INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF SUGAR MILLING FIRMS IN WESTERN KENYA

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DECLARATION

This research thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

I dedicate this research thesis to my parents Alexander Oyula Maero and Rose Adhiambo Oyula who brought me up in a Christian way and ensured my childhood prepared me for the uncertain future. I also dedicate this work to my family for encouraging me and guiding me whenever it was necessary. May the Almighty God them all.

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ABSTRACT

Implementing a strategy entails carrying out the steps outlined in a plan with the end goal(s) in mind. These ideas are developed further during the brainstorming phase, and then put into action through the execution process. Despite good strategic planning, in the last five years, the performance of the sugar companies in the country especially in the western region of Kenya remains under crisis and is not showing signs of improvement. The research aim was to establishing the Influence of Strategy Implementation on Organizational Performance of Sugar Milling Firms in Western Kenya. Precisely, the research was directed by the following research objectives: to determine the effect of external environment on the output of sugar milling firms in the western region of Kenya, to examine the influence of strategic leadership on the performance of sugar milling firms in the western region of Kenya, to determine the effect of organizational structure on the performance of sugar milling firms in the western region of Kenya and to determine the influence of strategic resource management on the performance of sugar milling firms in the western region of Kenya. The research used the theories of open systems theory to ground the independent variable of the study's environment, the theory of strategic leadership to justify the study's strategic management of leadership, the theory of chaos to justify the study's organizational structure, and the theory of resource orchestration to justify the study's strategic management of resources. Descriptive research methods were used by the investigator. The researcher decided to use a descriptive method. Three hundred executives, supervisors, and department heads at the 10 sugar mills will be surveyed for this study. This study used stratified sampling, in which 90 participants were selected at random. A copy of questionnaire was administered to the participants to gather the data. Quantitative data was coded for input and analyzed using both descriptive and inferential statistics with the use of the Statistical Package for the Social Sciences (SPSS version 25). The study findings were analyzed, summarized and presented in various descriptive statistics tools like frequencies distribution tables, percentages, custom tables, pie-charts and bar graphs to arrive at conclusions. To assess how Sugar Milling Firms in Western Kenya use strategy implementation to improve their organizations' performance, a multiple regression analysis was conducted. T-tests, F-tests, and Analysis of Variance were used to analyze the models' significance (ANOVA). Researchers discovered that the external environment significantly explained the success of sugar milling businesses in western Kenya ($P=0.11<0.05$). Strategic leadership was also found to be statistically important ($P=0.021$, <0.05) in describing the success of Kenya's sugar mills. In addition, the study discovered that organizational structure significantly ($P=0.034$, <0.05) influenced the success of Kenya's sugar mills. Finally, the research demonstrated that strategic resource management accurately describes the success of sugar mills in western Kenya ($P=0.039$, <0.05). The study concluded that the Kenyan government, specifically the Ministry of Agriculture, should control sugar imports. It was also concluded from the research that sugar mills should operate at full capacity in order to satisfy consumer demand. The research also suggests sugar corporations needs to collaborate closely with County Governments to enhance rural roads that aid in the transport of sugar-cane and agricultural inputs. According to the findings, the organization's departments should gain from having their strategies and structures more aligned, as well as having their performance contracts better aligned with their strategic goals and objectives.

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ABBREVIATIONS

AFFA	Agriculture and Food Authority Act
COMESA	Common Market for East and Central Africa
DR	Debit Recurred
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistic
KNFSF	Kenya National Federation of Sugarcane Farmers
KSB	Kenya Sugar Board
ROK	Republic of Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The challenges of the modern business environment and fast changing global economy demands high productivity speed and flexibility for organizations that seeks to thrive. In order to achieve the required efficiency and effectiveness, organizations must effectively implement strategy. These can be achieved when organizations have innovative leadership with effective structure and policies and procedure that efficiently allocate and utilize resources. It is through this that strategy will have an impact on organization performance, Strategy implementation is the process of putting into action the strategies formulated so that the performance can be moved from the existing position to a future desired position (Johnson & Scholes, 2018).

According to Aladwani and Saavedra (2019) strategy implementation means putting the results of planning into a real activity. This involves operationalization of the day to day activities so that an organization can achieve its competitiveness. In order to align the operations of an organization to the changing operating environment, it is important that the organization adapts accordingly to remain competitive. Through strategic management, organizations are able to align their operations to push its competition above the industry peers (Kaplan & Norton, 2001).

The success of a strategy depends upon the efficacy of implementation and therefore top priority of strategy implementation is building a capable organization. It involves developing a responsive internal organization structure, building and nurturing skills and competencies and selecting people for key positions (Tawse & Tabesh, 2021)

Globalization of the world has meant that organizations can sale to a wide market even from a local setting. Organizations need to rethink their strategies to drive the performance to a future desired position (Bailey, 2017).

As stated by Gamble et al. (2015), the difference between developing a brilliant strategy and successfully implementing it is very challenging. Success relies heavily on performance; strategic objectives cannot be met without meticulous and perceptive implementation. Thus, effective techniques should be put into play with the final goal in mind. Implementing a strategy requires taking steps to put the plan into motion and ultimately achieve the desired outcomes. The goal of this strategic procedure is to raise the efficiency of the organization.

Strategy implementation in the sugar industry is a severe issue, as noted by Harrington (2016) regarding sugar production in Australia, Solomon and Swapna (2022) regarding sugar production in India, and Dubb (2015) with sugar production in South Africa. Even so, in countries like Mexico, Brazil, Thailand, and South Africa, where factors like the country's internal and external political environment, its organizational structure, and the quality of its managers' skills were cited as the biggest obstacles to putting strategies into action, the endeavor was not particularly well received (Moinkett, 2015). Therefore, it was crucial to identify the constraints that sugar milling companies in western Kenya face in putting their strategies into action.

According to Muriuki and Maina (2021) only a small percentage of African companies are able to permanently bridge the gap between their strategic planning and operational execution. He furthers states that only a small percentage of companies in the sugar production industries in Zimbabwe, Sudan North, and South Sudan have shown the ability to align value proposition with their unique powers and their various products and services, which is what prompted the current study to determine the impact of strategy execution on the success of sugar mills in Kenya's western region.

The goal of this research is to learn how sugar milling companies in Kenya's western region put their strategies into action. Since putting them into action is a crucial component of the strategic planning process, this author of the study believes it is important to learn about this topic. Corporate performance is the result of the ongoing efforts to define the organisation ’s goals, track its progress toward its objectives, and improve its methods as needed.

An organization's long-term success hinges on its ability to both generate profit and adapt to the requirements of its constituents over time (Munyoroku, 2016). While strategy creation receives the lion's share of emphasis in strategic management courses, the second stage, strategy execution, is often overlooked while being the most crucial and fraught with difficulties. Specifically, this research will look into how the managers of sugar milling companies in western Kenya feel strategy implementation has affected their company's bottom line.

At 25% annual direct contribution and another 25% annual indirect contribution to GDP, agriculture is the lifeblood of the Kenyan economy and essential to the success of Kenya's Popular Vision 2030. (Republic of Kenya [ROK], 2014). As of 2015, Ministry of Agriculture, Livestock and Fisheries, (MOALFI), over 70% of village Kenyans rely on this sector for their informal livelihoods, and it accounts for over 65percent of Kenya's total exports (ROK, 2014). Kenya relies on sugarcane compared to any other crop, including tea, coffee, and flowers (Mukopi & Iravo, 2015). However, the sugar industry as a whole has had a number of high-profile performance problems (Ministry of Agriculture, Livestock and Fisheries [MOALFI], 2015).

Companies in the sugar industry and the now-defunct Kenya Sugar Board (now known as the Sugar Directorate under AFFA) develop sound plans and strategies. In any case, the largest mystery is why the sugar industry as a whole has not benefited from the strong turnaround plans that have been implemented. The National Treasury's financial support of the sugar industry continues. In June 2015, for instance, Mumias Sugar Company received Kshs 1 billion shillings as a monetary bail out, despite needing Kshs 6 billion and having approximately Kshs 60 billion in accumulated debts.

For at least the past two decades, efforts to resurrect sugar companies like Miwani and Muhoroni have faltered (Munyoroku, 2016) The sugar industry is in danger of collapsing as a result of mounting debts caused by the persistent inability to pay their farmers, particularly upon delivery of cane. The Kenya National Federation of Sugarcane Farmers (KNFSF) regularly expresses concern that sugar firms would go into receivership due to losses and growing debt.

When it comes to their finances, farmers regularly receive statements indicating that a "debt recurred" (DR) has occurred. Manufacturing companies, like any other, rely heavily on the five pillars of strategic management—environmental scanning, strategy creation, plan implementation, control, and evaluation—to successfully navigate the ever-evolving business landscape (Ramphal & Rajcoomar, 2019).

Strategic management therefore emphasizes long-term performance of a firm, and improves its chances of success. Of all these, strategy implementation is the most important, thus, it is imperative to establish the factors impending strategy implementation in sugar milling firms in the western region of Kenya.

1.1.1 Organizational Performance

How well an organization performs determines how likely it is that its objectives will be met (Adeoye & Elegunde, 2016). According to Khan et al (2020) an organization's performance is measured by how efficiently it carries out its primary function, which is to generate revenue. To put it simply, an organization's performance can be thought of as its health in terms of its culture, financial reports, and organizational structure.

For any business, but especially for ones that aim to make a profit, improving performance is a top priority. It is possible to evaluate an organization's effectiveness by looking at metrics such as employee happiness, financial health, well-designed structures, and competent leadership. A company's ability to achieve its objectives can be gauged in large part by its "organizational performance (Suphattanakul, 2017). Investors care about a company's bottom line because they own a portion of

There are a number of factors that contribute to a company's financial performance, including the firm's competencies, its competitive advantage, the economic goals of company management, and the trustworthiness of its existing and prospective suppliers and contractors (Muriuki & Maina 2021). The success of a company is often measured by how much it increases its revenue or stock price. For the purpose of this research, returns on assets were chosen as an indicator of both financial health and managerial prowess for sugar mills in western Kenya.

1.1.2 Strategy Implementation

Strategy implementation, as described by Nyakeriga (2015) is the next step after developing a strategic plan and represents the fulcrum of the strategic management cycle. It's the turning point where strategic plans become reality, so it affects everyone in the organization and needs careful management to maximize its value.

Without an execution strategy, a strategic plan serves little purpose for an organization. In fact, organizations that create strategic plans should prepare to incorporate a method for putting the plan into action. Strategic planning in sugar milling firms in the western region of Kenya can take different forms from one company to the next, depending on the specifics of the plan itself, but there are some fundamental steps that can help to ensure that the plan is implemented successfully and achieves its goals (Dubb, 2015)

A formidable and time-consuming obstacle, strategy implementation involves. It is much simpler to develop a compelling strategic plan than it is to actually "make it happen," as all three authors agree (Adeoye, 2016; Mutai, 2015; Mwaura, 2017). A different set of managerial abilities is required for strategy implementation and getting the organization going in the right direction.

Getting things done requires coordinating with other people, inspiring them to do their best work, strengthening the company's culture, and forging a connection between the strategy and day-to-day operations. Because a new strategy has been announced does not mean that ingrained behavior will suddenly change.

The best strategy implementation, according to Osore (2020) research on the factors threatening organizational performance through strategic alignment at Malaysian sugar mills, must begin with the initiatives' planning stages. However, many policymakers tend to disengage from the actual implementation of their policy, which may have led to sugar mills in western Kenya underestimating the amount of time and detail necessary for success.

According to Le Gal (2008) research into the factors impacting Pakistan's sugar milling industry, top-level decision-makers frequently overlook crucial details on the road to success. They look to those beneath them to deduce the order of things. This can take various shapes. The process of actualization is evolutionary rather than revolutionary. Despite the fact that the research was done in Asia, there are still many discrepancies between the studies and the actual practices of Western Kenya's sugar mills.

Based on their research, Chidoko and Chimwai (2011) concluded that the implementation of solutions to the economic challenges facing sugar mills performance in the lower land of Zimbabwe could not be successful without first incorporating planning. stresses the importance of constant monitoring and adjustment to ensure that plans are working as intended. This has to be a continuous procedure, or the project will hit a wall from which it may never recover. It will be harder to achieve success if the players delay the policy's implementation for too long.

Aligning initiatives, having full and active executive support, a widely perceived need for the strategic planning, effective communication, employee engagement, thorough organizational planning and competitive analysis, alignment of budgets and performance, and monitoring and adaptation are all crucial to a successful strategy planning implementation. The Kenyan sugar industry has been through a lot recently, competing with cheap sugar from the COMESA countries while also dealing with issues like delayed payment of suppliers and farmers, under capacity utilization, and frequent uncoordinated closures of sugar companies.

The commercial and public millers in Kenya's sugar business face an increasingly dynamic and sometimes volatile environment. A company's performance benefits when its strategy, structure, culture, and processes are all a good "fit" for its environment (Munyoroku, 2016). Rising levels of unsold sugar in the market have had a negative effect on Kenya's sugar sector in recent years.

When compared to other regions throughout the world, Kenya's sugar business is a top contender for investment (Munyoroku, 2016). Improved performance, increased management efficacy, and new forms of creativity are just some of the benefits of a well-executed plan (Gaya, 2018). Additionally, the public's trust has been shaken due to structural flaws in modern businesses and the abuse of corporate power (Osore, 2020).

Despite the importance of execution, Nyandara (2017) argues that most managers place more focus on formulating strategies than carrying them through. According to Mutula (2017), few people have the resources necessary to put a strategic plan into action. Even though strategy execution is a crucial aspect of the strategic management process (as we've already mentioned), it has received less attention from researchers than strategy formulation, especially in poor nations (Odhiambo, 2020). This study concentrates on influence of strategy implementation on performance of sugar milling firms in Western Kenya.

1.1.3 Sugar Industry in Kenya

One of the most important economic drivers in Kenya is the sugarcane sector. In addition to tea, coffee, horticulture, and maize, sugarcane is a crucial crop for the economy (Odhiambo, 2020). The sugarcane business has made a huge, unsung impact on rural economies and community cohesion in the world's "sugar belts" (Odhiambo, 2020). Cash flow from the industry is critical to the survival of farm families and small rural companies. Small town and marketplace prosperity is also tied to the success of these enterprises. Much of rural western Kenya relies on this sector of the economy.

In addition to its positive societal and economic effects, the sugar business is important because it supplies essential inputs to other sectors, such as bagasse for power co-generation and molasses for a variety of industrial goods, including ethanol. Molasses is used extensively in the processing of many commercial goods, including beverages, candies, and medicines. According to table 1.1 in the appendix, Kenya needs to purchase at least 200,000 tons of sugar every year from other producers in the region to make up for its annual shortfall . High production costs and money-losing sugar mills are hindering the country's efforts to increase output (MOALFI, 2015).

Uncoordinated and haphazard plant closings by processors also occurred in the sugar business. The closure of the Mumias sugar factory in western Kenya in 2014, for example, was done so that the cane could mature and so that repairs could be made (MOALFI, 2015). West Kenya Sugar Company was forced to close unexpectedly because of a broken boiler, while Kibos Sugar Factory was closed unexpectedly because of maintenance (MOALFI, 2015).

1.2 Strategy Implementation and Organizational Performance

Measurement of an organization's effectiveness requires comparison of actual results to predetermined targets. Many professionals, including business owners, entrepreneurs, and experts in strategic planning, operations management, finance, and legal, focus on improving an organization's efficiency and effectiveness. Nonetheless, there are a variety of ways to evaluate the success of a company, from the level of the individual to that of the team and to that of the entire enterprise (Mukopi, & Iravo , 2015).

Several indicators are available for gauging an organization's success, as outlined by (Khan, et al 2020). A company's performance may be considered successful if it is able to reach its targets and improve over time, two factors that are essential to its survival and expansion. This approach may have a flaw in that it ignores the company's internal and external contexts. One way to evaluate an organization's success is by looking at how well it meets the needs of its environment while also making the most of its available resources and human capital (Khan, et al 2020).

The merging of the concepts of efficiency and effectiveness in this way has produced one of the most complete definitions of organizational performance. Therefore, this research will focus on how the external environment, strategy leadership, managerial abilities, and organizational structure at sugar milling firms in Kenya's western region affect organizational performance.

1.2.1 Statement of the Problem

Organizational success is directly tied to the quality of its strategic management. Every part of the process must be well-managed for strategic management to yield excellent results. In today's competitive market, a game-changing approach can make or break a corporation. Most businesses have trouble improving their productivity because of implementation issues (Mwanje, 2017).

Despite good strategic planning, in the last five years, the performance of the sugar companies in the country especially in the western region of Kenya remains under crisis and is not showing signs of improvement. Just to highlight, capacity underutilization, largely unpaid suppliers, contractors, farmers increasing debts, and frequent negative publicity in the media. And most critically the annual production from the eleven sugar millers has not met domestic consumptions nor matched annual forecasted estimates, (Sun,2020).

Sugar companies are facing strategic issues such as capacity underutilization, lack of regular factory maintenance, poor transport infrastructure, delayed farmer payment and weak corporate governance, sustained under production that leads to sugar imports to meet the ever-increasing domestic demand. This study therefore seeks to find out the influence of strategy implementation on performance of sugar milling firms in the western region of Kenya.

There are a number of studies on the topic of strategic implementation; for example, Diniz and Amado (2014) examined the factors that influence successful strategy implementation in the service sector in the Sultanate of Oman. The study revealed that effective leadership is crucial for any industry, but particularly the service industry, if any strategy is to be put into action. However, the impact of a company's strategy implementation on its bottom line is outside the scope of this research. Kibachia (2016) investigated the results of strategic plan execution on Rwandan manufacturing organizations' productivity. According to the results, for an organization to be able to put its findings into action, its structure must be adaptable, and sufficient resources must be made available. The new study is not intended to cover the same ground as that previous study did.

Nyakeriga (2015) conducted research into the local context of strategic plan implementation at Kenya's brand-new public universities. The most important conclusion was that 95% of respondents agreed that human resources had an effect on the success of the strategy being implemented. The study also found that organizational culture, leadership, clear communication, and a well-structured organization were all important factors in the successful execution of strategies. However, no connections between the factors and organizational effectiveness are made in this study. Based on his analysis of two different banks, National Bank and KCB, Mutai (2016) concluded that both had positive outcomes after implementing their respective techniques.

It is from these studies that the researcher draws the conclusion that more studies on the strategy implementation at sugar milling firm in the western region of Kenya are required, and it is from this conviction that the motivation for this research is derived. Hence, the purpose of this research is to fill up the current information gap by determining the impact of factors such as the external environment, strategic leadership, managerial proficiency, and organizational structure on the performance of sugar milling firms in Kenya's western region.

1.3 Objectives of the study

1.3.1 General Objective

The study sought to examine the influence of strategy implementation on performance of sugar milling firms in Western Kenya.

1.3.2 Specific Objectives

The specific objectives were:

i. To determine the effect of external environment on the organizational performance of sugar milling firms in the western region of Kenya.
ii. To examine the influence of strategic leadership on the performance of sugar milling firms in the western region of Kenya.
iii. To find out the effect of Organizational structure on the performance of sugar milling firms in the western region of Kenya.
iv. To investigate the influence of strategic resource management on the performance of sugar milling firms in the western region of Kenya.

1.4 Research Hypotheses

i. H_{01}: There is no Significant relationship between external environment and the performance of Sugar Milling firms in Kenya
ii. H_{02}: There is no Significant relationship between strategic leadership and the performance of Sugar Milling firms in Kenya.
iii. H_{03}: There is no Significant relationship between organizational structure and the performance of Sugar Milling firms in Kenya.
iv. H_{04}: There is no Significant relationship between strategic resource management and the performance of sugar milling firms in Western Kenya.

1.5 Significance of the Study

1.5.1 Management

The management of sugar mills will take this study's findings into account when they make long-term strategic plans. It will show you how to formulate the plans and tactics that will bring their company success. Studying how to put theory into practice is essential for bringing policies to fruition and keeping them there over time, and this is exactly what this kind of study will do. This will help with budget planning and expense projections for future endeavors. The transcribed data will be consulted by industry managers in order to improve the policies and procedures that support the successful implementation of their strategies.

1.5.2 Government

With this data, the Agriculture Ministry and other government agencies may better understand their roles and responsibilities in reviewing and regulating sugar milling companies and formulating new policies.

1.5.3 Academics

Students and those working in the academic field would benefit significantly from this study, as it will provide a solid foundation upon which to build future studies. This study will be used as a reference by many scholars in the future who are studying the effects of putting a strategy into action. In addition, the results may be published in prestigious journals, helping to narrow the current knowledge gap and boosting the quality of literature in libraries worldwide.

1.5.4 Organization Employees

The employees will be able to understand their role in strategy implementation since they are key drivers and how to get involved.

1.6 Justification of the Study

The sugar industry is a significant contributor to Kenya's GDP, accounting for over 15% of the agricultural sector's total output (Nyakeriga, 2015). Some of Kenya's sugar mills and other enterprises must implement their plans for Vision 2030 to be successful. The study's overarching goal is to gain insight into how the leadership of sugar enterprises in Western Kenya perceives the challenges they confront as they work to implement their organization's strategic plan. This study will be of great assistance to the government of Kenya and the heads of the organizations that regulate the sugar industry, as well as to the selected sugar firms in the country, as they work to establish and implement strategic management procedures that will increase the competitiveness of the sugar sector. This research is crucial because it will assist bridge a gap in the existing body of knowledge, making it valuable to researchers in both the public and private sectors of manufacturing. Growers of sugar cane in western Kenya's Rift Valley will gain the respect of local sugar industry titans after hearing this, which will allow them to recoup some of their recent financial losses. The government should help the industry thrive by regulating it, encouraging greater competition and fair play, and establishing a welcoming environment for all stakeholders. The Government of Korea (GoK), now the business's largest shareholder, will be interested in the study's findings, as will sugarcane farmers (who supply 92% of the cane milled) and other stakeholders. Furthermore, there is a paucity of information in this area, and important academic evidence about the restrictions of strategy implementation in Kenya has been almost disregarded; the study also hopes to add to the development of this field by providing a more in-depth explanation of these barriers.

Therefore, the goal of this study is to fill in the blanks by gaining a better understanding of the pros and cons of applying strategies in Kenya's sugar industry.

1.7 Scope of the Study

This study focused mostly on the Western region of Kenya, where 60 percent of the nation's sugar factories are located, and on sugarcane, the principal revenue source of this region. These companies were registered with the Agriculture, Food, and Fisheries Authority as of the 30th of June, 2013, after receiving approval from the Kenyan Ministry of Agriculture, Livestock, and Fisheries. Located there lies Mumia's Sugar Company, the largest sugar factory in East and Central Africa. External environment, organizational structure, strategic leadership, and managerial talents are just four of many potential influences on strategy implementation that were considered in this study. The study utilized primary information obtained through questionnaires that were distributed in 2021.

1.8 Limitations and Delimitations of the Study

It's possible that a single study can't tell one aspect of strategy implementation from another. Those at the top of a firm who are responsible for implementing the strategic plan may not have time to participate in a study of this kind. Therefore, it was vital to explain the purpose of the research and reassure participants that their involvement was entirely optional and for scholarly purposes. Therefore, before respondents could provide replies on the matter of strategy implementation, they required further information. Preventative measures taken by the Kenyan Ministry of Health in response to the Covid-19 outbreak limited the scope of the research. While conducting interviews, this researcher maintained an objective distance.

1.9 Definition of significant terms

Strategy Implementation: As its name suggests, it is concerned with how a strategy is implemented. Addressed are the who, what, where, and when of achieving the aforementioned organizational goals.

Strategy: According to Guillermo et al (2020), a company's strategy is a set of interconnected actions designed to help it achieve its mission in terms of goals, objectives and purpose.

Performance: Describes how well a job was done in comparison to its intended goals in terms of accuracy, thoroughness, cost, and turnaround time (Mwaura, 2017).

Organizational Structure: Is the structure of the interconnections among tasks, systems, processes, individuals, and teams working toward a common goal. In business, an organizational structure is a collection of rules and procedures for delegating and coordinating work (Kihara, 2017).

External Environment: The term "external environment" refers to all the external pressures and elements that have an effect on a company's internal operations. Action or inaction is required to maintain business operations (Onyshchenko, et al., 2020).

Strategic Leadership: To lead strategically is to motivate your team to make decisions that will improve your company's long-term prospects without jeopardizing its immediate financial health (Afandi, et al., 2018).

Strategic Resource Management: Strategic human resource management is the process through which an organization's human resources are aligned with its overall business plans, objectives, and goals (Singh & Singh, 2019).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section provides an overview of the research study's relevant literature materials. The part includes a theoretical overview, empirical review, conceptual framework, operational framework and a research gap.

2.2 Theoretical Literature Review

According to Ramphal and Rajcoomar (2019) a theory is a description of relationships between phenomena that also provides a broad perspective on an event. Therefore, it is crucial for a researcher to have a solid grasp of the relevant theoretical frameworks. The theories also underpin the factors of the research. These theories are as discussed below;

2.2.1 The Open Systems Theory

Every business is embedded in its own unique ecosystem. Hungarian scientist Ludwig Von Bertalanffy developed the idea in 1928. Changing one aspect may affect several factors, but when one component fails, the whole system is thrown in precariousness; this is the fundamental tenet of systems theory.

Organizations are viewed as open systems that are always communicating with their surroundings. Inputs include things like raw materials, money, land, technology, and people; processes include things like planning, organizing, motivating, and controlling; and outputs include things like products and services and increased system productivity. This means that the systems' whole nature is altered when a single component is eliminated.

Managers can benefit from systems theory because it encourages them to take a broader view of their organizations and to comprehend the interconnectedness of its many subsystems. The organization's efforts to put its strategy into action are impacted by the external environment. The human relations viewpoint of Elton Mayo and the administrative ideas of Henri Fayol inspired the post-World War II development of the Open systems theory of organizations. Because of this, there is a wide variety of approaches to open systems, including institutional theorists, businesses and other groups are vehicles through which societal norms and values are transmitted to and manifested in the workplace through ongoing transformation.

They (contingency theorists) contend that businesses are structured so as to make the most of the context in which they operate. Those who subscribe to the resource dependency theory believe that businesses are forced to change in response to the needs of their suppliers. While the Open systems theories come in many flavors, they all agree, as Bastedo (2004) explains, that an organization's success hinges on how well it interacts with its surroundings.

PESTEL is an acronym that stands for "political, environmental, social, technical, environmental, and legal" and is an important part of strategic planning since it provides a framework for examining the external influences that a group or company faces. These considerations are fundamental in cutting-edge strategic management and should be implemented by any organization, no matter their field of expertise. But each of these elements will be unique for each enterprise and each firm.

It aids a business in identifying the different aspects that affect its "well-being" and in doing something about it. Even today, it is an essential analysis tool that forms a part of more in-depth SWOT analyses (Strengths, Weaknesses, Opportunities and Threats). Labor rules, trade limitations, tax initiatives, tariffs, environmental law, and other governmental regulations are all examples of political elements in the PESTEL framework.

Elements of the economy include things like the inflation rate, interest rate, economic growth, and the exchange rate, and they are strongly influenced by the economy. Population growth rate, cultural diversity, age structure, and health awareness are all examples of social influences. Automation, incentives, the rate of technological progress, and R&D are all examples of technological factors, and they affect not just the level of efficiency in production but also the quality of output, the cost of materials, and whether or not to outsource tasks.

The word "environmental factors" is used to describe any and all variables that are connected to, affected by, or determined by the external environment. Changes in the weather, the climate, the location, insurance rates, and the geography are all examples. Finally, legal considerations include regulations that have a direct impact on a company's operations, such as those pertaining to consumer protection, antitrust, health and safety, and discrimination.

According to Emre, et al (2017) a business is a complex artificial system that is in constant interaction with its surroundings, rivals, clients, vendors, employees, regulators, and others. He maintains that it is a network of interconnected entities that act in concert to realize the collective and individual goals of the group. Organizational structure and the expectations placed on those in charge have been rethought extensively in light of open systems theory.

The sugar company is not immune to the forces that motivate transformation within its industry. A solid open systems approach to analyzing environmental demands and the ensuing adaptation in policy and its execution, or lack thereof, is useful for modern studies of accountability movements, professionalization, and instructional leadership. The PESTEL analysis reveals the political climate, economic climate, and other external factors that place constraints on the sugar milling businesses in Western Kenya.

2.2.2 Strategic Leadership Theory

Strategic leadership theory, as outlined by Hambrick and Quigley (2013) implies that effective leadership has a significant impact on organizational success. Unlike most general leadership theories, which identify leaders at any level of an organization, strategic leadership theory focuses on individuals at the top of an organization and their activities not just as relational but also as strategic and symbolic, as described by (Hambrick & Quigley 2013). Senior leaders whose choices have far-reaching consequences for the company are the focus of research in strategic leadership, according to the author, who notes that this area of study has received relatively little attention. Therefore, it is crucial to place emphasis on strategic leadership, as this helps provide the organization both meaning and purpose.

Strategic leadership, according to Emre et al. (2017) is the capacity of leaders to foresee the future, visualize possible futures, and keep their options open while also enabling their followers to bring about required strategic change. In the context of strategic entrepreneurship. Emre, et al. (2017) view strategic leadership as that leadership manner that entails motivating followers to exceed goals and targets, continuously enriching their capabilities and placing the organization’s interest above their own, through strategy development. The success of a company can be greatly influenced by its strategic leaders, who instill a feeling of mission and vision among their employees (Suphattanakul, 2017

Ambiguity, complexity, and an abundance of information are all part of the context in which strategic leadership is exercised. Therefore, strategic leadership requires the capacity to integrate the internal and external environment of the business, as well as thorough processing of information especially in the context of the present, rapidly-changing environment. Organizational change should also be pushed by strategic leadership, either by assisting the organization in adapting to new circumstances or by setting an example for how to deal with the stresses brought on by a dynamic environment (Slavik, 2015)

In the context of this study, Sugar Milling Firms' leadership in most cases is limited only to top executive managers without involving other staffs or key investors. Strategic leadership theory is therefore very relevant and critical for Sugar Milling Firms' performance as most are mostly in their struggling stages due to lack of enough resources and therefore, they require clear strategic direction, competent team and clear organization structure, processes and controls. Strategic leadership theory will therefore be useful in evaluating the relationship between Strategic leadership and organizational performance of Sugar Milling Firms' in western Kenya (Maiyo, 2020)

2.2.3 The Chaos Theory

This concept was first proposed by Oestreicher (2007) in his investigation of the turbulence dynamics of fluid flow. Even when in a chaotic condition, chaotic systems nevertheless exhibit underlying patterns of structure and order, which is why they are of interest. A central tenet of the theory is that abrupt shifts are possible in chaotic systems. It has been stated that a company's existence is characterized by nonlinearity and positive feedback loops due to the fact that it interacts with other companies and players in its surroundings

Thus, it is suggested that companies perform best when they identify a "fit" and deploy assets in a way that is appropriate to the environment, and that they ensure continual debate on how they might attain strategic fit. According to chaos theory, firms should prioritize innovation, adaptability, and creativity in the face of market fluctuations by taking measures like switching to organic rather than mechanistic organizational structures and allowing employees to freely explore difficult topics.

In addition to internal factors, chaos theory suggests that external factors, including as shifts in the economic, political, legal, social, technological, and environmental macro-environment backdrop, can contribute to ineffective plan implementation. Difficulties emerging from industrial dynamics, such as influential buyers, influential supplies, and intense competition from rivals, can significantly hinder efforts to implement the strategy.

There are many factors that could affect how well an industry's strategy is put into action, including the degree to which major competitors are integrated, the industry's susceptibility to new or substitute products, the number and concentration of suppliers, the nature of customers, and the average percentage of production capacity utilization. Sugar companies, like the sugar milling firms in Western Kenya, operate in a dynamic and unpredictable market, making this theory particularly applicable to them.

2.2.4 Resource Orchestration Theory

Hitt (2011) explains that the term "resource management," which is now synonymous with "resource orchestration," originated in the 1980s. As Sirmon et al. (2011) point out, resource orchestration is a hybrid of resource management and asset orchestration, an idea backed up by a number of academics.

Resource orchestration theory, developed by goes further than the RBV by focusing on the manager's actual function in strategic resource management. It broadens the scope of resource-based theory beyond the availability and ownership of resources to include those resources' potential to be exploited in ways that improve a company's performance Since resource orchestration is a firm-level activity, it requires the participation of managers at all levels of the organizational structure, with special attention paid to the managerial function. This attention is directed toward the mobilization and exploitation of firm resources in pursuit of strategic goals.

Therefore, according to resource orchestration theory, a company's success is determined by its ability to effectively combine resources, talents, and managerial action. Consequently, businesses need to become experts at structuring, bundling, and leveraging their organizational resources toward new prospects in order to realize their growth and value creation goals.

Entrepreneurs that take a strategic view of their work see the need to handle resources strategically so that their businesses can effectively explore and capitalize on opportunities at the same time. Simply examining the assets an organization has will only give you a partial picture of its success (Diniz & Amado, 2014)

Possession of resources as propounded by Barney (1991) is necessary, however, possessing such resources alone does not sufficient to guarantee superior performance, instead, managers need to orchestrate their resources so as to achieve the ultimate objective

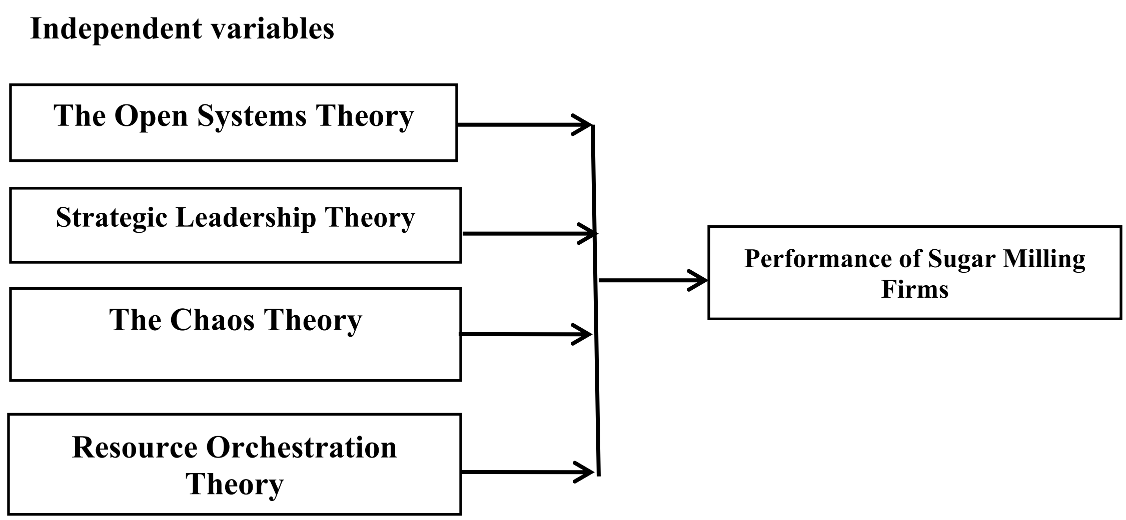
Resource orchestration theory therefore seeks to highlight the importance of the processes by which managers accumulate, combine, and exploit resources to support current opportunities in their pursuit for entrepreneurial opportunities and value creation (Sirmon et al., 2011)

During the start-up and growth phases, entrepreneurial firms usually have limited sets of resources refers to as suffering from "Liabilities of smallness. In order for a company to expand, it must begin to structure itself through resource orchestration tasks including instituting defined procedures and building a managerial hierarchy to enable exploitation (Symeonidou & Nicolaou, 2018).

One of the key concerns of small firms is how to effectively utilize their relatively limited resources. Their ability therefore to orchestrate their resources effectively and efficiently will to a large extend dictate their performance levels. The ROT will therefore be relevant in exploring the relationship between strategic management of resources and performance of Sugar Milling Firms in Western Kenya.

Figure 2. 1:

Theoretical Framework



Source: Author (2020)

2.3 Empirical Review

2.3.1 External environment and Organizational performance

An organization's decisions, strategies, and tactics, not to mention its very structure and internal workings, are all heavily influenced by the external environment in which it operates (Bailey, 2017). Threats and opportunities in the market can be gleaned through consideration of the industrial environment, the remote environment, and the operating environment (Adeoye & Elegunde, 2016).

A study by Reinert et al. (2016) argues that increased economic integration has the potential to make everyone economically and socially better off if it is done in the right way and at the right pace, and this idea is supported by observations made while examining the external environment and the successful implementation of strategy. Afandi, et al. (2018)

argues that manufacturing companies' bottom lines have taken a hit due to increased competition from imports.

In order to remain competitive, businesses are increasingly globalizing. As a result of globalization, trade barriers between countries have decreased, making it easier to transport commodities around the world.

The external competitive operating environment posed the greatest threat to Telkom Kenya, according to research by Afandi, et al. (2018) on the difficulties of strategy implementation in public corporations. Industry forces, such as influential customers and suppliers, and fierce competition from rivals, were also found to impede the successful execution of the study's recommended strategy. Researchers Haj Youssefa and Teng (2021) found that employing business and competitive intelligence methods to promote and better position the field of knowledge management was effective in identifying knowledge management activities in the transportation industry through environmental scanning. They argue that economic considerations ought to be at the forefront of environmental scanning at least at the outset.

According to Mwaura (2017) research on the difficulties encountered by Kenya Industrial estates restricted in putting their strategic plan into action, the organization's problems were exacerbated by the state's overly bureaucratic policies and regulations. Compared to private companies, state-owned enterprises face a more volatile and less stable business climate.

Unlike in the private sector, where businesses are generally free to do what they want, state-owned enterprises must adhere to a variety of rules and regulations set by the government. Adeoye and Elegunde (2016) conducted research on the association between strategic environmental scanning and organizational performance in the highly competitive business environment at Nestle Nigeria.

2.3.2 Strategic Leadership and Organizational performance

According to Ireland (2011), strategic leadership is a crucial component of strategy implementation that generates value for a business. Strategic leadership is defined by Haj Youssef and Teng (2021) as "the capacity of top management to articulate a shared vision and mission, to think and act strategically, and to build sustainable organizational competitiveness."

Scholars agree that strategic leadership requires a wide range of skills and abilities, such as articulating the company's mission and vision, identifying and capitalizing on the company's unique strengths, fostering the growth of the company's human capital by investing in its people's education and experience, and implementing and maintaining efficient systems of management (Khan et al, 2020).

Strategic leadership, as defined by Daft (2011) and expanded upon involves a wide range of traits, including adaptability, agility, strategic thinking, and openness to change, all of which contribute to a company's competitive edge and ultimately to its performance. But the ability of its leaders to see the big picture, to capitalize on its strengths, and to nurture its human resources are three of the most important factors in every company's success.

Leadership vision has significant effect on organizational growth as it shapes the organizational behavioral pattern towards realizing the ultimate objective of the organization by emphasizing on the value that the organization should focus on (Haj Youssef & Teng 2021).

This is supported by Odita and Bello (2015) study which established that vision and strategic direction are positively and significantly related to organizational performance.

The most important resource in any organization is human capital. Strategic leadership must emphasize on the need to strategically develop and mobilizing the right and optimal human capital . Adeoye and Elegunde (2016) points out that when an organization's top managers lack leadership skills will struggle to succeed in the ever-evolving business environment, irrespective of availability of other performance determinants of performance. This therefore calls for strategic leadership that prioritizes human capital development.

Strategic leadership is therefore responsible for developing and implementing human capital development strategies for organizational prosperity, strength and competitiveness. Research done by Dubb (2015 has shown that the performance of an organization has a positive correlation with employee development on leveraging on core skills from a strategic perspective as one of the distinct elements in strategy implementation.

Success of Sugar Millings Firms, therefore, depends on the leader's commitment and strategic capabilities. This has been confirmed through a study by Abdul (2019), who found that strategic leadership, plays a critical role towards empowering Sugar firms in Kenya. Sugar Milling Companies in western Kenya should strive to embrace strategic leadership by developing a vision, developing their human capital and developing core competence where they have competitive advantage.

2.3.3 Organizational structure and Organizational performance

Managers create an organizational structure to better divide and coordinate their teams, as defined by Moinkett (2015). It's not enough to simply reorganize a company's basic structure when trying to put into action a new strategic direction; the way work is done also needs to be rethought and redesigned. The term "job enlargement" refers to the practice of combining similar tasks so that an employee has a greater workload of those tasks overall, "job enrichment" refers to making changes to the jobs by giving employees more discretion and responsibility, and "job rotation" refers to reassigning employees to different tasks in order to provide more variety in their work (Slavik et al., 2015).

Since a smaller fraction of an organization's members must take on the role of supervisor, the cost of supervision is expected to decrease as spans are bigger, as shown by Bailey (2017). The supervisor's ability to effectively oversee a high number of direct reports is diminished, however, if the breadth of control is too wide. Because of the conflicting tendencies, a compromise must be reached. Research by Awino and K'Obonyo (2019) on the impact of planning on the performance of 176 SMEs found that while strategic planning was present in most companies, there was a need to operationalize the plans through sufficient resource allocation.

It has been established by Akpoviroro et al. (2019) that organizational structure, processes, relationships, and boundaries can be obstacles to implementing a strategy. Both authors focused on the challenges of implementing a differentiation strategy at the Mumias Sugar Company Limited in Kenya. Gamble et al. (2015) conducted an empirical research of 290 organizations in Austria to examine the impact of strategic planning on the efficiency of medium- and small-sized businesses. As the research showed, businesses can expect a bump in employee headcount if they take strategic planning seriously and integrate their organizational structure with their goals.

Bracker and Pearson (2018) conducted an empirical study to determine the effect of strategic planning on the ICT performance of SMEs in Kenya. They found a strong correlation between strategic planning and the internal business process, learning and growth, and financial performance of SMEs. It was found that the organizational structure played a significant role in the effectiveness of the company's lines of communication.

According to Goldsmith (2015), many organizations' strategic planning processes result in a document that never gets looked at again because its creators either don't care about the subject matter or don't know how to effectively use the data they collected. Analysis of the African business environment (Mwanje, 2017) found that few companies actually followed through on their strategic plans within the timeframes set out in those plans. The success of the strategy's execution is crucial to the organization's ability to gain a competitive advantage and realize its desired outcomes.

2.3.4 Strategic Management of Resources and Organizational performance

According to Khadijah (2016) resources play a crucial role in a company's ability to explore and exploit possibilities, as well as in the overall success of the company's strategy plan. A look back at key works and studies, as well as an examination of the many facets of a company's strategy implementation that help permit and determine its success.

As per Khadijah (2016) a company's resources consist of everything under its control, such as assets, capabilities, organizational processes, firm attributes, information, knowledge, technology access, etc., that can be used to develop and put into action strategies that boost the firm's efficiency and effectiveness. Economists, citing scarcity, push for more efficient use of existing resources.

Bailey (2017) argue that in order to create value and gain a competitive edge, businesses must have access to, and properly manage, the resources necessary to build the capabilities required to put their strategies into action in a way that is coordinated and synchronized across the organization.

Having access to resources helps boost productivity, but it's not enough on its own. Thus, managers are tasked with allocating resources in order to maximize any prospective gain While a company's resource profile is certainly relevant to its performance, Fenn and Hambrick (2012) argue that it is only when these resources are integrated and employed efficiently that the company may gain a competitive edge.

Several studies have highlighted the importance of resource orchestration, which is the process through which a company's leaders acquire, organize, and deploy resources to achieve a competitive advantage. By encouraging the identification and pursuit of possibilities simultaneously, these strategies contribute to the sustainable performance of the organization

Resources can be managed strategically from an orchestration perspective, as suggested by To create value, businesses must actively and routinely manage their resource portfolios through the steps of resource orchestration: portfolio structuring (i.e., acquiring, amassing, and divesting); capability leveraging (i.e., mobilizing, coordinating, and deploying); and value creation.

However, as Sirmon et al. (2011) point out that not many researchers have delved into the question of how resource management might be used to gain an edge over the competition. Gaya (2018) argue that sugar mills must differentiate themselves in terms of their operating environment, the availability of resources in general, and the acquisition of firm-specific resources.

As Gaya (2018) point out, most sugar mills lack the manpower and capital to fully implement their objectives, thus they must prioritize their efforts to maximize return on investment. As a result, there is a pressing need for careful resource allocation. Therefore, the sugar milling enterprises in western Kenya need to be creative, flexible, and capable of recombining resources to generate viable business solutions if they are to endure.

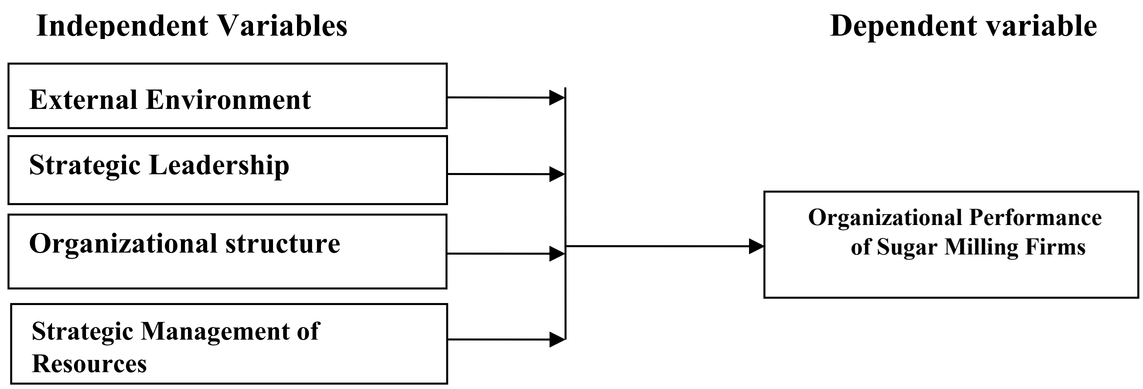
2.4 Conceptual Framework

A conceptual framework is a visual representation of the most important aspects of the study, including the most important parts, concepts, and variables. Each study has a unique combination of variables that can be both isolated and interdependent, and this section works as a bridge between the background reading, the methods, and the findings. An independent variable is one that the researcher has the freedom to select and change. Typically, the factors that you believe will influence dependent variables are the ones that really do so. Possibly, it's just like something that already exists. The outcomes or outcomes of an experiment or study are the dependent variables, and these are the ones that researchers assess. The relationship between a dependent variable and a set of independent variables is a response. Varpio et al. (2020) define a conceptual framework as a "diagram depicting the relationship between dependent and independent components." Performance of sugar milling firms in Western Kenya in this research is the dependent factor while

External Environment, Strategic Leadership, Organizational structure and Strategic Management of Resources are the independent factors as illustrated in figure 2.2.

Figure 2. 2:

Conceptual Framework

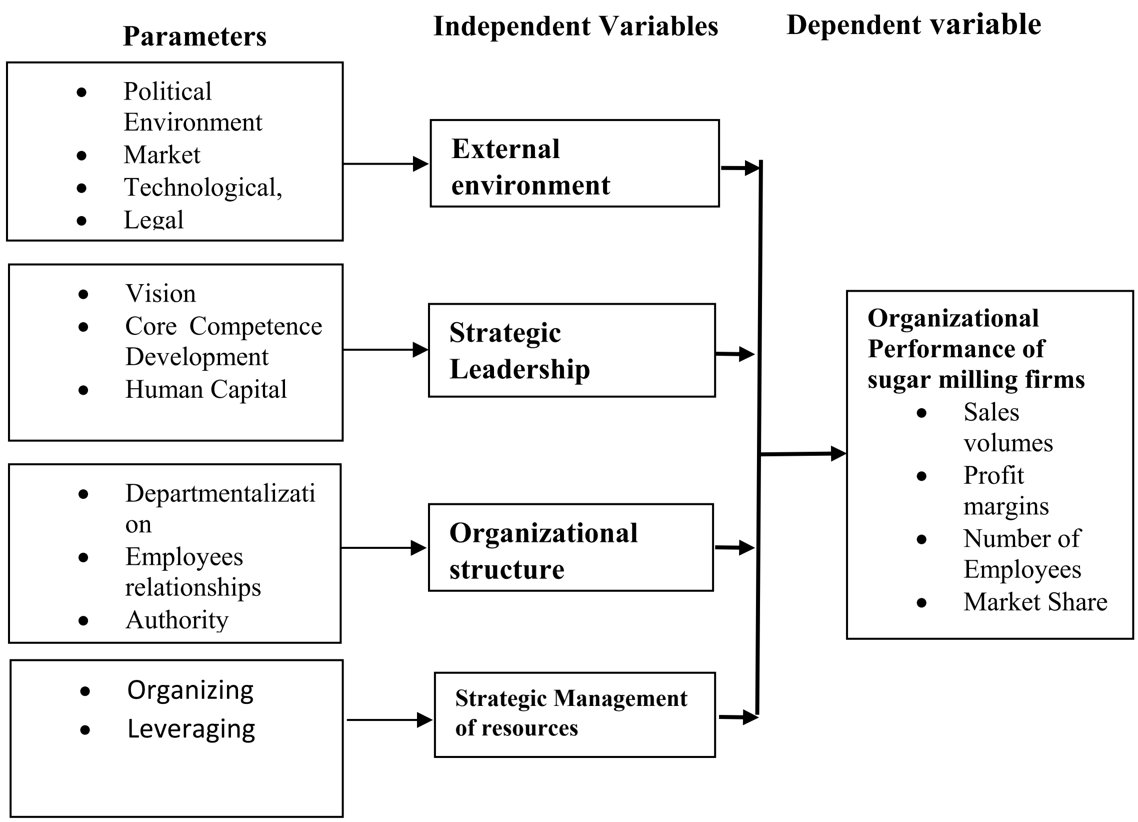


Source: Author (2021)

2.5 Operational Framework

Figure 2. 3:

Operational framework



Source: Researcher (2021)

2.6 Critique of Existing Literature

Research on environmental scanning in the workplace was conducted by Goldsmith. (2015). The study focused on enterprises in Jordan, a case study of the Middle East. The research aimed to establish the foundations of environmental scanning and information sources, as well as the connection between environmental scanning and the success of businesses. The study's findings, which indicate to the significance of environmental scanning to organization performance, show a positive association between the size of an organization and its success.

Moinkett (2015) lays the groundwork for the significance of organizational structure in strategy implementation and identifies the obstacles that Geothermal Development Company faces in this area. In-depth interviews served as the major data collection method for this study. The gathered data was examined using a content analysis strategy. It was determined through this research that the process of putting a company's plan into action involved collaboration between employees at different levels within the Geothermal Development Company's organizational structure. An analysis of the relationship between organizational structure and the success of a company's strategic initiatives reached this conclusion.

The University of Nairobi's culture is ingrained in every aspect of the institution, from the selection of new employees to their placement in departments and schools, and it is seen in the methods used to complete daily duties and the infrastructure put in place to facilitate them. Research concluded that the University of Nairobi's culture impacted how effectively its initiatives were implemented. If implemented, the study's conclusions will aid businesses in better comprehending the significance of organizational culture and in successfully fostering its growth and development.

Mailu et al (2018) investigate how the Kenyan pharmaceutical business implements strategy and how well it performs as an organization. We employed multiple regressions to analyze the impact of strategy implementation on business results. Findings suggest that the success or failure of a company's strategy implementation has a significant impact on its bottom line. Organizational structure, organizational resources, and organizational culture were found to have a significant impact on pharmaceutical sector performance.

Research conducted by Muendo (2016) examines how the Kenya Bureau of Standards' (KEBS) success is affected by the organization's strategy implementation. Aspects such as KEBS's organizational structure, culture, leadership style, communication, employee involvement, and Information and Communication Technology infrastructure were found to have an impact on the success of the company's plan execution.

The impact of United Nations Organization cultural norms and values on the institution's performance is documented by (Moss et al 2017). According to the results, university culture is ingrained at every stage, from hiring to deploying employees, and can be seen not just in the way work is done but also in the infrastructure put in place to facilitate it. Resistance to change, current laws and processes, and the external environment are just a few of the obstacles the University of Nairobi must overcome in order to successfully implement its cultural plan.

Lamet and Wachira (2020) examined how water boards in Kenya's Laikipia County fair in terms of putting their strategic plans into action. Tables and graphs are used to display the data. The results of the study demonstrated that the culture of an organization accounts for about four fifths of the variation in strategy execution among Kenya's water boards. With this in mind, Commercial Banks in Nyeri County, Kenya commissioned research by Mwirikia (2017) to ascertain the impact of culture on the success of their strategic planning processes. Descriptive as well as inferential statistics were used to examine the data. For the qualitative data, we employed content analysis. Organizational culture was found to be a significant predictor of strategy implementation, as shown by the outcomes of both the one-way ANOVA and the multiple regression analyses.

2.7 Research gap

Author	**Focus of the Study**	**Findings**	**Knowledge gap**	**Focus of the current study**
Njiru (2014)	Effect of organizational structure on financial performance of commercial state corporations in Kenya	Organization structure affected the financial performance of commercial state corporations	The study focused on Commercial state corporations	Organizational structure and performance of County governments
Kamaamia (2016)	Effect of organizational culture on organizational performance in Kenya School of Monetary Studies	Goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance	The study focused on educational institution	Organizational culture and performance of County governments
Ogunyomi and Bruning (2016)	Influence of human resource management on organizational performance of small and medium enterprises (SMEs) in Nig	Human capital development and occupational health and safety had a direct relationship on employee performance managemen	The study focused on SMEs	Resource allocation and performance of County governments
Udegbe et al (2012)	Impact of business communication on organizational performance in Nigerian companies	Effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies.	The study focused on small and large manufacturing and service companies	Communication and performance of County governments
Muriuki & Maina (2021)	Influence of organizational culture on	Commercial banks were guided by value of	The study focused on	Organization culture on performanc

	performance of commercial banks in Kenya	consistency, adaptability and effective communication system	commercial banks in Kenya	e of county government s.
Bhimani & Longfield (2007)	Factors affecting Effective Strategy Implementation in a Service Industry	Leadership is an important factor for successful implementation strategy in the service sector	The study was carried on Electricity distribution companies in Oman	The current study focused on NHIF, Kenya

Source: Author (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, we detail the steps used to conduct the study and the resources and methods used to compile the data. Data collection methods, pilot testing, and analysis are all outlined, as well as the study's theoretical framework, intended participants, sampling frame, sample size, and sampling methodologies. Data collection, processing, and analysis procedures, as well as the statistical measurement model employed, are also covered in detail.

3.2 Research Design

A cross-sectional survey research design was used in carrying out the study. A cross-sectional survey offers the opportunity to collect data across different sugar companies and test this relationship. With respect to the time period over which data will be collected, which was one point in time across the various sugar companies, a cross-sectional survey was found appropriate. According to Mwirikia (2017) the purpose of descriptive research is to ascertain and report existing conditions. Questions like "who," "what," "where," "when," and "how much" are at the heart of this approach to inquiry. According to Cooper and Schindler (2019), a descriptive survey design is among the finest since it displays truths in a way that is plain and intelligible through data gathering in human settings. This study used a descriptive research approach to analyze how strategic implementation affected the success of a sugar mill in western Kenya. The researcher can generalize from the sample size using this research strategy. The design is preferred because the study was quantitative statistical data to describe the relationship between strategy implementation and sugar milling firm's performance in western Kenya.

3.3 Target Population of the Study

To measure something, it's necessary to draw samples from a larger group, or population. This larger group includes everyone who shares at least one characteristic with the thing being measured. This means that a population can also be defined as the collection of study cases or sampling units (Mugenda & Mugenda 2008). This concept implies that the study universe is a homogeneous collection of defined units that make up the population.

A target population is a group of individuals, an event, or a set of records that has the information you need and can answer your measurement questions (Cooper & Schindler, 2011). An example of a target population is a group of people, things, or other entities from whom samples are taken for statistical analysis. Mugenda and Mugenda (2008) elaborates by saying that the target population is the precise group of people about whom research is being conducted. Ten sugar factories in Western Kenya were chosen as the focus of the research. There have been many challenges for sugar farmers in Western Kenya.

The COMESA trade liberalization protocols, high production costs compared to neighboring sugar-producing countries, aging manufacturing facilities, inefficient management, a lack of funding for research and extension, and a lack of skilled workers were all hindrances (Moss et al., 2017). Those working in the sugar factories in Western Kenya included operations managers, financial managers, and customer relationship managers. Therefore, a total of 300 respondents were targeted as shown in table 3.1 below.

Table 3. 1*:*
Target Population of the Study

Name of the Sugar Factory	**Target Population**	**Percentage**
Muhoroni Sugar Company Limited	30	10%
South Nyanza sugar company	30	10%
Nzoia Sugar Company	35	12%
Chemelil Sugar Company	30	10%
Mumias sugar Company Limited	35	12%
Kibos and Allies Industries Limited	25	8%
Busia Sugar Company Limited	30	10%
Miwani Sugar Compnay Limited	30	10 %
Butali Sugar Mills Limited	30	10%
West Kenya Sugar Company Limited	25	8%
Total	**300**	**100%**

Source: Researcher, (2021)

3.4 Sampling frame

The sampling frame, or the complete list of all possible sampling locations within the study population is the basis for selecting a representative sample (Leary & Allen (2011). Kothari (2004) states that the elements of a population from which a sample unit is to be collected constitute a sampling frame. For this research, the following list of sugar milling companies in western Kenya was consulted: The ten sugar mills are as follows: Chemelil, Mumias, Miwani, Nzoia, South Nyanza, Muhoroni, West Kenya, Kibos, Busia, and Butali.

3.5 Sampling Procedure and Sample Size

Sampling is a method used to learn about a population by drawing information from a small subset of that population. A sample, as defined by Kothari (2008), is "a set of objects selected from the universe to stand in for the complete population." Stratified sampling was used in this investigation. Using a stratified sampling method entails selecting a random subset of the population based on demographic or other characteristics of the subgroups The population of interest consists of sugar milling companies in western Kenya, so it is necessary to find out how big that population is. Researchers in this study drew a sample from among all sugar milling enterprises in western Kenya, therefore their estimations for the major sugar milling firms there are highly reliable.

Kenyan sugar industry surveys identify sugar manufacturing corporations, molasses processing industries, farmers' out grower firms, and fixed-crusher artisanal jaggeries as the leading firms in the sugar value chain. A representative sample size of the target population was obtained in order to save time, resources and money and ensure that the study gives accurate results (Leary & Allen, 2011). According to Mugenda and Mugenda (2003) a sample size of between 10 to 50% is representative to the target population, this study used a 30% sample size of the target population. Therefore, the sample size was 90 members of both management and directors of sugar milling firms in western Kenya as shown in Table 3.2.

Table 3. 2:
Proportion of Participants in Every Sugar Factory

Name of the Sugar Factory	Target Population	Sample Size	Percentage
South Nyanza sugar company	30	9	30%
Nzoia Sugar Company	30	9	30%
Chemelil Sugar Company	35	10	12%
Mumias sugar Company Limited	30	9	30%
Kibos and Allies Industries Limited	35	10	33%
Busia Sugar Company Limited	25	8	33%
Miwani Sugar Company Limited	30	9	30%
Butali Sugar Mills Limited	30	9	30%
West Kenya Sugar Company Limited	30	9	27%
Muhoroni Sugar Company Limited	25	8	27%
Total	**300**	**90**	**30%**

Source: Researcher, (2021)

3.M6 Data Collection Instruments

This study's statistical information was collected via a questionnaire distributed to the study's intended respondents, who filled it out at their own pace. Cooper and Schindler, (2019) argues that questionnaires have the advantage of being both cheaper and easier to evaluate. The researcher chooses a questionnaire because it is the most cost-effective and efficient way to collect as much information as possible (Taber, 2018). The poll is divided into halves (see Appendix II). The first part of the paper is devoted mostly to introductory material, while the second examines how strategic change management influences the final outcome of projects in rural areas. Each participant filled out their own survey.

3.7 Piloting of the Research Instrument

A pilot study is a preliminary test with a limited sample size that helps the researcher identify and address any problems with the design of the study's instruments before conducting the full study (Orodho, 2005). The Kisii Sugar Factory, located in Kisii County, was the site of the pilot study but was left out of the main research. The results of the pilot study allowed the researcher to fix any problems with the equipment caused by ambiguity or inaccuracy.

3.7.1 Validity of Findings

According to Orodho (2005), validity refers to how well the instruments used to gather data measure what the researcher expects it to measure based on the study's aims. In this scenario, three validity tests were conducted to confirm the reliability of the instruments. The research instruments underwent first a content validity check to guarantee they were understandable and written in plain English. The study's criterion validity was checked to make sure all the questions were tailored to meet the research questions, and the study's construct validity was established by keeping the research focused on its stated goals. In order to ensure that all of the study's aims were met, we ensured content validity by meticulously examining each item and comparing their contents. Our goal was met after talking with the supervisor, who served as the resident research guru.

3.7.2 Reliability of Research Instruments

To ensure consistency, the Cronbach alpha test was applied to each of the strategic change management research areas. The validity of the questionnaire was confirmed by a

Cronbach's alpha analysis. The minimum acceptable Cronbach's alpha for this study was 0.7.

3.8 Data Collection Procedures

Questions were used to collect primary data for this study. Diniz and Amado (2017) describe data collection as the process through which information is gathered from an investigation's target population. In order to collect data from workers at western Kenya's sugar factories, questionnaires were dropped off at their workplaces and later picked up by researchers. Participants were given ample time to complete the surveys after they received them in the mail. A random selection of questionnaires was then made. Respondents fall into a category of extremely busy workers who juggle a wide variety of responsibilities, therefore the decision to use a drop-and-pick format for the survey makes sense. Getting them to schedule time to fill out surveys in person was a major challenge for the study.

3.9 Data Analysis and Presentation

Before processing could begin, we went back and made some last-minute changes to the questionnaire to make sure it was accurate. It was necessary to code the data so that the responses could be sorted. Data was analyzed using a combination of both descriptive and inferential statistics. The statistical package for the social sciences (SPPS) was used to help the researcher describe the data and present it visually through the use of tables, charts, tabulations, means, percentages, and other significant patterns. In order to characterize the connection between the variables, the researcher used Karl Pearson's coefficient of correlation. This helps in making predictions regarding the strength of the correlation between the dependent and independent variables. The regression analysis model used in this research is as illustrated beneath:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= the dependent variable (performance of sugar firms in Western Kenya)

β_0 - Is a is a correlation coefficient and it's the Y value when all the predictor values (X_1, X_2, X_3, and X_4) are zero; X_1= external environment; X_2 = strategic leadership; X_3 = organizational structure; X_4 = strategic resource management and Ɛ - (Extraneous) Error term.

3.10 Research Ethical Concerns

The researcher first acquired approval from the county secretary, then briefed respondents on the study's purpose and invited them to fill out questionnaires before collecting data. Those who participated in the gathering of primary data were limited to those who actually granted consent. Researchers in this study included a copy of a letter from Kenya Methodist University (KEMU) certifying that the study was conducted in accordance with KEMU's research ethics guidelines and a copy of a letter from the National Council for Science and Technology Information (NACOSTI) in Kenya to reassure participants that their participation was authorized and that the study was conducted for scholarly purposes.

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CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This section discusses the conclusions of the research, which were arrived at using the procedures described in the preceding section. Its goal is to examine the variables in the research. To study the influence of strategy implementation on performance of sugar milling firms in Western Kenya, data from respondents was collected and analyzed. Response rate, demographic information, descriptive statistics, and inferential statistics were all included in the section. The study's data was evaluated, and the findings are presented in context of the research's overarching goals. Tables and bar graphs were used to display findings.

4.2 Response Rate

Ninety questionnaires were sent out to Sugar Milling Companies in Western Kenya, however only 77 people filled them out completely; this means that all of the responses are usable. This represented 85.6% response rate as shown in table 4.1.

Table 4. 1:
Response Rate

	Frequency	Percentage (%)
Distributed Questionnaires	90	100
Questionnaires Returned	77	
Response Rate		**85.6**

Source: Researcher (2021)

This level of participation is commendable, as stated by (Mugenda & Mugenda 2009). They state that a response rate of 50% is sufficient for analysis and reporting, a rate of 60% is good, and a rate of 70% or higher is outstanding. According to Diniz and Amado, (2014) who agrees with this conclusion, a response rate of 70% or higher is considered excellent. These claims suggest that the study's response rate was sufficient.

4.3 Results of the Pilot Test (Validity & Reliability)

Before implementing a survey's questions, structure, question sequence, and instructions in the main survey, a pilot test is conducted to gauge respondents' reactions to these elements. Prior to doing the actual research, we performed reliability and validity tests.

4.3.1 Validity

A research instrument is said to be valid if and only if it can be shown to reliably measure the variables it is intended to measure (Kothari, 2019). The validity of a study can be defined as the reliability and significance of its conclusions. Questionnaires are considered valid if their results correspond to their stated goals. The purpose of the research was to see if the findings could adequately explain the success of sugar mills in Western Kenya.

4.3.2 Data Reliability

A reliable instrument is one that reliably delivers repeatable results. Dependability, as defined by Kothari (2019) can be viewed from two perspectives: reliability (the degree of accuracy) and unreliability (the extent of inaccuracy). Cronbach's Alpha is the most widely used reliability coefficient; it is a measure of internal consistency obtained by analyzing the correlations among all test items.

Cronbach's alpha is more indicative of internal consistency reliability the closer it gets to Cronbach's alpha values above 0.7 suggest that the instrument is internally consistent and may be relied upon for usage in the study. On the basis of these findings, it was assumed that the scales employed in this investigation were reliable in their ability to measure the relevant variables.

Table 4.2:
Reliability Test

Study Construct	Cronbach Alpha	No. of Items	Comments
External environment	0.7992	6	Accepted
Strategic leadership	0.8211	9	Accepted
Organizational structure	0.7484	9	Accepted
Strategic resource management	**0.8423**	**8**	**Accepted**

For each variable, Table 4.2 displays its statistical dependability. The Cronbach's alpha reliability coefficients for all of the variables were over 0.7, indicating high reliability. Those variables with the highest degrees of reliability were: external environment (=0.7992), strategic leadership (=0.8211), organizational structure (=0. 0.7484), and strategic resource management (=0.8423). The results of the study demonstrated that the chosen instrument was valid and could be applied to future research.

Table 4.3:
Reliability Statistics of infrastructure project performance

Cronbach's Alpha	Number of Items
0.8030	33

4.4 Respondents Background of Information

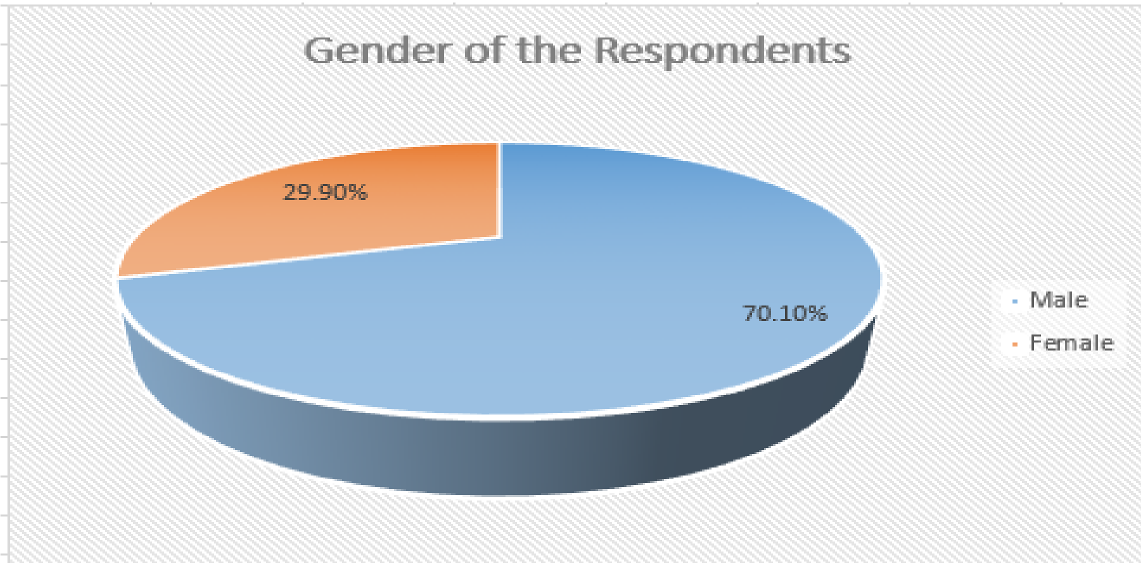
Participants' demographic information is presented below. Understanding the respondent population's demographics was crucial to the study's success since it allowed researchers to better tailor their questions and focus their data collection efforts.

4.4.1 Gender of the Respondents

All of the respondents were asked to identify themselves by gender. This was done to guarantee an even distribution of male and female participants. Figure 4.1 displays the obtained outcomes.

Figure 4. 1:

Gender of the Respondents



Source: Research Data (2021)

Figure 4.1 displays that males made up 54 (70.1%) of respondents while females made up 23 (29.9%). This demonstrates that businesses are dominated by men, which may be due to the character of the workplace. These results bolster a study by Mwirikia (2017) that found less than five percent of women worldwide hold CEO positions in all organizations.

4.4.2 Age Bracket of the Respondents

Respondents were asked to identify their age range so that data could be obtained from a large cross-section of the population and reflect the widely held belief that people of different ages hold varying perspectives on a variety of topics. The data is summarized in Table 4.4 below.

Table 4. 4:
Age Bracket of the Respondents

Age	Frequency	Percentage
Below 30 years	1	1.3
31-40 years	32	41.6
41-50 years	29	37.7
Above 50 years	15	19.5
Total	**77**	**100.0**

Source: Research Data (2021)

From the results as shown in table 4.4, 32(41.6%) of the respondents indicated that they were aged between 31 - 40 years, 29(37.7%) were aged between 30 – 40 years, 15(19.5%) indicated between above 50 years while 1(1.3%) were aged below 30 years. This shows that the respondents were old enough to understand matters concerning the topic under the study.

4.4.3 Years in the Company

The research finds out the respondents working experience at their respective sugar companies in order to determine the level to which they may be relied upon to conclude the research problem. The findings are as shown in table 4.5 below.

Table 4. 5:
Years in the Company

Experience	Frequency	Percentage
Below 5 years	0	0.0
11-20 years	47	61.0
20 and above years	30	39.0
Total	**77**	**100.0**

Source: Research Data (2021)

As shown in Table 4.5, most of the respondents had worked for a period of 11-20 years at 47(61.0%), 30(39.0%) had worked a period of 20 years an above. No one has an employment history of less than 5 years. This shows that most respondents had worked on the county's initiatives for some time and could therefore provide reliable data for this investigation. This indicates that most employees in the sugar industry have gained training on the job due to their long tenure in the field.

4.4.4 Level of Education

A person's ability to absorb and make sense of the world around them is shaped by their level of knowledge. Respondents were asked to list their highest level of education to ensure they have the necessary knowledge to answer the research questions. The findings are as shown in Table 4.6 below.

Table 4. 6:
Level of Education

Education	**Frequency**	**Percentage**
Diploma	26	33.8
Undergraduate	39	50.6
Masters	10	26.0
PhD	2	2.6
Total	**77**	**100.0**

Source: Research Data (2021)

Table 4.6 shows that out of the total sample, 2 (2.6% of the sample) have earned doctoral degrees, 10 (13% of the sample) have earned master's degrees, 26 (33.8%) have earned diplomas, and 39 (50.6%) have earned bachelor's degrees. There is no doubt that the staff possesses the necessary skills to carry out their duties successfully. Therefore, the educational levels of its employees constituted an important element of the human capital of these companies. It's plain to see that the staff has the necessary skills to do their jobs well. Human capital includes factors like employees' levels of education.

4.5 Descriptive Analysis

The frequencies and percentages were used to analyze the relationship between the independent variables (External environment, Strategic leadership, organizational structure, and Strategic resource management) and the dependent variable (Performance of

Sugar Milling Firms in Western Kenya). Lamet and Wachira (2020 that descriptive statistics are useful since they may be used to evaluate and analyze tasks. There are charts and graphs and percentages to help illustrate the data.

4.4.1 External Environment

The study sought to examine the effect of external environment on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 4.7 below.

Table 4. 7:
External Environment

Opinion	SD	D	N	A	SA
(a.) Technological rapid changes affect the SMC has been achieved through external environment	0.0%	0.00%	1(1.3%)	66(85.7%)	10(13.0%)
(b.) Change in customers' taste/behavior has been enhanced through external environment	1(1.3%)	0.00%	5(6.5%)	60(77.9%)	11(14.3%)
(c.) Effect of laws and regulation of the government	1(1.3%)	0.00%	18(23.4%)	30(39.0)	28(36.4%)
(d.) Political and Economic trends		0.00%	9(11.7%)	41(53.2%)	27(35.1%)
(e.) Ecological conditions	13(16.9%)	51(66.2%)	13(16.9%)	0.00%	0.00%
(f.) Unregulated sugar imports by Government agencies has forced us to recast our strategy	53(68.8%)	1(1.3%)	1(1.3%)	22(28.6%)	0.00%

Source: Research Data (2021)

In view of table 4.7, majority of the respondents 98.7% agreed that technological rapid changes affect the SMC has been achieved through external environment, according to the findings, only 1.35 respondents were neutral to the opinion. The findings were supported by mean of 3.88 and standard deviation of 0.382. The study also revealed that, majority of the respondents 92.2% were in agreement with the opinion that change in customers' taste/behavior has been enhanced through external environment, 6.5%of the respondents were neutral and only 1.3% strongly disagree with the opinion. It was also found that most respondents 75.4% were in agreement with the opinion that laws and regulation of the government affects performance of their company, 23.4% of the respondents were neutral whole only 13% strongly disagree with the opinion. Most of the respondents 88.3% also agreed that the political and economic trends of the country affects performance of their company, only 11.7% of the respondents were neutral. The study further revealed that, most of the respondents 83.1% disagreed with the opinion that ecological conditions influence their company's performance, 16.9% of the respondents were neutral to the opinion. Finally, most respondents 70.1% disagreed that unregulated sugar imports by Government agencies has forced us to recast our strategy, 28.6% of them agreed while only 1.3% of the respondents were neutral to the opinion. The study agrees with Moss et al. (2017) who asserts that external environment purposes on reducing processing capacity to realize and meet the demand for supplyand poor financial performance by eliminating personal gains and unprofitable production.

4.4.2 Strategic Leadership

The study sought to determine the influence of strategic leadership on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 4.8 below.

Table 4. 8:
Strategic Leadership

Opinion	SD	D	N	A	SA	Mean	St-D
(a.) Give reward motivation to promote employee's wellness	1(1.3%)	0.00%	12(15.6%)	5(6.5%)	59(76.6%)	4.57	0.850
(b.) Delegate the duties and responsibilities	10(13.0%)	2(2.6%)	0.00%	12(15.6%)	53(68.8%)	4.25	1.387
(c.) Assigning and interchanging employees from one assigned duty to another	9(11.7%)	2(2.6%)	1(1.3%)	13(16.9%)	52(67.5%)	4.26	1.342
(d.) The management give employees feedback to let them know how they are doing	10(13.0%)	2(2.6%)	1(1.3%)	12(15.6%)	52(67.5%)	4.22	1.392
(e.) Satisfied when employees meet the agreed targets	6(7.8%)	3(3.9%)	0.00%	20(26.0%)	48(62.3%)	4.31	1.184
(f.) Establish role modeling	10(13.0%)	3(3.9%)	0.00%	14(18.2%)	50(64.9%)	4.18	1.402

	and directions							
(g.)	Total command and control	7(9.1%)	3(3.9 %)	0.00%	19(24.7 %)	48(62.3 %)	4.27	1.24 2
(h.)	Encourage team working	11(14.3 %)	2(2.6 %)	1(1.3 %)	14(18.2 %)	49(63.6 %)	4.14	1.43

Source: Research Data (2021)

As shown in Table 4.8, most of the respondent 83.1% agreed that their company always gives reward motivation to promote employee's wellness, 15.6% of the respondents were neutral to the opinion while only 1.3% disagreed with opinion. the study also revealed that, most of the respondents 84.4% agreed that in their company there is delegation of the duties and responsibilities, only 15.6% disagreed with the opinion. 84.4% of the respondents also agreed that their company always assign and interchange employees from one assigned duty to another,14.35 disagreed with the onion while only1.3% were neutral o the opinion. 83.1% of the respondents also agreed that the management always give employees feedback to let them know how they are doing, 15.6% of the respondents disagreed with the opinion while only 1.3% of the respondents were neutral. Most of the respondents 88.3% also agreed that satisfied when employees meet the agreed targets, 11.7% were in disagreement with the opinion. Most respondents 83.1% also agreed that their company has establish role modeling and directions, only 16.9% of the respondents disagreed with the opinion. Further, most of the respondents 87.0% agreed that in their company, there is total command and control ad only 13.0% disagreed with the opinion. Lastly, most of the respondents 81.8% agreed that the company encourage team working, 16.9% disagreed while only 1.3% of the respondents were neutral to the opinion. The study findings also concur with Moss et al (2017) who assert that strategic resource management can be evident through the process where those in power to decide for the organization interact within themselves, members of the organization and other external parties with the aim of improving the firm's production. The results confirm that organization structure of sugar companies in Kenya is clearly defined in terms of lines of authority and responsibility and there is adequate supervision and monitoring of decentralized operations.

4.4.3 Organizational structure

The study *sought* to find out the effect of Organizational structure on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 4.9 below.

Table 4. 9:
Organizational structure

Opinion	SD	D	N	A	SA
(a.) Our work design enhances organizational performance	8(10.4%)	3(3.9%)	0.00%	18(23.5%)	48(62.3%)
(b.) Division of tasks according to specialization in each department improves efficiency	3(3.9%)	3(3.9%)	12(15.6%)	10(13.0%)	49(63.6%)
(c.) The company has a good organization structure	1(1.3%)	2(2.6%)	15(19.5%)	9(11.7%)	50(64.9%)
(d.) Our firm is governed by a simple, clear structure of rules, regulations, policies and procedures	1(1.3%)	2(2.6%)	13(16.9%)	13(16.9%)	48(32.3%)

(e.) Our organization's reporting authority is well designed	0.00%	2(2.6%)	13(16.9%)	14(18.2%)	48(32.3%)
(f.) When implementing a new policy, employees are encouraged to keep an eye on the past experiences	10(13.0%)	3(3.9%)	0.00%	17(22.1%)	47(61.0%)
(g.) Our organization has a well job structure with no overlaps, conflicts or ambiguity	8(10.4%)	3(3.9%)	0.00%	18(23.4%)	48(62.3%)
(h.) There is satisfactory level of supervision in every department.	8(10.4%)	3(3.9%)	0.00%	17(22.1%)	49(63.6%)
(i.) Structures in our organization are flexible enough to quick and timely feedbacks	9(11.7%)	3(3.9%)	0.00%	17(22.1%)	48(62.3%)

Source: Research Data (2021)

According to the findings in Table 4.9, most of the respondents 85.3% agreed that their work design enhances organizational performance, 14.3% of the respondents disagreed with the opinion as supported by mean score of 4.23 and standard deviation of 1.297. Most of the respondents 76.6% also agreed that division of tasks according to specialization in each department improves efficiency, 15.6% of the respondents were neutral to the opinion while only 7.8% of the respondents disagreed with the opinion. Most of the respondents 76.6% agreed that their company has a good organization structure, 9.5% were neutral while only 3.9% disagreed with the opinion. Most respondents 49.2% also agreed that their firm is governed by a simple, clear structure of rules, regulations, policies and procedures, 16.9% were neutral while only 3.9% disagreed with the opinion. Most of the respondents (50.5%) also agreed that their organization's reporting authority is well designed, 16.9% were neutral while only 2.6% disagree with the opinion. Most of the respondents 83.1 as well agreed that when implementing a new policy, employees are encouraged to keep an eye on the past experiences, 16.3% disagree with the opinion. Most of the respondents 85.7 % Also agreed that their organization has a well job structure with no overlaps, conflicts or ambiguity, only 14.3% disagreed with the opinion. Further, majority of the respondents 85.7% agreed that there is satisfactory level of supervision in every department, only 14.3% disagreed with the opinion. Finally, most of the respondents 84.5% agreed that structures in their organization are flexible enough to quick and timely feedbacks, 15.6% disagreed with the opinion. The findings correspond with that of Mutai (2016) who concluded that there is a positive significant relationship between organizational structures and organizational productivity. These finding agree with Awino and K'Obonyo (2019) who stated that a good implementation of strategic plan is dependent on effective leadership to the employees who are the true foot soldiers of implementation. This leadership orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking.

4.4.4 Strategic Resource Management

The study sought to determine the influence of strategic resource management on the on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 4.10 below.

Table 4. 10:
Strategic Resource Management

Opinion	**SD**	**D**	**N**	**A**	**SA**
(a.) Organize and plan for your day in time by focusing on important items first	9(11.7%)	3(3.9%)	0.00%	17(22.1%)	48(62.3%)
(b.) Empowering and also allowing your employees to help you from your routine tasks	1(1.3%)	12(15.6%)	2(2.6%)	13(16.9%)	49(63.6%)
(c.) Outsource help for your business	7(9.1%)	1(1.3%)	0.00%	18(23.4%)	51(66.2%)
(d.) Closed or sold off portions of your company	0.00%	0.00%	11(14.3%)	15(19.5%)	49(66.6%)
(e.) Sale of underutilized a ssets, such as patents or brands	3(3.9%)	0.00%	0.00%	20(26.0%)	54(70.1%)
(f.) Outsourcing of operations	1(1.3%)	0.00%	0.00%	22(28.6%)	54(70.1%)
(g.) Re-organizing your core functions like sales, marketing	3(3.9%)	0.00%	0.00%	20(26.0%)	52(67.5%)
(h.) Renegotiation of labor contracts to reduce overheads	0.00%	0.00%	0.00%	25(32.5%)	52(67.5%)

Source: Research Data (2021)

In view of table 4.10, most of the respondents 84.4% agreed that the organize and plan for their day in time by focusing on important items first, 15.6% disagreed with the opinion. Most of the respondents 80.5% also greed that empowering and also allowing their employees to help you from your routine tasks, 16.8% of the responds disagreed with the opinion while only 2.6% were neutral to the opinion. 89.6% of the respondents agree with the opinion that outsource helped for their business, only 14.3% of the respondents were disagreed with the opinion. The study as well revealed that, most of the respondents agreed with the opinion that they have closed or sold off portions of their company, only14.3% of the respondents were neutral to the opinion. The study found that most respondents agreed 96.1% with the opinion that they sale of underutilized assets, such as patents or brands, 3.6% of the respondents disagreed with the opinion. It was as well found that most of the respondents 98.7% agreed with the opinion that outsourcing of operations, only 3.9% disagreed with the opinion. The study further revealed that, most of the respondents agree that re-organizing their core functions like sales, marketing improve their organization performance. Lastly, most of the respondents agreed that their company renegotiation of labor contracts to reduce overheads. This finding is also consistent with the findings by Gaya (2018) in a study of the challenges hindering success of tour businesses owned by indigenous entrepreneurs in 155 the tourism industry in Kenya, found that resources were one of the key challenges in strategy implementation. This implies that sugar in Kenya need to allocate financial resources to workforce development in order to enhance strategy implementation

4.4.5 Performance of Sugar firms in Western Kenya

The study sought to find out from a list of statements describing the Performance of Sugar firms in Western Kenya due to strategic formulation the extent to which the respondents agreed. Table 4.11 presents the results below.

Table 4. 11:

Performance of Sugar firms in Western Kenya

Opinion	SD	D	N	A	SA
(a.) Our Sugar milling company achieves their goals	1(1.3%)	0.00%	0.00%	23(29.9%)	53(68.8%)
(b.) Our sugar milling company has made biggest market share in Kenya	0.00%	0.00%	1(1.3%)	25(32.5%)	51(66.2%)
(c.) Our sugar milling company's sales volume has increased	3(3.9%)	0.00%	1(1.3%)	24(31.2%)	49(63.6%)
(d.) Employees at our sugar milling company has grown in the recent	0.00%	3(3.9%)	3(3.9%)	29(37.7%)	42(54.5%)
(e.) Strategy helps a firm improve its potential profit.	0.00%	3(3.9%)	2(2.6%)	26(33.8%)	46(59.7%)
(f.) Weaknesses of a sugar milling firm can bring it down if its strategic plan in not implemented fully	0.00%	4(5.2%)	3(3.9%)	24(31.2%)	46(59.7%)
(g.) Company's clients/customers have increased	0.00%	3(3.9%)	2(2.6%)	26(33.8%)	46(59.7%)

Source: Research Data (2021)

In view of table 4.11, the study revealed that, most of the respondents 98.7% agreed that their Sugar milling company achieves their goals, only 1.3% of the respondents disagree with the opinion. Most of the respondents98.7% also agreed that their sugar milling company has made biggest market share in Kenya, 1.3% of the respondents were neutral to the opinion as supported. The study also found that most of the respondents 94.8% agreed with the opinion that their sugar milling company's sales volume has increased, 3.9% of the respondents disagreed with the opinion while only 1.3% of the respondents were neutral to the opinion. It was as well found that most of the respondents 92.2% agreed with the opinion that, employees at their sugar milling company has grown in the recent, 3.9% of the respondents disagreed with the opinion while only 1.3% were neutral. The study revealed that, most of the respondents 93.5% agreed that strategy helps a firm improve its potential profit, 3.9% of the respondents disagree while only2.6% were neutral to the opinion. Further, the study found that most of the respondents 90.9% agreed that weaknesses of a sugar milling firm can bring it down if its strategic plan in not implemented fully, only 3.9% were neutral while 5.2% disagree with the opinion. Finally, the study found that most of the respondents 93.5% agreed with the opinion that Company's clients/customers have increased, 3.9% disagreed while only 2.6% were Neutral.

4.6 Inferential Analysis

This section described the inferential analysis of data. Inferential statistics try to infer information about a population by formation of conclusions about the differences between populations with regard to any given parameter or relationships between variable. This study used correlation analysis and regression analysis.

4.6.1 Pearson Correlation Coefficient Matrix

According to Mugenda and Mugenda, (2008) correlation is a term that refers to the relationship between two variables. The study conducted a correlation analysis of the variables of the study: External environment, Strategic leadership, Organizational structure and Strategic resource management and performance of sugar milling firms in Western Kenya. To quantify the strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. A 2-tailed Pearson Correlation test was done at 99% and 95% confidence levels and the analysis presented in Table 4.12.

Table 4. 12:
Pearson Correlation Coefficient Matrix

		EE	SL	OS	SRM	PSMF
EE	Pearson Correlation	1				
	Sig. (2-tailed)	.				
SL	Pearson Correlation	.648(**)	1			
	Sig. (2-tailed)	.000	.			
OS	Pearson Correlation	.673(**)	.627(**)	1		
	Sig. (2-tailed)	.001	.003	.		
SRM	Pearson Correlation	.715(**)	.656(**)	.626(**)	1	
	Sig. (2-tailed)	.000	.000	.000		
PSMF	Pearson Correlation	.658(**)	.732(**)	.712(**)	.691(**)	1
	Sig. (2-tailed)	.001	.000	.000	.000	.

*** Correlation is significant at the 0.01 level (2-tailed), N = 77*

*Key: **EE**= External Environment; **SL**= Strategic Leadership; **OS**= Organizational structure, **SRM**= Strategic Resource Management; **PSMF** = Performance of Sugar Milling Firms*

The results in Table 4.12 revealed that external environment and performance of sugar milling firms in western Kenya are positively and significantly related (r= .648**, p=0.000). The results also indicated that Strategic leadership and performance of sugar milling firms in western Kenya are positively and significantly related (r= .673**, p=0.001). Organizational structure and performance of sugar milling firms in western Kenya are positively was positively and significantly related (r= .715**, p=0.001). Lastly, results showed that Strategic Resource management and performance of sugar milling firms in western Kenya are positively are positively and significantly related (r= .658**, p=0.000). This implies that an increase in external environment, strategic leadership, organizational structure and strategic resource management leads to an increase on performance of sugar milling firms in western Kenya.

4.6.2 Regression Analysis

Results from a multiple regression analysis are shown here. Regression analysis is a group of statistical procedures for estimating associations between variables.

4.6.2.1 ANOVA Analysis for the Overall Model

As shown in Table 4.13, the ANOVA analysis presents the influence of every independent variable on Performance of Sugar Milling Firms in western Kenya. The result findings of p-value of 0.000 which revealed to be less than 0.05 was presented. This indicated that, model was statistically significant in discussing the influence of strategy implementation on performance of sugar milling firms in Western Kenya. This finding therefore concluded that the independent variables had significant combined effects on Performance of Sugar Milling Firms in western Kenya. The model was for the estimation of the contributions of the External environment, Strategic leadership, Organizational structure and Strategic resource management on Performance of Sugar Milling Firms in western Kenya.

Table 4. 13
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.199	1	18.199	15.918	.000(a)
	Residual	124.612	76	1.143		
	Total	142.811	77			

4.6.2.2 Model summary

As shown in Table 4.14, the model significance was reaffirmed by the fit tests' goodness, in which the determination coefficient (R square) of 0.644 confirmed that the model explained 64.4% of the variation or change in the dependent variables. The adjusted R square of 0.628 did not make a significant difference since the model now explained 62.8% of the variations. The coefficient of determination (R square) of 0.644 indicated that the model explained 64.4% of the variations in the Performance of Sugar Milling Firms in western Kenya. This meant that the linear model was a good fit in explaining the relationship between the External environment, Strategic leadership, Organizational structure and Strategic resource management and Performance of Sugar Milling Firms in western Kenya. A further 35.6% of Performance of Sugar Milling Firms in western Kenya is attributed to other factors not investigated in this study.

Table 4. 14:
Fitness Test for the Overall Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812	0.644	0.628	0.12337

a. External Environment, Strategic Leadership, Organizational Structure and Strategic Resource Management

4.6.2.3 Coefficient of Determination

Table 4.15 presents the coefficient of determination between external environment, Strategic leadership, Organizational structure and Strategic resource management and Performance of Sugar Milling Firms in western Kenya. The study found that there was a positive relationship between the independent variables and Performance of Sugar Milling Firms in western Kenya. Of all the four independent variables, Strategic Resource Management caused the highest variation in Performance of Sugar Milling Firms in western Kenya (r^2 0.29) followed by Organizational Structure (r^2 0.25). External Environment was third (r^2 0.232) and lastly Strategic Leadership was fourth (r^2 0.171).

Table 4. 15:
Regression Analysis Results- Coefficient of determination (R^2)

	R	R Square	Adjusted R Square	Std. Error of the Estimate
External Environment	.4818a	0.2321	0.2127	0.17498
Strategic Leadership	.4139a	0.1713	0.1612	1.39293
Organizational Structure	.504[a]	0.25	0.2119	1.20385
Strategic Resource Management	.545[a]	0.29	0.24547	1.16921

4.6.3 Regression Analysis Results – Regression Coefficients

The study conducted a multiple regression analysis and from the above regression model, holding external environment, strategic leadership, organizational structure, strategic resource management on performance of sugar milling firms in western Kenya will be 1.360. A unit increase in external environment will lead to an improvement of performance of sugar milling firms in western Kenya by a factor of 0.488; a unit increase in strategic leadership will lead to an improvement in performance of sugar milling firms in western Kenya by a factor of 0.667; a unit increase in organizational structure will lead to an improvement in performance of sugar milling firms in western Kenya by a factor of .371. and finally, a unit improvement in strategic resource management will lead to an improvement in performance of sugar milling firms in western Kenya by a factor of 0.269. This shows that there is a positive relationship between external environment, Strategic leadership, Organizational structure and Strategic resource management and Performance of Sugar Milling Firms in western Kenya.

Table 4. 16:
Regression Analysis Results

	Unstandardized Coefficients B	Standardized Coefficients Std. Error	Beta	t	Sig.
(Constant)	1.360	3.93		2.915	.020
External Environment	.488	.221	.486	1.998	.011
Strategic Leadership	.667	.106	.663	3.608	.021
Organizational Structure	.371	.183	.296	2.018	.034
Strategic Resource Management	.269	.127	261	2.111	0.039

a Dependent Variable: Performance of Sugar Milling Firms in western Kenya

The Unstandardized beta coefficients column in Table 4.16 were used to obtain the overall equation as suggested in the conceptual framework. When these beta coefficients are substituted in the equation, the model becomes:

$Y = 1.360 + 0.488X1 + 0.667\ X2 + 0.371\ X3 + 0.269\ X4$ where

Y = Performance of Sugar Milling Firms in western Kenya, X1 = External Environment, X2 = Strategic Leadership, X3 = Organizational Structure X4 = Strategic Resource Management, X5.

The results also show the unique contribution to the explaining of the independent variable. The standardized coefficients assess the contribution of each independent variable towards the prediction of the dependent variable, since they have been converted in the same scale to show comparison. The t-test statistic shows that all the B coefficients of external environment, strategic leadership, organizational structure, strategic resource management are significant (since $p<0.05$). The study concurs with Gaya (2018) study which found a significant relationship between strategic leadership and firms' performance. The study agrees with Zhou et al (2015) study which found that organizational structure lead to higher firm performance of Japanese listed firms and found a statistically significant positive association between organizational structure and firm performance.

4.7 Hypotheses Testing Results

The purpose of hypothesis testing is to ascertain if a statistically significant shift in the population's likelihood of occurrence has taken place. This study tested hypotheses at the 5% level of significance. The study employed a two-tailed test because the null hypothesis was not directed but rather a collection of hypotheses. If the p-value was less than the threshold value, the null hypothesis was rejected, and vice versa. In cases where the p-value was higher than the predetermined threshold, the null hypothesis was considered to be true.

$H0_1$: External Environment has no significant influence on performance of Sugar Milling firms in Kenya.

The correlation analysis results in Table 4.12 show that external environment had significant and positive relationship with the performance of Sugar Milling firms in Kenya at 5% level of significance. This was based on the p-value corresponding to the coefficients equivalent to 0.001. This finding led the study to reject the stated null hypothesis with 95% confidence level. Thus the study concluded that external environment significantly influences the performance of Sugar Milling firms in Kenya.

$H0_2$: Strategic Leadership has no significant influence on performance of Sugar Milling firms in Kenya.

The correlation analysis results in Table 4.12 show that strategic leadership had significant and positive relationship with the performance of Sugar Milling firms in Kenya at 5% level. This was based on the p-values corresponding to the coefficients equivalent to 0.000. This finding led to rejection of the stated null hypothesis at 95% confidence level. By rejecting the null hypothesis, it was concluded that leadership significantly influenced the performance of Sugar Milling firms in Kenya.

$H0_3$: Organizational Structure has no significant influence on performance of Sugar Milling firms in Kenya.

The correlation analysis results in Table 4.12 show that organizational structure had a significant and positive relationship with the performance of Sugar Milling firms in Kenya at 5% level. This was based on the p-values corresponding to the coefficients equivalent to 0.000. This finding led to rejection of the stated null hypothesis at 95% confidence level. By rejecting the null hypothesis, it was concluded that organizational structure significantly influenced the performance of Sugar Milling firms in Kenya.

$H0_4$: Strategic Resource Management has no significant influence on performance of Sugar Milling firms in Kenya.

The correlation analysis results in Table 4.12 show that strategic resource management had significant and positive relationship with performance of Sugar Milling firms in Kenya at 5% level. This was based on the p-values corresponding to the coefficients equivalent to 0.001. This finding led to rejection of the stated null hypothesis at 95% confidence level. By rejecting the null hypothesis, it was concluded that strategic resource management significantly influenced the performance of Sugar Milling firms in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The findings were summarized, conclusions drawn, and suggestions for future research made in this section. The study's findings, interpretations, and suggestions were summed up in a way that reflects the objectives of the research.

5.2 Summary of the Study Findings

Here, we give a synthesis of the report's results that is consistent with general and specific objectives of the study.

5.2.1 External Environment and performance of Sugar Milling firms in Kenya

The regression analysis results indicated that external environment was found to be statistically significant in explaining the performance of sugar milling firms in western Kenya ($P=0.11$, <0.05). The correlation analysis results revealed a positive and significant relationship between external environment and performance of sugar milling firms in western Kenya ($r = 0.690$, $p < 0.05$),

5.2.2 Strategic leadership and performance of Sugar Milling firms in Kenya

The regression analysis results indicated that Strategic leadership was found to be statistically significant ($P=0.021$, <0.05) in explaining the performance of Sugar Milling firms in Kenya. The correlation analysis findings also revealed a positive and significant relationship between Strategic Leadership on the performance of Sugar Milling Firms in western Kenya ($r = .637^{**}$, $p < 0.05$).

5.2.3 Organizational structure and performance of Sugar Milling firms in Kenya

The regression analysis results indicated that Organizational structure was found to be statistically significant ($P=0.034$, <0.05) in determining the performance of Sugar Milling firms in Kenya. Further, the study correlations findings revealed that there exist a positive and significant relationship between organizational structure and Performance of Sugar Milling Firms in western Kenya ($r = .743$, $p < 0.05$).

5.2.4 Strategic Resource Management and Performance of Sugar Milling Firms

Lastly, the regression analysis results indicated that Strategic Resource Management was found to be statistically significant ($P=0.039$, <0.05) in describing the performance of Sugar Milling Firms in western Kenya. Finally, the study correlations findings revealed a positive and significant relationship between strategic resource management and performance of sugar milling firms in western Kenya ($r = .628^{**}$, $p < 0.05$).

5.3 Conclusions of the Study

The study findings also revealed a positive and significant relationship between strategic leadership and performance of Sugar Milling Firms in western Kenya ($r = 0.232$, $p < 0.05$). It therefore, concluded that the performance of Sugar Milling Firms in Western Kenya is highly associated with the strategic leadership. The event conformed to Afandi et al. (2018). research, which found a favorable correlation between strategic leadership, operational strategy, and organizational performance, was corroborated by these results. The results also corroborate those of a study by Taylor (2017), who came to the conclusion that effective leaders always push for substantial change in order to achieve the greatest possible advancement in organizational operations.

Further, the study findings revealed that there exist a positive and significant relationship between organizational structure and performance of Sugar Milling Firms in western Kenya ($r = 0.417$, $p < 0.05$). It therefore, concluded that positive change in organizational structure led to improved performance of Sugar Milling Firms in western Kenya. Consistent with the findings of Gamble et al. (2015) which revealed that formalizing strategic planning and aligning structure to strategy significantly influence the growth of organizations.

Finally, the study findings revealed a positive and significant relationship between strategic resource management and Performance of Sugar Milling Firms in Western Kenya ($r = 0.321$, $p < 0.05$). It therefore, concluded that as the Sugar companies embraces strategic resource management during strategic implementation the higher the performance of Sugar Milling Firms in western Kenya. It agrees with Akpoviroro et al. (2019) 's examination of relevant literature and notable research, as well as their analysis of the different dimensions of strategy execution that largely enable and influence organization's performance.

5.4 Recommendations of the study

The Government of Kenya through the Ministry of Agriculture, should regulate sugar importation. The study also recommend that sugar factories should utilize their capacity to optimum to meet the demand for sugar. The study recommends sugar companies should work closely with both national and County Governments to improve rural roads that facilitate transportation of cane and farm inputs. The National Treasury should consider writing off all these debts to the sugar millers. The sugar companies should spill over the benefit to the sugarcane farmers, strategically pay the farmers for cane delivery on time. The study recommends that sugar companies should not rely on government cash bailouts alone but also endeavor to seek for funding from other sources. The study recommends the alignment of strategy to structure and alignment of performance contracts to strategic objectives and targets for each department. The study that communication and regular feedback loop with employees on strategy implementation will ensure success. The study further recommends that middle managers should play an important role in strategy implementation as compared to top or senior managers. Senior managers should demonstrate their willingness and energy to strategy implementation since strategy implementation is not a top down approach. The study recommended that efforts should be made by the top management of sugar companies to attract and retain customers through improved customer care, timely payment of delivered cane, crop diversification. Finally, the study recommends that top management of sugar companies develop policies that are deficient of policies that bar friendship, conversations and employee interactions and sharing of ideas.

5.5 Suggestions for further Study

The study focused on sugar companies in western Kenya. The future research should consider replicating this study to other agro-based companies in Kenya in order to establish the influence of strategy implementation in view of the on-going external environmental dynamics such as climate change, globalization, and changes in the operating industry. Secondly, future research may attempt to replicate the study in different economies to confirm the effect of External Environment, Strategic Leadership, Organizational structure and Strategic Management of Resources on the performance of sugar milling firms in the western region of Kenya.

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APPENDICES

Appendix I: Introduction Letter for Data Collection

Dear respondent,

RE: DATA COLLECTION FOR MY ACADEMIC RESEARCH THESIS

I' am a Master's Degree in Business administration student at the Kenya Methodist University. I wish to conduct a research entitled "Influence of Strategy Implementation on Organizational Performance of Sugar Milling Firms in Western Kenya"

This questionnaire has been designed along the research objectives and will be used to gather relevant primary data to address the research questions of the study. I write with a request to kindly permit me to collect data on this important subject in your organization since the participation of the respondent is voluntary.

Please note that the study will be conducted as an academic research and the information provided will be treated with high confidentiality.

Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours Sincerely,

………………………

Joseph Maero Oyula

Appendix II: Questionnaire

Kindly fill in the questionnaire as accurately as possible. Any information given will be treated with confidentiality and used conclusively for the purpose of the research. Put a tick (√) in the appropriate box that best answers each question unless otherwise indicated. For 'Others' responses, provide a brief answer.

Part A: Personal Details

Please tick (√) where appropriate.

1. Gender of the Respondents { }

Male { } Female (*Please tick whichever applies*)

2. What is your Age bracket;

Below 30 years { } 31-40 years { }

41-50 years { } Above 50 years { }

3. For how long have you been employed in sugar company?

Below 5 years { }11-20 years { } 20 years and above { }

4. What is your highest level of education;

Certificate { } Diploma { }

Undergraduate { } Masters { } PhD { }

Part A: External Environment (EE)

In each phrase given below tick the number that best describes your responses in relation to External Environment and performance of Sugar Firms in western Kenya.

Where 1=Strongly disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A), 5=Strongly Agree (SA).

Statement	**SD**	**D**	**N**	**A**	**SA**
Technological rapid changes affect the SMC has been achieved through external environment					
Change in customers' taste/behavior has been enhanced through external environment					
Effect of laws and regulation of the government					
Political and Economic trends					
Ecological conditions					
Socio-cultural factors					

Part B: Strategic Leadership (SL)

In each phrase given below tick the number that best describes your responses in relation to Strategic Leadership and performance of Sugar Firms in western Kenya.

Where 1=Strongly disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A), 5=Strongly Agree (SA).

Description	**SD**	**D**	**N**	**A**	**SA**
Give reward motivation to promote employee's wellness					
Delegate the duties and responsibilities					
Assigning and interchanging employees from one assigned duty to another					
give employees feedback to let them know how they are doing					
satisfied when employees meet the agreed targets					
I use simple but stun instructions to employees					
Establish role modeling and directions					
Total command and control					
Encourage team working					

Part C: Organizational Structure

In each phrase given below tick the number that best describes your responses in relation to Organizational Structure and performance of Sugar Firms in western Kenya.

Where 1=Strongly disagree SD; 2=Disagree D; 3=Neutral N; 4=Agree A, 5=Strongly Agree SA.

Statement	**SD**	**D**	**N**	**A**	**SA**
Our work design enhances organizational performance					
Division of tasks according to specialization in each department improves efficiency					
The company has a good organization structure					
Our firm is governed by a simple, clear structure of rules, regulations, policies and procedures					
Our organization's reporting authority is well designed					
When implementing a new policy, employees are encouraged to keep an eye on the past experiences					

Our organization has a well job structure with no overlaps, conflicts or ambiguity					
There is satisfactory level of supervision in every department.					
Structures in our organization are flexible enough to quick and timely feedbacks					

Part D: Strategic Resources Management (SRM)

In each phrase given below tick the number that best describes your responses in relation to Strategic Resources Management and performance of Sugar Firms in western Kenya.

Where 1=Strongly disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A), 5=Strongly Agree (SA).

Description	**SD**	**D**	**N**	**A**	**SA**
Organize and plan for your day in time by focusing on important items first					
Empowering and also allowing your employees to help you from your routine tasks					
Outsource help for your business					
Closed or sold off portions of your company					
Sale of underutilized assets, such as patents or brands					
Outsourcing of operations					
Re-organizing your core functions like sales, marketing					
Renegotiation of labor contracts to reduce overheads					

Part E: Organizational Performance of Sugar Milling Companies.

In each phrase given below tick the number that best describes your responses in relation to performance of Sugar Firms in western Kenya.

Where 1=Strongly disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A), 5=Strongly Agree (SA).

Statement	**SD**	**D**	**N**	**A**	**SA**
Our Sugar milling company achieves their goals					

Our sugar milling company has made biggest market share in Kenya					
Our sugar milling company's sales volume has increased					
Employees at our sugar milling company has grown in the recent					
Strategy helps a firm improve its potential profit.					
Weaknesses of a sugar milling firm can bring it down if its strategic plan in not implemented fully					
Company's clients/customers have increased					

Thank you for your cooperation

Appendix III: List of Sugar Milling Companies in Western Kenya

Item	Industry Name	Address	Location	Status of Ownership
1	Muhoroni sugar company limited	P.O Box 2	Muhoroni	Government
2	South nyanza sugar company limited	P.O Box107	Sare-Awendo	Government
3	Nzoia sugar company limited	P.O Box285	Bungoma	Government
4	Chemelil sugar company limited	P.O Box287	Muhoroni	Government
5	Mumias sugar company limited	P.O Box 132	Mumia	Government
6	Kibos and allies industries limited	P.O Box 3115	Kisumu	Private
7	Busia sugar company limited	P.O Box 265-50409	Nambale Busia	Private
8	Miwani sugar company limited	P.O Box 1989	Kisumu	Private
9	Butali sugar mills limited	P.O Box1400	Webuye	Private
10	West kenya sugar company limited	P.O Box 2101	Kakamega	Private

Source: (Internet 2021)

Appendix IV: Introduction Letter

KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

August 26, 2021

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear Sir/Madam,

RE: JOSEPH MAERO OYULA (REG. NO. BUS-3-0800-2/2020)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on: **"Influence of strategy Implementation on organizational performance of Sugar Milling firms in Western Kenya".** We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable him collect data for his research.

Any assistance accorded to him will be appreciated.

KENYA METHODIST UNIVERSITY
P. O. Box 45240 - 00100, NAIROBI
AUG 2021
DEPARTMENT OF BUSINESS

Thank you,

Prof. Evangeline Gichunge,
Associate Dean, Research Development & Postgraduate Studies

Appendix V: Research Permit

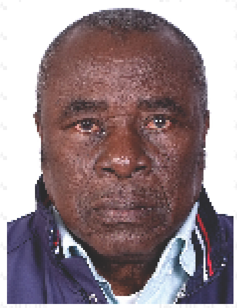
REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 152240

Date of Issue: 07/September/2021

RESEARCH LICENSE



This is to Certify that Mr.. Joseph Maero Oyula of Kenya Methodist University, has been licensed to conduct research in Busia, Homabay, Kakamega, Kisumu on the topic: EFFECT OF STRATEGY IMPLEMENTATION ON ORGANIZATIONAL PERFORMANCE OF SUGAR MILLING COMPANIES IN KENYA, CASES STUDY OF WESTERN KENYA for the period ending : 07/September/2022.

License No: NACOSTI/P/21/12751

152240

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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