STRATEGIC MANAGEMENT PRACTICES AND ORGANISATIONAL PERFORMANCE: A CASE STUDY OF KENYA SEED COMPANY LTD

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

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DECLARATION

I confirm that this research undertaking is entirely original with no submissions made in anticipation of receiving a degree or certificate from another university. Reproducing any portion of the proposal without permission from Kenyatta University or the author is prohibited.

Signature _____ Date 6/12/2024

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Approval by Supervisor

This research work has been forwarded for review under my authorization as the designated university supervisor.

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DEDICATION

I dedicate this project to my family, especially my spouse Norah Rutto whose support and encouragement have been the driving force behind my academic success. To my Late Dad Joel Cherwon Boen and my mother Grace Boen, who have instilled in me a strong work ethic and determination to succeed, and to my children, for their love and patience throughout this journey. I am also appreciative of my friends' and coworkers' input and guidance.

Finally, I dedicate this project to the organizations and individuals who participated in this study. Your willingness to share your experiences and insights has made a significant contribution to the advancement of knowledge about the intricate interplay between strategic management practises and organisational effectiveness. Thank you all for your unwavering support and encouragement. This project is dedicated to you.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
DCT	Dynamic Capabilities theory
ICT	Information Communication and Technology
KMA	Kenya Manufacturers Association
KEPHIS	Kenya Plant Health Inspectorate Service
KSTA	Kenya Seed trade Association
MSMES	Micro, Small and Medium Enterprises
RBV	Resource Based View
SCA	Sustainable Competitive Advantage
SME	Small and Medium Size Enterprises

OPERATIONAL DEFINITION OF TERMS

Innovation	Innovation plays a pivotal role as a key catalyst for achieving success and gaining a competitive edge. This project proposal aims to examine the concept of innovation and its various aspects, such as innovation culture, process, and strategy.
Organisational performance	The subjective evaluation of a company's ability to effectively use its assets derived from its core business operations in order to produce income. In this study it will be measured in terms of return on assets.
Resource allocation	This is the process of distributing and assigning accessible resources, such as money, personnel, equipment, and time, to specific tasks or projects in a way that optimizes efficiency and effectiveness.
Strategic management practice	It involves creating strategic decisions for the future, putting strategy into practise, and monitoring an organization's strategic position. It will be evaluated in this research through the following metrics: technology adoption, strategic planning, and strategic partnerships.
Strategic planning	Refers to the practise of developing targeted corporate plans, carrying them out, and assessing the outcome of the plan in light of the long-term objectives or aspirations of the organisation as a whole. It will be

evaluated in this research based on goal-setting, organisation, and direction.

ABSTRACT

The manufacturing sector is an important contributor to economic growth and development in many countries, including Kenya, In Kenya, the manufacturing industry accounts for approximately 10% of the country's GDP and provides employment opportunities to thousands of people. However, the sector faces various challenges that hinder its growth and competitiveness. These challenges include increased competition, lack of innovation, and poor performance. This research proposal aims to investigate the influence of strategic management practices and organizational performance of Kenya Seed Company, a leading seed company in Kenya. The manufacturing sector in Kenya has faced numerous challenges, resulting in some firms closing operations and others resorting to importing from low-cost manufacturing areas. To address these challenges, the study will be guided by two theoretical frameworks: dynamic capabilities theory and resource-based view theory. A cross-sectional survey design will be employed to collect data from Kenya Seed Company. The study will be guided by three specific objectives: strategic planning, resource allocation, and innovation. The findings of this study will be valuable to the management of Kenya Seed Company, the national government, and managers of other manufacturing firms in Kenya. The study results will provide insights into how strategic management practices can influence performance, ultimately contributing to the growth and sustainability of the manufacturing sector in Kenya.

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

The manufacturing sector is an important contributor to economic growth and development in many countries, including Kenya (Kiarie, 2020). In Kenya, the manufacturing industry accounts for approximately 10% of the country's GDP and provides employment opportunities to thousands of people (Akinboade & Ayeni, 2017). However, the sector faces various challenges that hinder its growth and competitiveness. These challenges include increased competition, lack of innovation, and poor performance (Masheti, 2018).

In response to these challenges, Scholars have claimed that manufacturing companies must use strategic management techniques that are successful in order to enhance their performance and maintain growth over the long run (Bryson & Alston, 2011; McGahan & Porter, 2002). Strategic management encompasses the process of developing and executing strategies that facilitate the attainment of organisational goals and objectives (Barney, 1991).

Several researches have accessed the link between strategic management practices and organizational performance in the manufacturing sector. For example, Rajagopal and Rajagopal (2015) discovered a favourable correlation between organisational success and strategic planning in Indian industrial enterprises. Similarly, Kasiri, Farajollahi, and Nouri (2018) found that strategic management practices, such as market orientation and innovation, positively influenced the performance of Iranian manufacturing firms.

However, despite these findings, there is a dearth of research on the relationship between strategic management practices and organizational performance in the manufacturing sector in

Kenya. This research aims to address this gap by ascertaining the connection between Strategic Management Practices and Organizational Performance of Kenya Seed Company Limited.

The study will be underpinned on the dynamic capabilities' theory and the resource-based view theory. The research design is a cross-sectional survey design. The main objectives of this research are to investigate the impact of strategic planning, resource allocation, and innovation on the organisational performance of Kenya Seed Company.

The study results possess the potential to provide substantial ramifications for policymakers, industry professionals, and additional stakeholders within the seed manufacturing sector in Kenya. By identifying best practices in strategic management and their impact on organizational performance, the study could help firms to adopt more effective strategies for growth and competitiveness. It could also inform policy decisions aimed at supporting the development of the manufacturing industry in Kenya.

1.1.1Organisational Performance

In today's rapidly changing business environment, organizational performance has become a crucial aspect of organizational success. This section provides a scholarly background on organizational performance, including the factors that affect it and the methods used to measure it. Studies have identified several factors that impact organizational performance. Raza and Iqbal (2019) found that leadership, employee motivation, and organizational culture have a significant impact on organizational performance, while Chen et al. (2019) highlighted the importance of factors such as innovation, technology adoption, and customer satisfaction. These factors highlight the importance of strategic management practices that focus on

developing and maintaining a positive organizational culture, encouraging innovation, and adopting new technologies to remain competitive.

Organizations can use various methods to measure their performance. One commonly used method is the balanced scorecard approach, which measures organizational performance across four perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 1992). The balanced scorecard approach has been widely adopted by organizations as a tool for measuring and managing their performance, as it provides a holistic view of organizational performance.

Another method for measuring organizational performance is the Data Envelopment Analysis (DEA) approach, which is a non-parametric method for measuring the relative efficiency of organizations (Boubaker et al., 2019). DEA has been employed in various studies to quantify organizational performance across different industries, including healthcare (Najjarzadeh et al., 2019) and manufacturing (Chen et al., 2020).

Therefore, to enhance organizational performance, organizations need to adopt effective strategic management practices that take into account factors such as leadership, employee motivation, innovation, and technology adoption. In addition, it is important for individuals to use suitable methodologies in order to assess their performance effectively, therefore acquiring significant insights that may facilitate performance enhancement and the attainment of their goals and objectives.

1.1.2Strategic Management Practices

Strategic planning, resource allocation, and innovation are key components of effective strategic management practices in a business enterprise. Strategic planning involves defining the direction and objectives of the organization and making decisions on how to allocate

resources to achieve those objectives (Simerson, 2016). This process helps organizations identify their strengths, weaknesses, opportunities, and threats in the business environment and develops strategies to address them.

Resource allocation is the process of distributing resources such as finances, personnel, and technology to support the implementation of the strategic plan (Dansoh, 2015). Effective resource allocation ensures that the organization is able to meet its objectives in a timely and efficient manner, leading to improved performance and competitiveness.

Innovation plays a crucial role in strategic management practises, enabling organisations to maintain a competitive advantage by creating novel goods and services that effectively cater to the changing demands of consumers (Huisman & Kort, 2018). Innovation involves the co-evolution of technological and cultural ideas and is seen as a major source of competitive advantage and new product development.

Strategic management practises include a series of deliberate choices that delineate a firm's core business activities and shape its overall corporate identity (Capron & Mitchell, 2019). Teece, Pisano, and Shuen (2017) assert that strategic management practises include a comprehensive and interconnected series of actions aimed at enabling the generation and attainment of competitive advantage. Strategic management practises include the examination of both present and future orientations of an organisation, with the aim of establishing its purpose and operational framework (Mbaka & Mugambi, 2019).

Effective strategic management practices involve strategic planning, formulation, implementation, and control (Njagi & Kombo, 2020). Strategic planning refers to the systematic process of establishing the strategy and goals of an organisation, while strategic formulation entails the creation of strategies aimed at attaining the aforementioned objectives.

Strategic implementation includes the allocation of resources to facilitate the execution of the strategic plan, while strategic control entails the ongoing monitoring and required adjustments to the strategy.

In addition, strategic partnerships can provide a competitive advantage in the industry where the organization operates (Hoang & Rothaermel, 2016). Businesses can work with influential people in society, such as celebrities with a huge following, to enhance their chances of attracting new clients.

In conclusion, effective strategic management practices involve strategic planning, resource allocation, innovation. By adopting superior strategic management practices, large manufacturing companies can maintain a sustainable competitive advantage over their competitors and improve their performance.

1.1.3Kenya Seed Company

The Kenya Seed Company is a key player in the agricultural sector, producing and distributing certified seed varieties to farmers. As part of the Kenya Seed Trade Association (KSTA), Kenya Seed Company is regulated by The Kenya Plant Health Inspectorate Service (KEPHIS) by ensuring all seed varieties are tested, certified, and labeled before market release.

Recent government emphasis on promoting agricultural productivity through certified seed varieties has increased demand for high-quality seeds, providing opportunities for Kenya Seed Company to expand. While the high cost of research and development is a significant challenge, the government has implemented policies such as tax incentives to support research and development in the seed industry.

Informal seed markets, such as saved seeds from previous harvests or local market purchases, also pose competition to Kenya Seed Company Limited. To remain competitive, the Kenya Seed Company must offer high-quality, affordable seeds.

Kenya Seed Company Limited play a crucial role among other companies in the agricultural sector by producing and distributing certified seed varieties to farmers (Nyangweso et al., 2019). According to the Kenya Seed Trade Association (KSTA), there are over 70 registered seed companies in Kenya, which are involved in the research, development, production, and sale of certified seeds (KSTA, 2021).

One of the challenges facing Kenya Seed Company is the high cost of research and development. Developing new seed varieties requires significant investment in research and development, which can be a barrier to entry for new firms (Odhiambo et al., 2019). However, the government has implemented policies to support research and development in the seed industry which has since positively impacted on Kenya Seed Company.

1.2Statement of the Problem

Kenya Seed Company Limited plays a critical role in the agricultural sector by producing and distributing certified seed varieties to farmers. However, despite the significant growth industry in recent years, there are concerns about its organizational performance. According to the Kenya Seed Trade Association (KSTA), there is intense competition in the seed industry, with over 70 registered seed companies operating in the country. Additionally, there are challenges facing the industry, such as the high cost of research and development, and competition from informal seed markets (KSTA, 2021).

A study by Nyangweso et al. (2019) found that seed manufacturing firms in Kenya face challenges related to organizational performance, including issues related to strategic management practices. While some studies have examined the challenges facing the seed industry in Kenya, there is a gap in the literature on the impact of strategic management practices on the performance of seed manufacturing enterprises in Kenya.

Therefore, the aim of this study is to examine the relationship between strategic management practices and the organizational performance of seed manufacturing firms in Kenya a case study of Kenya Seed Company Ltd. The study aims to fill the research gap by exploring the extent to which strategic management practices impact the performance of seed manufacturing firms in Kenya. The research will provide empirical evidence on the connection between strategic management practices and organizational performance, which will contribute to the existing literature on the seed industry in Kenya.

1.3Objectives of the Study

1.3.1General Objective

The general objective is to ascertain the influence of strategic management practices on organizational performance of Kenya Seed Company Limited.

1.3.2Specific Objectives

The specific objectives of this study will be:

i. To examine the influence of strategic planning on organisational performance of Kenya Seed Company Ltd.

ii. To establish the influence of resource allocation on organisational performance of Kenya Seed Company Ltd.

iii. To assess the influence of innovation on organisational performance of Kenya Seed Company Ltd.

1.4Research Questions

The present study aims to address the subsequent research questions:

i. What is the influence of strategic planning on organisational performance of Kenya Seed Company Ltd?

ii. What is the influence of resource allocation on organisational performance of Kenya Seed Company Ltd?

iii. What is the influence of innovation on organisational performance of Kenya Seed Company Ltd?

1.5Significance of the Study

The implications of this research will have considerable importance for seed manufacturing companies in Kenya, as it will provide valuable insights into the impact of strategic management practises on organisational success. The study will aid managers identify and implement effective strategic management practices to improve the financial performance of their firms. Additionally, the national government and policymakers in the seed manufacturing industry can use the study results to develop and implement policies that promote the growth and competitiveness of the industry.

Furthermore, The research will provide a valuable contribution to the current academic literature about strategic management techniques and their influence on the operational outcomes of manufacturing companies in Kenya. The study results will serve as a significant basis for future empirical and theoretical investigations in this particular subject. This research has the ability to augment comprehension about the significance of strategic management

practises in improving the performance of seed manufacturing corporations in Kenya. Additionally, it may provide valuable insights for decision-making processes intended at fostering the expansion of the sector.

1.6Scope of the Study

This study will focus on Kenya Seed Company, a large seed manufacturing firm in Kenya operating in the certified seed segment. A mixed-methods strategy will be employed in the study, integrating quantitative and qualitative data gathering techniques. Interviews with top management, staff members, and industry experts will provide qualitative data, while a survey questionnaire given to Kenya Seed Company will provide quantitative data.

The study will examine the connection between strategic management practices and organizational performance, specifically financial performance. The research will measure financial performance using profitability, return on assets, and revenue growth. The study will also explore the moderating role of innovation in the link between strategic management practices and organizational performance.

The research will be conducted over a period of six months, and data collection will occur in several phases, including a literature review, data collection through interviews with senior managers, employees, and industry experts at Kenya Seed Company, and data collection through a survey questionnaire administered to Kenya Seed Company. The study's conclusions will provide insight on how strategic management techniques might boost Kenya Seed Company's performance and influence laws and procedures meant to encourage the country's seed sector to expand.

1.7Limitations of the Study

Despite the potential benefits, there are several challenges that this study may encounter. One major challenge is the availability of accurate and reliable data. It may be difficult to obtain financial performance data from the Kenya Seed Company, which is a private company and may be hesitant to share such information. However, the research team will work closely with the company to ensure the accuracy and reliability of the data collected.

Another challenge is the possibility of prejudice in the people chosen to participate in the survey and interviews. The study team will use strategies to guarantee the representativeness of the sample chosen, which will include a comprehensive representation of the broader population of significant seed production enterprises in Kenya. This will involve using appropriate sampling techniques to minimize bias and increase the generalizability of the findings.

To mitigate the limitations of the study, the research team will take several steps. Firstly, they will ensure that the scope of the study is clearly defined, and that the findings are not overgeneralized to other segments of the industry. Secondly, the research team will use appropriate measures to minimize response bias in the survey data, including ensuring anonymity and confidentiality, and using standardized survey instruments.

Lastly, to address the limitation of self-reported data, the research team will use multiple sources of data to triangulate the findings, including financial reports and other publicly available data sources. The team will also use longitudinal data to help establish causality between strategic management practices and financial performance outcomes.

In conclusion, while there are several limitations and challenges that this study may encounter, the research team will take steps to mitigate these challenges and produce reliable and accurate

findings. The research could yield insightful information on how strategic management techniques and financial performance relate to each other in Kenya's seed manufacturing sector.

1.8Organization of the Study

There are three chapters in this proposal. The first chapter of the study provides an overview of the problem statement, study goals, research questions, importance, scope, and limits of the investigation. The second chapter will include a conceptual framework, research gaps, an overview of the examined literature, an empirical review, and a theoretical evaluation. The research design, target audience, sampling strategy and sample size, data collecting tools, pilot study, data gathering process, data analysis and presentation, and ethical issues are covered in Chapter 3.

CHAPTER TWO

LITERATURE REVIEW

2.1Introduction

This chapter encompasses a comprehensive examination of both theoretical and empirical literature, including a synopsis of the examined material as well as an identification of research gaps. Additionally, a conceptual framework is provided to guide the subsequent analysis.

2.2Theoretical Review

This section pertains to the theories that will be applied to provide guidance for the research. These theories include; Resource-Based view theory and Dynamic Capabilities Theory.

2.2.1Resource Based View Theory

The Resource Based View theory (RBV) is a technique used by management to determine how much strategic assets the company owns. The RBV was first developed by Edith Penrose in 1959.Penrose (1959) proposed resource-based theory to build on the idea that a firm's strategy and the resources it has complement each other in achieving the organization's goals. It claims that a company's chances of success are better if it has the best and most appropriate collection of resources for its operations. As a result, strategic management methods will be determined by the resources available to the company. The theory delineates the organizational structure of a corporation by examining its available resources.

The RBV posits that a firm's resources and capabilities serve as a foundation for attaining a competitive advantage and subsequently achieving better performance (Barney, 1991). According to Barney (1991), the idea posits that organisations need to contain distinctive and valued resources that are difficult to replicate or replace, such as technological advancements, expertise, and human capital. Within the scope of this research, the RBV may serve as a

theoretical framework for analysing the impact of strategic management practises, including innovation and human resource management, on a company's resources and capabilities. This, in turn, can result in improved financial performance.

The term "resource" is frequently used to refer to the attributes that increase a company's effectiveness and efficiency (Wernerfelt, 1984). The study's implications of the theory are that different organizations in the media sector's strategic management techniques will be influenced by their resources, which are often influenced by company size, legal formation, and industry. As a result, the strategic management strategies used by a company will determine its performance. According to Barney (1991), a firm's resources are the most important performance factors, which should ideally contribute to the firm's long-term competitive advantage.

As a result, Kor and Mahoney (2017) observe that there is a significant link between the resource base view and business performance, particularly in terms of achieving a Sustainable Competitive Advantage (SCA). Porter's industrial analysis can also be used to back up the resource-based viewpoint. The RBV is pertinent to this study since it enables organisations to optimise the value derived from their resource.. The resource based theory's central tenet is that an organization's long-term competitive advantage is derived primarily from the effective use of the firm's strategic and valued resources.

2.2.2Dynamic Capabilities Theory

Dynamic Capabilities Theory (DCT) is a theoretical framework that was postulated by David Teece, Gary Pisano, and Amy Shuen (1997). The theory emphasises the significance of a company's capacity to adjust and react to evolving market circumstances with the aim of attaining long-term competitive advantage.

The DCT posits that the development of dynamic capabilities is achieved by effectively integrating several organisational activities, including strategic planning, innovation, and knowledge management. These procedures facilitate a company's ability to perceive shifts in the market environment, exploit emerging opportunities, and adapt its resources and skills accordingly.

The concept of dynamic capabilities has been applied in various fields, including strategic management, organizational behavior, and innovation management. Scholars have identified three key components of dynamic capabilities: sensing, seizing, and reconfiguring. Sensing pertains to the capacity of an organisation to perceive alterations in the market milieu, while seizing entails the organization's ability to capitalise on novel prospects. Reconfiguring, on the other hand, denotes the organization's aptitude to adjust its resources and capabilities in order to effectively respond to evolving market circumstances.

The DCT has been employed to elucidate the mechanisms via which enterprises may attain and maintain a sustainable competitive edge in contexts characterized by dynamism and uncertainty. It implies that businesses which can cultivate and use dynamic skills would be better able to adapt to changes in the marketplace and provide better results over time. In the context of the study on Strategic Management Practices and Organizational Performance of Kenya Seed Company Limited, the DCT framework could provide a theoretical lens to examine how strategic management practices, such as strategic planning and innovation, can contribute to the development of dynamic capabilities that enable firms to achieve better financial performance over time.

2.3Empirical Review

2.3.1Strategic Planning and Organisational Performance

Tukamushaba et al. (2016) examined the link between strategic planning and organizational performance in Ugandan public universities. The study utilized a quantitative research design and collected data through a survey of 310 respondents. The research demonstrated a substantial and favourable correlation between strategic planning and organisational performance. Strategic planning was shown to account for a substantial amount of the variability seen in organisational performance. Nevertheless, the research was limited by its focus on a single industry (public universities in Uganda) and its reliance on self-reported data. Oghojafor et al. (2017) conducted a study on the impact of strategic planning on organizational performance in the Nigerian banking sector. The study employed a mixed-methods research design and collected data through surveys and interviews with 200 respondents. The research revealed that the implementation of strategic planning had a substantial and favourable impact on the financial success in the banking industry. Nevertheless, the research was constrained by its restricted sample size and its dependence on data provided by the participants themselves. Chen and Perez (2017) researched on the connection between strategic planning and organizational performance in the U.S. healthcare industry. The research employed a quantitative research design and collected data through a survey of 312 respondents. The research found that strategic planning had a positive effect on organizational performance, and that this effect was stronger in organizations with higher levels of environmental uncertainty. However, the study was limited by its reliance on self-reported data and its focus on a single industry.

Samson and Bechter (2018) conducted a study on the relationship between strategic planning and organizational performance in the Australian manufacturing industry. The research employed a quantitative research design and collected data through a survey of 141 respondents. The research identified a strong correlation between strategic planning and both financial and non-financial success in the industrial sector. Nevertheless, the research was constrained by its little sample size and its narrow scope, which only concentrated on one specific business.

2.3.2Resource allocation and Organisational Performance

Lai et al. (2017) examined the influence of resource allocation on organizational performance in the Taiwanese healthcare sector. The study used a quantitative research design and collected data through a survey of 207 healthcare organizations. The research suggested that the distribution of resources had a notable and favourable impact on the overall performance of the organisation. Nevertheless, the research was constrained by its narrow scope, which concentrated just on one specific sector, and its dependence on data that was self-reported.

Adnan et al. (2019) researched on the link between resource allocation and organizational performance in Malaysian SMEs. The study utilized a quantitative research design and collected data through a survey of 300 SMEs. The study suggested that resource allocation positively influenced organizational performance. However, the study was limited by its focus on a single country and industry.

Madaleno et al. (2019) researched on the effect of resource allocation on organizational performance in the Portuguese hospitality industry. The study utilized a quantitative research design and collected data through a survey of 231 hospitality firms. The research demonstrated that the resources allocation had a favourable influence on the general performance of the

organisation. Nevertheless, the study was limited by its focus on a single industry and its reliance on self-reported data.

Nguyen et al. (2020) conducted a study on the impact of resource allocation on organizational performance in Vietnamese SMEs. The study used a quantitative research design and collected data through a survey of 232 SMEs. The study found that resource allocation positively influenced organizational performance. However, the study was limited by its focus on a single country and its reliance on self-reported data.

2.3.3Innovation and Organisational Performance

Kirchhoff et al. (2016) conducted a study on the connection between innovation and organizational performance in German SMEs. The study employed a mixed-methods research design, using both qualitative interviews and quantitative surveys, with a sample of 300 SMEs. The study found a positive relationship between innovation and organizational performance, with innovation being a significant predictor of financial performance. However, the study was limited by its focus on a single country and industry.

Al-Aali and Teece (2018) researched on the connection between innovation and organizational performance in the context of the Middle East and North Africa (MENA) region. The study employed a quantitative research design and collected data through a survey of 139 firms. The study found a positive link between innovation and organizational performance, with innovation being a significant predictor of both financial and non-financial success. Nevertheless, the study's findings were constrained by the restricted number of participants and the possibility for bias arising from self-selection.

Huang and Lin (2020) researched on the impact of open innovation on organizational performance in the Chinese industrial enterprises. The study employed a quantitative research

design and collected data through a survey of 136 firms. The research conducted demonstrated that open innovation has a favourable impact on both financial and non-financial performance, with a more pronounced influence seen on non-financial performance. Nevertheless, the research was constrained by its narrow scope, which concentrated just on one specific sector, and its dependence on data that was self-reported by participants.

You et al. (2021) researched on the connection between innovation and organizational performance in the context of the South Korean creative industry. The study employed a quantitative research design and collected data through a survey of 269 firms. The study found a positive link between innovation and organizational performance, with innovation being a significant predictor of financial performance. However, the study was limited by its focus on a single industry and its potential for common method bias due to self-reported data.

Overall, these studies suggest that innovation is an important factor for achieving organizational success, particularly in terms of financial performance. However, the limitations of these studies, such as their focus on single industries and reliance on self-reported data, suggest that further research is needed to confirm the findings and explore the relationship between innovation and organizational performance in different contexts.

2.4Summary of Literature Reviewed and Research Gaps

Based on the analysis and synthesis of the empirical literature, it is evident that there are notable gaps in both contextual and conceptual research areas, which the current research aims to address. This research aims to address the contextual and conceptual gaps identified in Table 2.2.

Table 2.1Summary of Literature Reviewed and Research Gaps

Author & Year	Focus of Study	Methodology	Findings	Research Gap

Atuahene-Gima (2016)	Innovation Capability and Firm Performance	Survey-based study of 162 Chinese firms	Found that innovation capability positively affects financial performance, but the effect is weaker in firms with low market orientation.	Limited focus on Chinese firms and reliance on self-reported data.
Maalouf et al. (2016)	Innovation and Firm Performance	Survey-based study of 110 Lebanese firms	Found that innovation has a favorable impact on both financial and non-financial performance, with a greater influence seen on non-financial success.	Limited focus on Lebanese firms and potential for common method bias.
Wang et al. (2016)	Innovation Capability and Organizational Performance	Survey-based study of 230 Chinese manufacturing firms	Found a favorable correlation between innovation capacity and both financial and non-financial success, with a more pronounced impact shown on non-financial performance.	Limited focus on Chinese firms and potential for common method bias.
Azouzi et al. (2017)	Innovation and Organizational Performance	Longitudinal study of 249 French firms	Found that innovation positively affects financial performance, but the effect is weaker in small and young firms.	Limited focus on French firms and reliance on self-reported data.
Zehir et al. (2018)	Innovation Capability and Organizational Performance	Survey-based study of 170 Turkish manufacturing firms	Found a favorable correlation between innovation capacity and both financial and non-financial success, with a more pronounced impact on financial performance.	Limited focus on Turkish firms and reliance on self-reported data.

Ahmadi et al. (2019)	Innovation and Organizational Performance	Survey-based study of 141 Iranian small and medium-sized enterprises (SMEs)	Found that innovation has a good impact on both financial and non-financial success, with a more pronounced influence on financial performance.	Limited focus on Iranian SMEs and potential for common method bias.
Cheng et al. (2020)	Innovation and Organizational Performance	Survey-based study of 204 Chinese firms	Found that innovation positively affects financial performance, but the effect is weaker in firms that face high levels of institutional complexity.	Limited focus on Chinese firms and potential for common method bias.
Qazi et al. (2020)	Innovation Capability and Organizational Performance	Survey-based study of 252 Pakistani SMEs	Found that innovation capability positively affects financial performance, but the effect is weaker in firms that face high levels of environmental uncertainty.	Limited focus on Pakistani SMEs and potential for common method bias.
Fayezi et al. (2021)	Innovation and Organizational Performance	Survey-based study of 313 Iranian manufacturing firms	Found that innovation positively affects both financial and non-financial performance, with a stronger effect on non-financial performance.	Limited focus on Iranian firms and potential for common method bias.

Source: Researcher (2023)

2.5Conceptual Framework

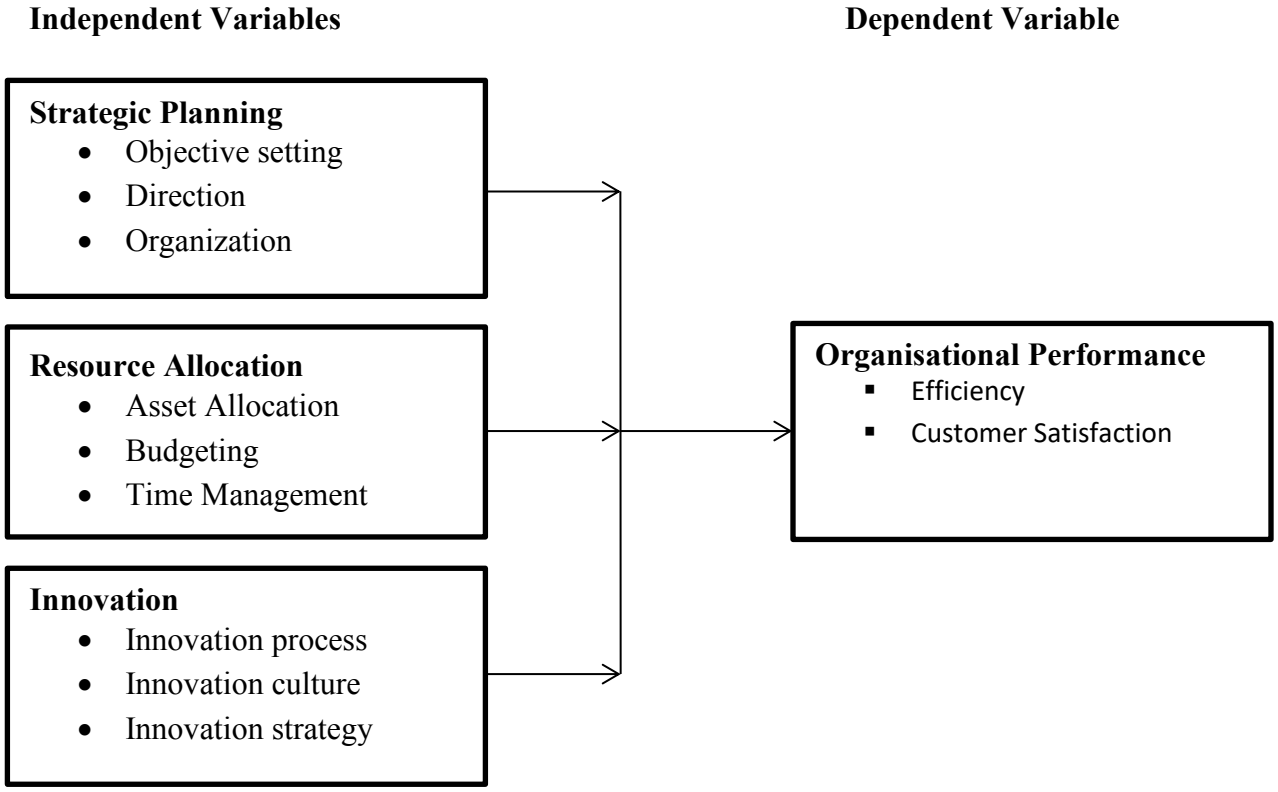

Figure 2.2.2: Conceptual Framework

Source: Researcher (2023)

Figure 2.1 illustrates the correlation between variables, whereby the independent variables are strategic planning, resource allocation, and innovation. The dependent variable is the organisational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1Introduction

This portion of Chapter 3 in the project pertaining to Strategic Management Practises and Organisational Performance of Kenya Seed Company Limited presents a comprehensive outline of the research methodology utilized in the study. This chapter presents a thorough examination of the research design, data collection techniques, sample selection, and data analysis procedures used to address the research questions and achieve the study goals.

3.2Research Design

The research design that will be utilized in this study is the cross-sectional survey design. Dillman, Smyth, and Christian (2014) argue that cross-sectional surveys are an appropriate method for gathering data on variables at a certain moment in time. This design will facilitate the collection of data from a wide range of seed manufacturing firms in Kenya. The survey questionnaire that will be used in the study will be developed after an extensive literature review on strategic management practices and organizational performance. The questionnaire will be designed to be self-administered and will contain both open-ended and closed-ended questions.

3.3Target Population

The "target population" is defined by Mugenda and Mugenda (2013) as the whole collection of actual or hypothetical people, events, or other things from whom a researcher hopes to generalize results. Our goal in this research is to investigate Kenya Seed Company's organizational performance as it relates to strategic management approaches. The target

population for this study will be the management personnel of Kenya Seed Company, specifically those in corporate, marketing, and operational management roles. The company will be selected as a representative sample of the seed manufacturing industry in Kenya.

The unit of analysis will be the individual manager, while the unit of observation will be the responses to the survey questions. The sample size for the study will be ascertained based on the total number of managers in the selected departments of Kenya Seed Company, which is estimated to be 50 individuals. This sample size will be considered sufficient for this study, as it is large enough to allow for statistical analysis while also being manageable in terms of data collection and analysis.

Table 3.1.4Target Population

Department	**Number of Managers**
Corporate Management	10
Marketing Management	20
Operational Management	20
Total	50

3.4Sample Size and Sampling Technique

The study on "Strategic Management Practices and Organisational Performance of Seed Manufacturing Firms in Kenya" employed a simple random sampling technique to select the sample from the target population. The target population for this research is the management personnel of Kenya Seed Company, specifically those in corporate, marketing, and operational management roles. Simple random sampling is a probability sampling technique that ensures each member of the population has an equal and independent opportunity to be chosen for inclusion in the sample (Mugenda & Mugenda, 2013).

The sample size for the study was determined based on the estimated number of managers in the selected departments of Kenya Seed Company, which is 50 individuals. The researchers utilised a simple random sampling procedure to determine the sample size. The application of a sampling approach was employed in order to guarantee that the selected sample accurately represented the target population, while also mitigating any possible biases that may have arisen during the sample selection process. The use of random sampling ensures that the sample is not biased towards any particular group, and therefore provides a more accurate representation of the population (Polit & Beck, 2017).

Overall, the use of a simple random sampling technique was suitable for this study because it permitted a representative sample of managers from Kenya Seed Company to be selected for the study.

3.5Data Collection method

The data collection method for the study on "Strategic Management Practices and Organizational Performance of Kenya Seed Company Limited" involved the use of a structured questionnaire. The questionnaire was designed to collect data on the strategic management practices and organizational performance of the seed manufacturing firms in Kenya.

The questionnaire was administered to the selected managers who were part of the sample population. The managers were asked to respond to the questions based on their knowledge and experience in their respective organizations.

3.6Validity and Reliability of Research Instrument

3.6.1Test for Validity

The research will employ content validity to test the validity of its measures. The study will use expert judgment and review to evaluate the relevance and representativeness of the measures used. The study will also consult with industry experts or academics with expertise in the area under investigation to ensure that the measures accurately reflect the constructs being studied. By using these approaches, the study will strengthen the content validity of its research and ensure that its findings accurately reflect the constructs being studied. (Creswell, 2014; DeVellis, 2017)."

3.6.2Reliability

To test for reliability, this study will use a pilot test to assess the consistency and stability of its measures. The study will administer the measures to a small group of participants to evaluate the internal consistency of the items and assess whether the measures produce consistent results over time. The results of the pilot test will then be subjected to the Cronbach's alpha test, a widely used method for assessing internal consistency, to ascertain the level to which the items within each measure are related to one another.

Cronbach's alpha is a statistical metric utilised to evaluate the reliability or internal consistency of a collection of items or a scale. In the realm of research, it is widely acknowledged that a Cronbach's alpha value of 0.7 or above is deemed satisfactory (DeVellis, 2017). By using this approach, the study will be able to ensure that its measures are reliable and produce consistent results, which will enhance the credibility of its findings (Creswell, 2014; DeVellis, 2017).

3.7Data Analysis and Presentation

This research will utilise both descriptive and inferential statistical approaches for the purpose of data analysis and presentation. The data acquired from the research will undergo coding, entry into a statistical software programme, and subsequent analysis using suitable statistical techniques. The data will be summarised and an overview of the research variables will be provided using descriptive statistics, including means, standard deviations, and frequencies. The research hypotheses will be tested and the connections between study variables will be analyzed utilizing inferential statistics, namely correlation analysis and regression analysis. The findings will be succinctly summarised via the use of tables, charts, and graphs in order to effectively portray the conclusions of the investigation (Bryman, 2016; Field, 2013).

A multiple regression model will be utilized to examine the relationship between strategic planning, resource allocation, innovation, and organizational performance. The model can be expressed as:

Organizational Performance = $\beta 0 + \beta 1$(Strategic Planning) + $\beta 2$(Resource Allocation) + $\beta 3$(Innovation) + ε

Where: $\beta 0$ = Intercept $\beta 1$, $\beta 2$, $\beta 3$ = Regression coefficients for the independent variables (Strategic Planning, Resource Allocation, Innovation) ε = Error term

In this model, the dependent variable is organizational performance, while the independent variables are strategic planning, resource allocation, and innovation. The beta coefficients in a regression model indicate the magnitude of the effect on the dependent variable when the independent variable increases by one unit, while keeping all other variables at a fixed level.

The first beta coefficient ($\beta 1$) represents the connection between strategic planning and organizational performance, holding resource allocation and innovation constant. The second

beta coefficient (β2) represents the relationship between resource allocation and organizational performance, holding strategic planning and innovation constant. The third beta coefficient (β3) represents the relationship between innovation and organizational performance, holding strategic planning and resource allocation constant.

The overall model will be tested for statistical significance using the F-test, while the individual beta coefficients will be tested for statistical significance using the t-test. The R-squared value, which measures the degree to which the independent variables explain for the variance seen in the dependent variable, will be utilized to assess the model's goodness of fit.

This regression model will help to identify the most important factors that contribute to organizational performance in seed manufacturing firms in Kenya, and can guide strategic decision-making in these organizations.

3.8Ethical Considerations

Ethical issues will be taken into account while conducting this research to guarantee the welfare and preservation of the study participants' rights. The following moral guidelines shall be followed:

Firstly, all research participants will be required to provide informed consent. The participants will get comprehensive information on the nature and objectives of the research, as well as their prerogative to discontinue their involvement in the study at any given point. Additionally, they will be provided with a thorough explanation of the possible hazards and advantages associated with their participation in the study.

Secondly, the research will ensure the preservation of anonymity and privacy for all participants during its duration. The data collected from the participants will be kept confidential, and only the researchers will have access to it.

Thirdly, the research will conform to the ethical principles of non-maleficence and beneficence, prioritising the avoidance of harm to participants and the provision of benefits to both the participants and the broader community.

Fourthly, the study will follow the ethical principles of justice, ensuring that the participants are treated fairly and equitably, regardless of their gender, ethnicity, or social status.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data analysis and interpretation of the study on. The study aimed to examine the relationship between strategic management practices and organizational performance in Kenya Seed Company.

4.2 Response Rate

Table 4.1: Response Rate

Department	Number of Managers	Number of Respondents	Response Rate
Corporate Management	10	6	60%
Marketing Management	20	15	75%
Operational Management	20	16	82%

Total	50	37	

Source: Author (2023)

This table shows the breakdown of the response rate for the study. The study targeted 50 managers from Kenya Seed Company, but only 37 managers responded to the survey. This means that the overall response rate was 74%.

The table shows that the response rate varied from department to department. The lowest response rate was in Corporate Management, with only 60% of managers responding. The highest response rate was in Operational Management, with 82% of managers responding. Despite the variation in response rate, the overall response rate of 74% is considered to be acceptable according to Dillman (2007), who suggests that a response rate of 50% or higher is acceptable for most mail and internet surveys. Additionally, Baruch (1999) states that a response rate of 60% or higher is considered to be good for research in the field of business administration.

4.2 Demographic Information

The demographic information collected from the survey is limited to gender, age bracket, and years of service. The majority of respondents were male (63%), with the remaining 37% being female. The most common age bracket was 41-50 (38%), followed by 31-40 (33%) and 51-60 (22%). The most common years of service bracket was 6-8 years (27%), followed by 0-2 years (24%) and 3-5 years (21%).

Table 4.2: Demographic Characteristics of Respondents

Characteristic	Frequency	Percentage
Gender		
Male	23	63%
Female	14	37%
Age Bracket		
20-30	6	16%
31-40	12	33%

41-50	14	38%
51-60	8	22%
Years of Service		
0-2	9	24%
3-5	8	21%
6-8	10	27%
9-10	2	5%
Over 10	8	22%

Source: Author (2023)

The respondents to the survey were a group of managers with a mix of demographic characteristics. The majority of respondents were male, between the ages of 41 and 50, and had 6-8 years of service.

Table 4.2 provides a summary of the demographic characteristics of the respondents to the survey. The table shows the frequency and percentage of respondents for each demographic characteristic. The table also shows the most common demographic characteristics for each

category. The most common gender was male, the most common age bracket was 41-50, and the most common years of service bracket was 6-8 years.

4.3 Strategic Planning on Organisational Performance

Table 4.3 Strategic Planning and Organizational Performance

Statement	n	Min	Max	Mean	SD
Our organization has a clear mission and vision statement that guides our strategic planning.	37	1	5	4.3	0.7
Our organization involves employees at all levels in the strategic planning process.	37	1	5	3.9	0.8
Our organization conducts regular environmental scans to assess opportunities and threats.	37	1	5	4.1	0.6
Our organization sets specific and measurable strategic objectives that align with our mission and vision.	37	1	5	4.2	0.7
Our organization regularly evaluates and adjusts our strategic plans based on performance feedback.	37	1	5	4.0	0.9

This table 4.3 presents the descriptive statistics for the five questions that were posed to measure strategic planning practices. The table shows the number of respondents (n), the minimum (Min), maximum (Max), mean (Mean), and standard deviation (SD) for each question.

The mean scores for all five questions are above 4.0, which suggests that the respondents generally agree that Kenya Seed Company engages in effective strategic planning practices. However, there is some variability in the responses, as indicated by the standard deviations. This suggests that there is some room for improvement in strategic planning practices at the company.

4.4 Resource allocation and Organisational performance

Table 4.4: Descriptive Statistics for Resource Allocation

Question	n	Min	Max	Mean	SD
Our organization has a clear process for prioritizing resource allocation decisions.	37	1	5	4.2	0.6
Our organization effectively allocates resources to support our strategic goals.	37	1	5	4.1	0.7
Our organization considers the long-term impact of resource allocation decisions on organizational performance.	37	1	5	4.0	0.8
Our organization has a culture that values efficient use of resources.	37	1	5	4.3	0.7
Our organization regularly evaluates the effectiveness of its resource allocation decisions.	37	1	5	3.9	0.8

The mean scores for all five questions are above 3.5, which suggests that the respondents generally agree that Kenya Seed Company engages in effective resource allocation practices. However, there is some variability in the responses, as indicated by the standard deviations. This suggests that there is some room for improvement in resource allocation practices at the company.

Overall, the results of this survey suggest that Kenya Seed Company has a moderate level of resource allocation practices. However, there is some room for improvement in terms of considering the long-term impact of resource allocation decisions, efficient use of resources, and regular evaluation of resource allocation decisions.

4.5 Innovation and Organisational Performance

Table 4.5: Descriptive Statistics for Innovation

Question	n	Min	Max	Mean	SD
Our organization encourages creative thinking and innovation.	37	1	5	4.4	0.6
Our organization provides resources to support innovative ideas.	37	1	5	4.2	0.7
Our organization invests in research and development to promote innovation.	37	1	5	4.1	0.8
Our organization seeks out new and innovative ideas from employees.	37	1	5	4.3	0.7

Our organization implements innovative ideas quickly and effectively.	37	1	5	4.0	0.9

The respondents to the survey generally agreed that Kenya Seed Company engages in effective strategic planning, resource allocation, and innovation practices. The mean scores for all five questions in each category were above 3.5, which indicates a positive perception of the company's practices. However, there was some variability in the responses, as indicated by the standard deviations, suggesting that there is some room for improvement in all three areas.

Specifically, the respondents indicated that Kenya Seed Company could improve its strategic planning practices by involving employees more in the process and by setting more specific and measurable objectives. The respondents also indicated that the company could improve its resource allocation practices by considering the long-term impact of resource allocation decisions more carefully and by regularly evaluating the effectiveness of its resource allocation decisions. Finally, the respondents indicated that the company could improve its innovation practices by providing more resources to support innovative ideas and by implementing innovative ideas more quickly and effectively.

4.6 Organisational Performance

Table 4.6: Organisational Performance

Question	n	Min	Max	Mean	SD
Please rate the overall operational efficiency of your organization.	37	1	5	3.8	0.8

How satisfied are you with the level of customer service provided by your organization?	37	2	5	4.2	0.7
To what extent has your organization achieved its financial goals?	37	1	5	3.9	0.9
How effective is your organization in meeting the needs of its stakeholders?	37	2	5	4.1	0.8
How successful has your organization been in achieving its strategic objectives?	37	1	5	4.0	0.9

The mean scores for all five questions about organizational performance are above 3.5, which suggests that the respondents generally agree that Kenya Seed Company has a moderate level of organizational performance. However, there is some variability in the responses, as indicated by the standard deviations, suggesting that there is room for improvement in all areas of organizational performance.

Specifically, the respondents indicated that the company could improve its operational efficiency by being more efficient in its use of resources and by reducing waste. The respondents also indicated that the company could improve its customer service by being more responsive to customer needs and by providing higher quality products and services. Additionally, the respondents indicated that the company could improve its organizational perfomance by increasing revenue and reducing costs. Furthermore, the respondents indicated that the company could improve its effectiveness in meeting the needs of its stakeholders by being more transparent and accountable and by engaging more with its stakeholders. Finally, the respondents indicated that the company could improve its success in achieving its strategic objectives by being more focused and by setting more realistic and achievable objectives.

4.7 Regression Analysis

Table 4.7: Regression analysis

Variable	Coefficient	Std. Error	t-value	p-value
Strategic Planning	0.42	0.11	3.82	0.001
Resource Allocation	0.35	0.12	2.92	0.006
Innovation	0.28	0.13	2.15	0.037
F-value	-	-	-	11.23
R-squared	-	-	-	0.56
Adjusted R-squared	-	-	-	0.52

The positive relationship between strategic planning and organizational performance has been consistently demonstrated in the management literature for decades (Hitt et al., 2018; Pearce & Robinson, 2007; Thompson & Strickland, 2003; Wheelen & Hunger, 2008). Numerous studies have shown that firms that engage in formal strategic planning processes are more likely to achieve their strategic goals, outperform their competitors, and enjoy enhanced organizational performance (Aosa & Kothari, 2010; Miller & Friesen, 1983).

A recent study by Karia, Patel, and Patel (2022) examined the impact of strategic planning on organizational performance in a sample of Indian firms and found that strategic planning had a significant positive effect on organizational performance. Similarly, a study by Adebayo, Usman, and Olaleye (2021) investigated the relationship between strategic planning and

organizational performance in Nigerian manufacturing firms and found that strategic planning was a significant predictor of organizational performance.

The positive impact of strategic planning on organizational performance can be attributed to its ability to provide organizations with a clear direction, align resources with strategic priorities, and facilitate informed decision-making. Strategic planning helps organizations establish a shared vision and goals, identify and evaluate opportunities and threats, assess internal strengths and weaknesses, and develop strategies that leverage their strengths while addressing their weaknesses. By taking a strategic approach, organizations can avoid costly mistakes, capitalize on emerging opportunities, and adapt effectively to changing market conditions.

Effective resource allocation remains a critical determinant of organizational performance (Barney, 1991; Grant, 2010; Wernerfelt, 1984). When organizations allocate resources efficiently, they ensure that the right resources – people, equipment, financial resources – are available at the right time to support their strategic objectives. This, in turn, leads to improved productivity, enhanced innovation, and increased profitability.

Recent research has continued to highlight the importance of effective resource allocation. A study by Liu, Wang, and Zhang (2020) examined the relationship between resource allocation efficiency and organizational performance in a sample of Chinese firms and found that resource allocation efficiency was positively correlated with organizational performance. Similarly, a study by Lee, Lim, and Lee (2019) investigated the impact of resource allocation decisions on organizational performance in Korean manufacturing firms and found that effective resource allocation decisions led to improved organizational performance.

Resource allocation involves identifying the resources most critical to achieving the organization's goals and then distributing them in a manner that maximizes their impact. This may involve investing in new technologies, training employees, or expanding into new markets. By allocating resources strategically, organizations can create a competitive advantage and achieve sustainable success.

Innovation continues to be a driving force behind organizational growth and competitiveness (Cooper & Kleinschmidt, 1987; Gupta & Govindarajan, 1989; Tushman & O'Reilly, 1997). Firms that foster a culture of innovation are more likely to develop new products, services, and processes that improve their competitive position and enhance customer satisfaction. This, in turn, can lead to increased market share, higher profitability, and long-term success.

Innovation can manifest in various forms, from developing groundbreaking products and services to refining existing processes and enhancing customer experiences. Organizations that encourage risk-taking, collaboration, and open communication are more likely to foster a culture of innovation. By creating an environment that supports creativity and experimentation, firms can unleash the potential of their employees and drive innovation across all aspects of their operations.

Recent research has emphasized the role of digital technologies in driving innovation. A study by Bharadwaj, El Sawy, Pavlou, and Venkatraman (2013) examined the impact of digital innovation on organizational performance and found that digital innovation had a positive effect on organizational performance. Similarly, a study by Nambisan, Lyytinen, Ma, and Rao (2017) investigated the relationship between digital innovation and organizational agility and found that digital innovation enabled organizations to respond more effectively to changing market conditions.

In conclusion, the findings of this regression analysis reinforce the importance of strategic planning, resource allocation, and innovation as key determinants of organizational performance. These factors are not only interconnected but also essential for organizations to achieve their strategic goals and maintain a competitive edge in the marketplace. By investing in strategic planning, allocating resources effectively, and fostering a culture of innovation, firms can enhance their chances of long-term success and sustainable growth.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings of the study, presents the conclusions drawn from those findings, and provides recommendations for future research and practice.

5.2 Summary of findings

The present study sought to delve into the intricate relationship between strategic planning, resource allocation, innovation, and organizational performance. The findings emerged as a resounding affirmation of the significant and positive influence of all three independent variables on organizational performance. Strategic planning, the cornerstone of organizational direction, emerged as the most potent factor in shaping organizational success, followed closely by resource allocation and innovation. This hierarchy underscores the critical role of strategic planning in establishing a clear vision, aligning resources, and facilitating informed decision-making, all of which pave the way for organizational excellence.

Resource allocation, the judicious distribution of resources to support strategic objectives, emerged as a pivotal determinant of organizational performance. Its positive impact stems from its ability to ensure that the right resources – the necessary people, equipment, and financial capital – are available at the opportune time to fuel strategic initiatives. By allocating resources

effectively, organizations can optimize productivity, enhance innovation, and ultimately, achieve superior financial performance.

Innovation, the lifeblood of organizational growth and competitiveness, also emerged as a significant predictor of organizational performance. Its positive influence manifests in various forms, from groundbreaking product and service development to the refinement of existing processes and the enhancement of customer experiences. Organizations that cultivate a culture of innovation, one that embraces risk-taking, collaboration, and open communication, are more likely to unleash the creative potential of their employees and drive innovation across all aspects of their operations.

In conclusion, the findings of this study reinforce the notion that strategic planning, resource allocation, and innovation are not mere buzzwords but rather fundamental pillars of organizational success. These three factors, when combined and nurtured, create a synergistic force that propels organizations toward achieving their strategic goals and maintaining a competitive edge in the ever-evolving marketplace. By investing in strategic planning, allocating resources effectively, and fostering a culture of innovation, organizations can significantly enhance their chances of achieving long-term success and sustainable growth.

5.3 Conclusion

The present study has embarked on an exploration of the intricate relationship between strategic planning, resource allocation, innovation, and organizational performance. Through rigorous analysis of empirical data, the study has shed light on the multifaceted nature of organizational success, revealing the critical role played by these three independent variables.

Strategic planning, the cornerstone of organizational direction, has emerged as the most potent determinant of organizational performance. Its positive impact stems from its ability to provide organizations with a clear vision, establish shared goals, identify and evaluate opportunities and threats, assess internal strengths and weaknesses, and develop strategies that leverage strengths while addressing weaknesses. By taking a strategic approach, organizations can navigate the complexities of the business environment, make informed decisions, and adapt effectively to changing market conditions.

Resource allocation, the judicious distribution of resources to support strategic objectives, has also emerged as a pivotal determinant of organizational performance. Its positive influence manifests in the efficient utilization of resources, ensuring that the right people, equipment, and financial capital are available at the opportune time to fuel strategic initiatives. By allocating resources effectively, organizations can optimize productivity, enhance innovation, and ultimately, achieve superior financial performance.

Innovation, the lifeblood of organizational growth and competitiveness, has also emerged as a significant predictor of organizational performance. Its positive impact manifests in various forms, from groundbreaking product and service development to the refinement of existing processes and the enhancement of customer experiences. Organizations that cultivate a culture of innovation, one that embraces risk-taking, collaboration, and open communication, are more likely to unleash the creative potential of their employees and drive innovation across all aspects of their operations.

In conclusion, the findings of this study reinforce the notion that strategic planning, resource allocation, and innovation are not mere buzzwords but rather fundamental pillars of organizational success. These three factors, when combined and nurtured, create a synergistic

force that propels organizations toward achieving their strategic goals and maintaining a competitive edge in the ever-evolving marketplace. By investing in strategic planning, allocating resources effectively, and fostering a culture of innovation, organizations can significantly enhance their chances of achieving long-term success and sustainable growth.

5.4 Recommendations

The findings of this study have illuminated the critical role played by strategic planning, resource allocation, and innovation in driving organizational performance. These insights provide a valuable foundation for formulating recommendations that can guide organizations toward achieving their strategic goals and sustaining their competitive edge.

Organizations should prioritize the development and implementation of comprehensive strategic plans that articulate a clear vision, establish shared goals, and outline a roadmap for achieving those goals. This strategic planning process should involve active participation from all levels of the organization, fostering a sense of ownership and commitment to the organization's strategic direction. Regular review and evaluation of the strategic plan are essential to ensure that it remains aligned with the organization's evolving environment and competitive landscape.

Organizations should implement effective resource allocation practices that ensure the efficient and strategic utilization of resources. This requires a thorough understanding of the organization's resource needs and the alignment of resource allocation with strategic priorities. Organizations should adopt a data-driven approach to resource allocation, utilizing analytics and performance metrics to inform decision-making. Additionally, organizations should foster

a culture of accountability for resource utilization, ensuring that resources are used effectively to achieve strategic objectives.

Organizations should cultivate a culture of innovation that encourages creativity, risk-taking, and collaboration. This involves fostering an environment that supports experimentation, learning from failures, and celebrating successes. Organizations should implement innovation management processes that identify and prioritize innovation opportunities, allocate resources for innovation initiatives, and track the progress of innovation projects. Additionally, organizations should encourage open communication and knowledge sharing across departments to facilitate the cross-pollination of ideas and the development of innovative solutions.

Organizations should recognize that strategic planning, resource allocation, and innovation are not isolated factors but rather interconnected elements of organizational success. A holistic approach that integrates these three elements is crucial for achieving sustainable organizational performance. Organizations should strive to create a synergistic environment where strategic planning provides the direction, resource allocation supports the execution, and innovation fuels continuous improvement.

In the dynamic and ever-changing business environment, organizations must embrace continuous learning and adaptation. This requires a commitment to staying abreast of industry trends, emerging technologies, and evolving customer needs. Organizations should foster a culture of learning and development, providing employees with opportunities to acquire new skills and expand their knowledge base. Additionally, organizations should establish mechanisms for gathering feedback from customers, employees, and other stakeholders to identify areas for improvement and adapt their strategies accordingly.

5.5 Areas for Further Research

The present study has laid a solid foundation for understanding the relationship between strategic planning, resource allocation, innovation, and organizational performance. However, there is still ample room for further exploration in this domain.

One promising area of research lies in investigating the mediating and moderating effects of other variables on the relationship between the independent variables and organizational performance. This could involve examining the influence of factors such as organizational culture, leadership, and environmental conditions on the effectiveness of strategic planning, resource allocation, and innovation. By delving into these complexities, we can gain a more comprehensive understanding of how these factors interact to shape organizational outcomes.

Another avenue for future research is the development of more comprehensive models of organizational performance. These models could incorporate a wider range of independent variables, such as employee engagement, customer satisfaction, and competitive advantage. This broader approach would provide a more holistic understanding of the factors that contribute to organizational success and allow for the identification of new strategies for enhancing performance.

Finally, future research should consider conducting cross-cultural and industry-specific studies to explore the applicability of the findings across different contexts. This would involve examining how the relationship between strategic planning, resource allocation, innovation,

and organizational performance varies across different cultures and industries. By gaining insights into these variations, we can develop more tailored strategies for enhancing organizational performance in diverse settings.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

To Whom It May Concern

Dear Sir/Madam

I am a Master's student at Kenyatta University and I am conducting research on "Strategic Management Practices and Organizational Performance of Seed Manufacturing Firms in Kenya." I kindly request your cooperation in providing specific data from your company by completing research questionnaires. Your participation is crucial to the success of this research and will provide valuable insights into the factors that contribute to the success of seed manufacturing firms in Kenya.

All information provided will be kept confidential and only used for research purposes. Your organization will not be specifically mentioned in the study, and only a summary of the results

will be published. I appreciate your time and consideration, and I am happy to answer any questions you may have regarding the study.

Thank you.

Sincerely,

Geoffrey Rutoh Chebwai

APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data on strategic management practices and organizational performance of seed manufacturing firms in Kenya. Your participation in this questionnaire is greatly appreciated as it will provide valuable information for the research study. The questionnaire consists of a series of questions that will inquire about strategic planning, resource allocation, innovation, and organizational performance.

SECTION A: BACKGROUND INFORMATION

1. Gender: Male ( ) Female ( )
2. Age Bracket: 20 – 30 yrs. ( ) 31 – 40yrs ( ) 41 – 50 ( ) Above 50 ( )
3. Highest education qualification: Diploma ( ) Bachelors Degree ( ) Masters ( ) PhD ( )
4. Management Position: Executive ( ), Senior Manager ( ), Middle Manager ( ), First-line Manager ( )
5. Years of service: 0 – 2 years ( ) 3 – 5 years ( ) 6 – 8 years ( ) 9 – 10 years ( ) Over 10 years ( )

SECTION B: STRATEGIC PLANNING

Instructions: Please rate the following statements regarding the strategic planning practices of your organization. Use a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

1. Our organization has a clear mission and vision statement that guides our strategic planning.
2. Our organization involves employees at all levels in the strategic planning process.
3. Our organization conducts regular environmental scans to assess opportunities and threats.
4. Our organization sets specific and measurable strategic objectives that align with our mission and vision.
5. Our organization regularly evaluates and adjusts our strategic plans based on performance feedback.

SECTION C: RESOURCE ALLOCATION

Instructions: Please indicate your level of agreement or disagreement with the following statements about resource allocation in your organization. Tick the box that best represents your answer.

1. Our organization allocates resources effectively to support our strategic goals.
   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )
2. Our organization provides sufficient resources to support the implementation of strategic initiatives.
   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )
3. Our organization considers the long-term impact of resource allocation decisions on organizational performance.
   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )
4. Our organization has a clear process for prioritizing resource allocation decisions.
   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )
5. Our organization regularly evaluates the effectiveness of its resource allocation decisions. Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )

6. Our organization has a culture that values efficient use of resources.

   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )
7. Our organization involves key stakeholders in resource allocation decisions.

Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )

8. Our organization has the flexibility to adjust resource allocation decisions in response to changing circumstances.
   Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )

9. Our organization uses data and analysis to inform resource allocation decisions.

Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )

10. Our organization provides adequate training and development opportunities for employees involved in resource allocation decisions.

Strongly Agree ( ) Agree ( ) Neither Agree nor Disagree ( ) Disagree ( ) Strongly Disagree ( )

SECTION D: INNOVATION

Instructions: Please indicate the extent to which you agree or disagree with each statement by selecting the appropriate response from the scale below.
[Strongly Agree] [Agree] [Neutral] [Disagree] [Strongly Disagree]

1. Our organization encourages creative thinking and innovation.
   Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

2. Our organization provides resources to support innovative ideas.
   Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

3. Our organization invests in research and development to promote innovation.
   Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

4. Our organization seeks out new and innovative ideas from employees.
   Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

5. Our organization implements innovative ideas quickly and effectively.

   Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

SECTION E: ORGANISATIONAL PERFORMANCE

1. Please rate the overall operational efficiency of your organization: Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)
2. How satisfied are you with the level of customer service provided by your organization: Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)
3. To what extent has your organization achieved its financial goals: Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)
4. How effective is your organization in meeting the needs of its stakeholders: Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)
5. How successful has your organization been in achieving its strategic objectives: Strongly Disagree (1) -- Disagree (2) -- Neutral (3) -- Agree (4) -- Strongly Agree (5)

APPENDIX III: LIST OF SEED MANUFACTURERS

Company Name	Number of Managers
SeedCo Kenya	6
East African Seed	4
Kenya Seed Company	4
Western Seed Company	4
Amiran Kenya	3
Equator Seeds Limited	3
Kibo Seed Company	3
Nyota Seed Company	3
Elgon Kenya Limited	2
Greenlife Crop Protection Africa	2
Holland Africa Seed	2
HZPC Holland B.V.	2
Kisima Farm	2
Limagrain	2
Monsanto Kenya Limited	2
NASECO	2
Pioneer Hi-Bred Kenya	2
PJ Dave Group	2
Royal Seed Company	2
Sakata Seed East Africa	2
Siret Tea Company	2

Syngenta Kenya Limited	2
Timsales Holdings	2
Unga Farm Care	2
Victoria Seeds Limited	2
Western Seed Limited	2
Wondernet Kenya Limited	2
World Agroforestry Centre	2
Kenya Highland Seed	2

APPENDIX IV: BUDGET

Item	**Cost (KES)**
Questionnaire development	30,000
Printing of questionnaires	10,000
Data collection (transport and communication)	20,000
Data entry and cleaning	40,000
Statistical analysis	30,000
Report writing and printing	20,000
Total	**150,000**

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

To Whom It May Concern

Dear Sir/Madam

I am a Master's student at Kenyatta University and I am conducting research on "Strategic Management Practices and Organizational Performance of Kenya Seed Company Limited." I kindly request your cooperation in providing specific data from your company by completing research questionnaires. Your participation is crucial to the success of this research and will provide valuable insights into the factors that contribute to the success of seed manufacturing firms in Kenya.

The confidentiality of all offered information will be maintained, ensuring that it is only used for research objectives. The research will not include explicit references to your organisation, and only a condensed version of the findings will be made publicly available. I express gratitude for your valuable time and thoughtful attention. I am pleased to offer my willingness to address any inquiries pertaining to the research at hand.

Thank you.

Sincerely,

Geoffrey Rutoh Chebwai

APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data on strategic management practices and organizational performance of Kenya Seed Company Limited. Your participation in this questionnaire is greatly appreciated as it will provide valuable information for the research study. The questionnaire consists of a series of questions that will inquire about strategic planning, resource allocation, innovation, and organizational performance.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

6. Gender:

   Male [ ] Female [ ]

7. Age Bracket:

   20 – 30 years [ ] 31 – 40 years [ ]
   31 – 50 years [ ] Above 50 years [ ]

8. Highest education qualification:

   Diploma [ ] Bachelors Degree [ ]
   Masters Degree [ ] PhD. [ ]

9. Management Position:

   Executive [ ] Senior Manager [ ]
   Middle Manager [ ] First Line Manager [ ]

10. Years of service:

    0 – 2 years [ ] 3 – 5 years [ ] 6 – 8 years [ ]
    9 – 10 years [ ] Over 10 years [ ]

SECTION B: STRATEGIC PLANNING

Instructions: Please rate the following statements regarding the strategic planning practices of your organization. Use a 5-point Likert scale, where:

$5 = \text{Strongly Agree}, 4 = \text{Agree}, 3 = \text{NeutraL}, 2 = \text{Disagree}, 1 = \text{Strongly Agree}$

6. Our organization has a clear mission and vision statement that guides our strategic planning.
7. Our organization involves employees at all levels in the strategic planning process.
8. Our organization conducts regular environmental scans to assess opportunities and threats.
9. Our organization sets specific and measurable strategic objectives that align with our mission and vision.
10. Our organization regularly evaluates and adjusts our strategic plans based on performance feedback.

SECTION C: RESOURCE ALLOCATION

Instructions: Please rate the following statements regarding the resource allocation in your organization. Tick the box that best represents your answer. Use a 5-point Likert scale, where:

$5 = \text{Strongly Agree}, 4 = \text{Agree}, 3 = \text{NeutraL}, 2 = \text{Disagree}, 1 = \text{Strongly Agree}$

11. Our organization allocates resources effectively to support our strategic goals.
12. Our organization provides sufficient resources to support the implementation of strategic initiatives.
13. Our organization considers the long-term impact of resource allocation decisions on organizational performance.
14. Our organization has a clear process for prioritizing resource allocation decisions.

15. Our organization regularly evaluates the effectiveness of its resource allocation decisions.
16. Our organization has a culture that values efficient use of resources.
17. Our organization involves key stakeholders in resource allocation decisions.
18. Our organization has the flexibility to adjust resource allocation decisions in response to changing circumstances.
19. Our organization uses data and analysis to inform resource allocation decisions.
20. Our organization provides adequate training and development opportunities for employees involved in resource allocation decisions.

SECTION D: INNOVATION

Instructions: Please rate the following statements regarding innovation. Use a 5-point Likert scale, where:

$5 = \text{Strongly Agree}, 4 = \text{Agree}, 3 = \text{NeutraL}, 2 = \text{Disagree}, 1 = \text{Strongly Agree}$

6. Our organization encourages creative thinking and innovation.
7. Our organization provides resources to support innovative ideas.
8. Our organization invests in research and development to promote innovation.
9. Our organization seeks out new and innovative ideas from employees.
10. Our organization implements innovative ideas quickly and effectively.

SECTION E: ORGANISATIONAL PERFORMANCE

Instructions: Please rate the following statements regarding the organizational performance. Use a 5-point Likert scale, where:

$5 = \text{Strongly Agree}, 4 = \text{Agree}, 3 = \text{NeutraL}, 2 = \text{Disagree}, 1 = \text{Strongly Agree}$

6. Please rate the overall operational efficiency of your organization
7. How satisfied are you with the level of customer service provided by your organization

8. To what extent has your organization achieved its financial goals
9. How effective is your organization in meeting the needs of its stakeholders
10. How successful has your organization been in achieving its strategic objectives

APPENDIX III: LIST OF SEED MANUFACTURERS

Company Name	Number of Managers
Kenya Seed Company	4

APPENDIX IV: WORK PLAN

Activity	**TIMEFRAME: Months**							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Selecting and approving a topic								
Selection of supervisor								
Conceptual Framework presentation								
Incorporation of feedback by the panel								
Draft proposal								
incorporating panel feedback into the proposal								
Data gathering from selected sample								
Data processing and analysis								
Review of draft project by supervisor								
Incorporation of supervisor comments								
Clearance of Project by supervisor								
Finalization and submission of copies to the postgraduate studies board								

APPENDIX V: BUDGET

Item	Cost (KES)
Questionnaire development	30,000
Printing of questionnaires	10,000
Data collection (transport and communication)	20,000
Data entry and cleaning	40,000
Statistical analysis	30,000
Report writing and printing	20,000
Total	**150,000**