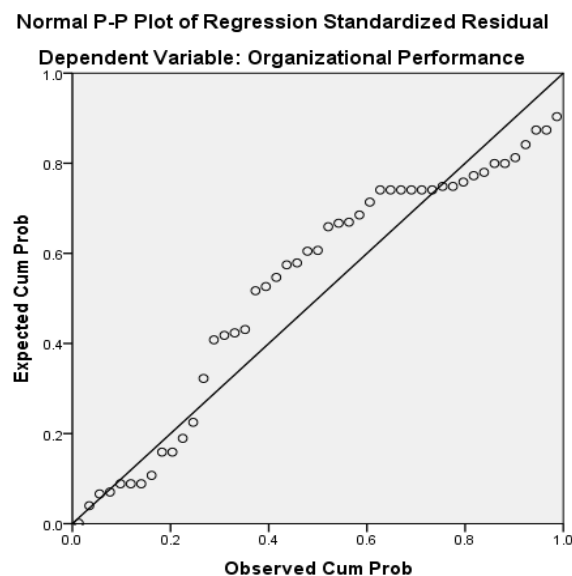
The Pearson's correlation coefficients for the strategy monitoring and control and organizational performance presented in table 4.10 was 0.415. These outcomes denoted a strong positive relationship between strategy monitoring and control and organizational performance. The findings in table 4.10 of 0.415 indicated that for every unit increase in strategy monitoring and control, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.235 units.

## 4.7 Diagnostic Test Results

The study conducted some diagnostic tests on the collected data before running the multiple linear regression model used in this study. The diagnostic tests were carried out so as to confirm the suitability and applicability of the regression model used in this study. The specific diagnostic tests conducted in this study comprised of the test for normality, the test for autocorrelation and the test for multicollinearity.

### 4.7.1 Test for Normality

The study conducted the test for normality so as to ascertain whether the data set for the study was normally and linearly distributed. This is because linear regression models thrive in normally distributed data (Saunders, Lewis, & Thornhill, 2019). Normal distribution of the data set is confirmed when the probability to probability (P-P) plot tend follow a linear distribution pattern (Bell, Bryman, & Harley, 2019). The results generated for the test for normality in this study were presented in figure 4.1.



**Figure 4.1: Test for Normality**

The data points following a linear distribution pattern in figure 4.1 confirmed that the data for this study was normally distributed. These outcomes gave way for the successful running of the multiple linear regression model used in this study.

#### 4.7.2 Test for Autocorrelation

The test for autocorrelation was conducted so as to confirm the independency of the variables used in this study. This is because when the variables lack independency from each other, autocorrelation problem would occur, and this would hinder the successful running of the multiple linear regression model (Cooper & schindler, 2019). The results for the test for autocorrelation were presented in table 4.11.

**Table 4.11: Test for Autocorrelation**

Model	Durbin-Watson
1	2.172
a. Predictors: (Constant), Strategy Monitoring and Control, Resource Availability, Organizational Culture, Strategy Communication	
b. Dependent Variable: Organizational Performance	

The Durbin Watson test statistic of 2.172 which was between 1.5 and 2.5 confirmed the lack of any serious autocorrelation problem in the data set. These outcomes paved way for the successful running of the multiple linear regression model used in this study.

#### 4.7.3 Test for Multicollinearity

The test for multicollinearity was conducted so as to ensure that the data set for the study does not suffer from any serious multicollinearity problem. To test for multicollinearity, the Variance Inflation Factor (VIF) and the Tolerance level statistics are used (Sekaran & Bougie, 2020). VIF values of less than 10 and tolerance level values of less than 1 denote the absence of any serious

multicollinearity problem in the data set (Kothari & Garg, 2019). The results generated for the test for multicollinearity were presented in table 4.12.

**Table 4.12: Test for Multicollinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
Strategy Communication	.209	4.788
Resource Availability	.798	1.252
Organizational Culture	.733	1.364
Strategy Monitoring and Control	.195	5.128
a. Dependent Variable: Organizational Performance		

The VIF values of less than 10 and the Tolerance level values of less than 1 in table 4.12 confirmed the absence of any serious multicollinearity problem in the data set for this study. These outcomes in table 4.12 paved way for the successful running of the multiple linear regression model used in this study.

#### **4.8 The Regression Model Analysis**

The multiple linear regression model was used in modeling the results for this study. Before running and interpreting the regression coefficients, the model summary as well as the ANOVA tables were generated and interpreted.

##### **4.8.1 Model Summary**

The results for the model summary were generated and presented in table 4.13. Thereafter R square, which is also known as the coefficient of determination was interpreted.

**Table 4.13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.409	.352	.3111

a. Predictors: (Constant), Strategy Monitoring and Control, Resource Availability, Organizational Culture, Strategy Communication

b. Dependent Variable: Organizational Performance

Table 4.13 report an R square value of 0.409. The R square statistic of 0.409 in table 4.13 indicated that over 40.9% of the variability of the dependent variable could be explained by the independent variables used in this study. These outcomes depicted that the model used in this study was a good fit.

#### 4.8.2 The ANOVA

The results for the ANOVA were generated and presented in table 4.14, and thereafter the significant F statistic was interpreted.

**Table 4.14: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.810	4	.702	7.259	.000 <sup>b</sup>
	Residual	4.065	42	.097		
	Total	6.875	46			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategy Monitoring and Control, Resource Availability, Organizational Culture, Strategy Communication

The significant F value of 0.000 in table 4.14 which was less than 0.05 indicated that the model used in this study was statistically significant. These findings pave way for the successful running of the regression model used in this study.

### 4.8.3 The Regression Statistics

The regression coefficients generated from the multiple linear regression model used in this study were presented in table 4.15. The regression coefficients generated were interpreted and thereafter used in answering the questions which had been formulated for this study regarding each specific variable.

**Table 4.15: Regression Statistics**

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	3.115	.420	7.417	.000	
1	Strategy Communication	.570	.143	1.038	3.998	.000
	Resource Availability	.308	.380	.263	.476	.007
	Organizational Culture	.350	.389	.254	.389	.013
	Strategy Monitoring and Control	.299	.144	.557	2.075	.004

a. Dependent Variable: Organizational Performance

The beta coefficients in table 4.15 were used in fitting the regression model as shown in equation 4.1.

$$Y = 3.115 + .570X_1 + .308X_2 + .350X_3 + .299X_4 + \epsilon \dots \dots \dots \text{Equation 4.1}$$

**Y:** Organizational performance (Dependent variable)

**X<sub>1</sub>:** Represent strategy communication

**X<sub>2</sub>:** Represent resource availability

- X<sub>3</sub>:** Represent organizational culture
- X<sub>4</sub>:** Represent strategy monitoring and control
- ε:** error term

To allow for the testing of the relationship between the independent and the dependent variables in this study, each specific variable was regressed against the dependent variable. The first independent variable regressed against the organizational performance dependent variable was strategy communication. The regression coefficient results for the strategy communication variable were a beta of  $\beta_1 = .570$  and a p-value of .000. The beta value of  $\beta_1 = .570$  indicated that for every unit increase in strategy communication, the organizational performance of the bakeries in Mombasa County would be expected to increase by .570 units. The p-value of .000 confirmed that strategy communication has a positive and significant relationship with organizational performance. These findings were similar to the findings of Kinadoso and Nambuswa (2020) who reported that Strategy communication significantly affect organizational performance in their study on Strategy communication and organizational performance of Agricultural Finance corporation in North rift region.

The second independent variable regressed against the organizational performance dependent variable was resource availability. The regression coefficient results for the resource availability variable were a beta of  $\beta_2 = .308$  and a p-value of .007. The beta value of  $\beta_2 = .308$  indicated that for every unit increase in resource availability, the organizational performance of the bakeries in Mombasa County would be expected to increase by .308 units. The p-value of .007 confirmed that resource availability has a positive and significant relationship with organizational performance. These findings were similar to the findings of Amadi and Ezeugo (2024) who reported that

physical resources availability influence performance of students in universal education system in rivers state, Nigeria.

The third independent variable regressed against the organizational performance dependent variable was organizational culture. The regression coefficient results for the organizational culture variable were a beta of  $\beta_3 = .350$  and a p-value of .013. The beta value of  $\beta_3 = .350$  indicated that for every unit increase in organizational culture, the organizational performance of the bakeries in Mombasa County would be expected to increase by .350 units. The p-value of .013 confirmed that organizational culture has a positive and significant relationship with organizational performance. These findings were similar to the findings of Mohsen, Neyaz and Ebtekar (2020) who found that Organizational culture influence employees' performance in their study on Organizational culture and performance of the telecommunication sector employees in Afghanistan. Similar findings were also reported by Gasela (2022) in South Africa.

The fourth independent variable regressed against the organizational performance dependent variable was strategy monitoring and control. The regression coefficient results for the strategy monitoring and control variable were a beta of  $\beta_4 = .299$  and a p-value of .004. The beta value of  $\beta_4 = .299$  indicated that for every unit increase in strategy monitoring and control, the organizational performance of the bakeries in Mombasa County would be expected to increase by .299 units. The p-value of .004 confirmed that strategy monitoring and control has a positive and significant relationship with organizational performance. These findings were similar to the findings of Sindayigaya, Ngarambe and Mongute (2020) who reported that monitoring and evaluation strategies affect institutional performance in Rwanda.

## CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

The summary, conclusion, recommendations and suggestions for further studies were given in this chapter. The main objective of the study was to investigate the effect of strategy implementation on the performance of bakeries in Mombasa County.

### 5.2 Summary of Key Findings

The summary given in this study was in line with the key findings from this research study. Table 4.15 of the regression coefficients reported a p value of .000 and a beta value of  $\beta_0 = .3115$  for the constant. These outcomes denoted the overall model used in this study was fit and statistically significant. The beta coefficient and the p value for the strategy communication variable in table 4.15 were  $\beta_1 = .570$  and  $p = .000$  respectively. These outcomes denoted that strategy communication has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

A p-value of .007 and a beta value of  $\beta_2 = .308$  was reported in table 4.15 for the resource availability variable. These outcomes confirmed that resource availability has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

Table 4.15 reported a p-value of .013 and a beta value of  $\beta_3 = .350$  for the organizational culture variable. These outcomes confirmed that organizational culture has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

The beta coefficient and the p value for the strategy monitoring and control variable in table 4.15 were  $\beta_4 = .299$  and  $p = .004$  respectively. These outcomes denoted that strategy monitoring and

control has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

### **5.3 Conclusion**

The conclusion for this study were in line with the findings arising in this study for each specific variable. With reference to the first specific variable, the researcher concluded that strategy communication plays a crucial role in in enhancing organizational performance. With reference to the second specific variables, the researcher concluded that adequate resources, including financial, human and physical resources, are necessary for successful strategy implementation. With reference to the third specific variable, the researcher concluded that a strong organizational culture that support strategy implementation leads to better performance outcomes. Finally, the researcher concluded that effective strategy monitoring and control process are essential for sustaining positive organizational performance.

### **5.4 Recommendation**

The significant positive effect results of strategy implementation on the organizational performance of the bakeries in Mombasa County, guided the researcher in giving the following recommendations. The researcher recommends that the managers in the bakeries in Mombasa County should always endeavor to implement the strategies formulated, because it was evident from this study that implementing strategies results into positive performances. The researcher recommends that managers in Mombasa should focus on continuously improving strategy communication and ensure that sufficient resources are allocated for implementation. The researcher also recommends that policy formulating and regulatory bodies in the baking industry should devise policies and regulation which favor strategy implementation.

### **5.5 Suggestion for Further Studies**

For further studies, the researcher recommends that a similar study be carried out involving all the bakeries in Kenya so as to allow for the generalization of the study findings. The researcher also suggests that subsequent studies should consider incorporating a moderating variable so as to further analyze the relationship between the independent and the dependent variables. The moderating variables to be incorporated in future studies will enable researchers delve deep into the concept of strategy implementation and performance and see how the introduction of various moderating variables could alter the relationship of these independent and dependent variables.

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## **APPENDICES**

### **Appendix i: Introduction Letter**

I am Omar Bakari Omar, pursuing masters in strategic management at Kenyatta University. I am undertaking a research study as a requirement for my course accomplishment. The heading of the study is Effect of strategy implementation on performance of bakeries in Mombasa County. Please, assist me in filling the questionnaire in appendix ii.

Thank you.

Yours faithfully,

**Omar Bakari Omar**

**D53/OL/MSA/21770/2020**

[Omaract1@gmail.com](mailto:Omaract1@gmail.com)

**+254711222518/+254731992880**

## Appendix ii: Questionnaire

This questionnaire contains sections A to F and the questions have been rated using the 5-point Likert type scale. Kindly help me in filling it accordingly. The acquired data will only be used in this research, and high confidentiality will be maintained.

### Section A: General information

**1. Please confirm your gender. Tick (√)**

Male  Female

**2. Please indicate your designation. Tick (√)**

Director

Human Resource Manager (HRM)

Finance Manager (FM)

Sales Manager (SM)

Marketing Manager (MM)

Production Manager (PM)

**Section B: Strategy Communication**

1. To what extent are you in agreement/disagreement with the ensuing? Tick (√)

S/n	Strategy Communication	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Stakeholders are highly involved in the strategy implementation process					
2	There are clear channels of strategy communication in the organization					
3	Strategy feedbacks are handled with utmost urgency					

**Section C: Resource Availability**

1. To what extent are you in agreement/disagreement with the ensuing? Tick (√)

S/n	Resource Availability	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization has acquired enough financial resources for strategy implementation					
2	The organization has enough human resources for strategy implementation					
3	The organization has enough physical resources for strategy implementation					

**Section D: Organizational Culture**

1. To what extent are you in agreement/disagreement with the ensuing? Tick (√)

S/n	Organizational Culture	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization beliefs and rites support strategy implementation					
2	The organization rituals and norms support strategy implementation					
3	The organization policies and procedures support strategy implementation processes					

## Section E: Strategy Monitoring and Control

1. To what extent are you in agreement/disagreement with the ensuing? Tick (√)

S/n	Strategy Monitoring and Control	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization has put enough checks/monitoring for the strategy implementation process					
2	The strategy implementation process is evaluated frequently					
3	The organization has put enough controls for the strategy implementation process					

**Section F: Organizational Performance**

1. To what extent are you in agreement/disagreement with the ensuing? Tick (√)

S/n	Organizational Performance	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Sales volume have been increasing recently					
2	Employees of this bakery are happy and satisfied					
3	The bakery has been penetrating into new markets					

### **Appendix iii: List of Large-Scale Bakeries in Mombasa County**

<b>S/N</b>	<b>Name of Large-Scale Bakeries in Mombasa County</b>
1.	Mini Bakeries
2.	Fayaz Bakers
3.	Fresh ways bakeries
4.	Capital Bakery
5.	Mwananchi Bakeries
6.	Broadways bakery
7.	Choice bakery
8.	Ekmek Bakeries
9.	Ennsvalley Bakery
10.	Salama bakery
11.	Husein Bakery
12.	Akiyda bakeries

Source: Author

#### **Appendix iv: List of Small-Scale Bakeries in Mombasa County**

<b>S/N</b>	<b>Name of Small-Scale Bakeries in Mombasa County</b>
1.	Bakers Tavern 53
2.	Faaz Bakery
3.	Modern Bakery
4.	Elite Bakers
5.	Fajr Bakers
6.	Best way Bakeries
7.	Fantasy Bakeries
8.	Modern Bakery
9.	True Loaf
10.	Jambo Loaf
11.	Wonder Loaf
12.	Nice and Tasty
13.	Focus Premium Bakers
14.	Okerio Bakery
15.	Happy Loaf
16.	Zawadi Loaf
17.	Lucky Loaf
18.	Aal watan Loaf
19.	Arabian Loaf
20.	Family loaf
21.	Oven Fresh
22.	Pwani Bakery
23.	Kisiwani Bakeries
24.	Crown Loaf
25.	Big bite Bakery
26.	Mary Bakers
27.	Butter Up Bakery
28.	Foster Bakey

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29.	Happy Treats
30.	Quickmart Bakey
31.	Naivas Bakery
32.	Cafesrie Bakery
33.	Bread Tin Bakery
34.	Bafagih Bakery
35.	Sibco Limited
36.	English Point
37.	Amani Loaf
38.	Lukundo Bakery
39.	Success Loaf
40.	City Loaf
41.	Kwale bakery
42.	Bushra bakery
43.	Zinga bakery
44.	Afya Toast Bakery
45.	Breag Garden Bakery

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Source: Author

**Appendix v: Research Permit**

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<p><b>This is to Certify that Mr. Omar Bakari Omar of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: Strategy implementation and performance of bakeries in Mombasa county, Kenya for the period ending : 19/April/2025.</b></p>	
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