

Management Strategies and Performance of Selected Tea Factories in Murang'a County, Kenya

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ABSTRACT

The tea sector in Kenya and more particularly Kenya Tea Development Agency (KTDA) had faced perennial performance challenges with dwindling profits and lack of customer satisfaction that had contributed to farmers not getting value for their production. The Kenya Tea Development Agency in Murang'a County, Kenya in particular faces unprecedented challenges which had resulted in consumers being dissatisfied as well as decrease in some. The management of KTDA factories in Murang'a County had introduced management practices like introducing more innovative ways of enhancing their management strategies within the organization. Reform was comprehensive, steady throughout government as well as private industry institution. This study was conducted within the Tea Factories in Murang'a County Kenya. This study sought to establish the effect for management strategies towards performance of tea factories in Murang'a County, Kenya. The specific objectives of the study were; to determine the effect of stakeholder involvement, communication, organizational culture and training on performance of tea factories in Murang'a County, Kenya. The study used three theories namely; stakeholder theory, which the study would be anchored on as well as communication theory and institutional theory. This research employed a design that would be descriptive. The study populace was the three management level of the selected tea factories in Murang'a County in Kenya which comprises of 106 top level, mid-level as well as first-line supervisor. The assessment was to adopt a census sample design. In this study, questionnaire were to be used to collect data containing closed ended and opened ended questions. The questionnaire's validity was to be determined by expert opinions and the Cronbach's Alpha was to be employed to examine the reliability. The data was to be examined for mistakes before being evaluated utilizing descriptive statistics, such as the mean and standard deviation, and inferential statistics, such as regression analysis, by adapting the Statistical Package for Social Science (SPSS) version 22 to determine the relationship between management strategies and tea factory performance in Murang'a County. The study was to be significant in assisting KTDA managed factories in Murang'a County in/on the performance. The data gathered also analyzed bound to demonstrated in manner of charts, tables accessing the effectiveness of management strategies and further make recommendation on the effects they had the charts as well as graphs.

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I. INTRODUCTION

1.1 Background of the Study

Tea production factories within Kenya had already remained struck by a steady decline in cost due to high manufacturing costs, the most expensive of which was labor. As of 2014, Kenyan tea companies had really been incorporating new strategies in design or manufacturing software in the intention of gaining productive capacity and adapting to change. In an effort to offset surging manufacturing costs and intense competition, some tea companies had begun mechanical tea harvesting procedures. This was done as a creative indicator to guarantee the effectiveness of the corresponding tea companies. Despite being the world leader in tea export volume, Kenya ranks second in terms of earnings, trailing only Sri Lanka (World Trade Organization, 2013). Kenya's lower unit earnings from tea exports were primarily due to the low export value associated with selling tea in bulk form.

In today's volatile business environment, an organization's unique competitive advantage seems to be its willingness to embrace and accept change (Cook, 2015). Transformation was universal, a persistent for both the public and private sectors. Historically, public institutions were not subject to competition or market dynamics, and thus had no stimulus to reform their firms' practices. It had considering reformed in contest on government industry increased additionally directing government jobs became more complex. State beliefs for irrefutable extent for performance, as well as require to improve efficacy as well as productivity, had prompted several state industry to embark on divergent reform motivations. Reforms were made to enhance efficacy or wield new circumstances (Goetsch & Davis, 2014).

Globally, when changes were made in any firm fundamental functional part, this was when strategic management was seen. In businesses that were highly demanding in today's world, a firm innovation strategies depends on the strategic management that it undergoes, most strategic modifications professional vowed to the concept that alter was an mundane appearance in a firm; which such obsession was nowhere as the state of affair within an organization which requires continuation (Doppelt, 2017). Strategic Management was determined by the trends of a business, the environmental factors and the multiple shifts in the global, production cost. This change could rise due to the expectations of the shareholders. It cannot be based on pre-emptive and the strategy technique, or in a procedure that was reactive to a scandal within a firm or outside. This may comprise of fulfilling the changing that was needed at the market place, risk reduction, environment sensitivity, quality improvement, raising the satisfaction and staff retention (Stark, 2015).

Regionally, the majority of the reforms introduced in public entities had been directed at enhancing the efficiency of public delivery of services, enhancing service, revamping bureaucratic processes, minimizing resource consumption, and ramping up profitability, among other things. The introduction of new institutional and operating structures categorized organizational change (Hickman & Silva, 2018). Change always had an impact on those in the organization who were affected by it, whether it was positive or negative. Reforms may bring about prospects of expanding in addition to advancement for a while posing risks to others by introducing recent association, talents as well as undertakings. Because of the negative influence for reforms, institution reforms feats failed to convene the planned aims. This would manifest as squandered resources, sunk costs together with decreased efficacy. According to several academicians, most changed initiatives failed at a rate of 70%. Changes implemented, public service delivery, service quality, bureaucratic process, resources, revenue, other things, new organizing, work environment, growth, development, relationships, skills, costs, and productivity the regional perspective was unavailable.

In Kenya, change if not managed all round, it would not affect the overall management of the organization, but it had some important negative effects on the structure cohesiveness, employee certainty and focus. Those that were involved in making decision in the organization experience changes that could turn to specific change administration methodologies that were custom fitted to improve exhibitions and inspire representatives adapt in the firm. The change curve hypothesis proposed reasons for these upsets could be either inward or outer thus the need to detail suitable arrangements to manage all components existing inside and outside the firm. It helped people to comprehend how to respond to the progressions brought about by management strategies (Chang, 2016).

Management strategies were a continuous process that entailed attempting to suit or accommodate the organization with its changing environment in the most beneficial way possible Pearce and Robinson (2007). The implementation of a concise strategic point of view in institutions was among the variables impacting their performance. The flow of information in effective strategic management practice includes historical, current, and forecast data on the firm's operations and environment. As a result, one of the critical factors that enabled the organization to survive and achieve a sustainable competitive advantage was the implementation of a good management strategy (Ogutu, 2015). Effective management strategies ought to unify a standpoint. In addition to the stakeholder involvement, effective communication but also training aspects were to be considered as well.

1.1.1. Performance

The effectiveness with which an organization accomplishes its aims and outcomes were measured by its performance. Essentially, this provided an evaluation of the success of an assigned activity evaluated towards certain pre-set norms of efficiency, productivity, customer satisfaction and also revenue growth. In other words, performance referred to an institution's actual output, results, or achievements as compared to goals that include its own objectives. Performance assessment was an essential cornerstone regarding performance management that comprised gathering, analyzing, additionally documenting data on the achievement of employees, assembly, firm, ideology, or corporates (Schechner, 2017).

According to (Katzenbach and Smith, 2015), performance measurement was an ongoing procedure that involves comparing performance to pre-determined guidelines. Corporate leaders bear the prospect to examine also compare the overall accomplishment of the prearranged benchmarks. Performance estimation aided performance management through enabling top management as well as supervisors towards closely watched organizational and individual performance and take corrective actions when deviations occur. It was asserted by which enabling the contrast with existing capabilities extents of the established criteria, performance assessment enabled crucial corrections as being made additionally directs the stipulated punitive measures. As a result, an excellent performance measurement resulting from neither a business entity's performance, nor its efficiency by cutting prices and other challenges. An excellent performance measurement system could go a long way toward affiliating company operations with the overall organizational plan, ensuring longevity for future generations.

The emphasis had recently shifted to other performance metrics other than fiscal considerations. Since inception, KTDA had been using a balanced scorecard by Kaplan and Norton (1996) as the measure of

performance in the organization. The Balanced Scorecard model is presented by Kaplan and Norton (1996) as a useful tool for managers to gain a competitive advantage. Organizations today compete in a complex environment where understanding the objectives and how they can be achieved is critical. The Balanced Scorecard equates the purpose and strategy of the organization into a set of performance indexes that served as a framework for the performance measurement system. The model evaluated organizational performance from four angles: financial, client, learning and growth, and internal processes (Kaplan & Norton, 1996). The predictors made a balance between external stakeholders' measures and internal variables of key operations, innovation, acquiring knowledge, and development.

Business enterprises resorted on a variety of performance metrics to evaluate their performance. The indicators were expansively associated with financial and non-financial metrics, and yet all target to evaluate the achievement of business objectives (Jeon, Noh, Kim, Yang, Ryu & Seok, 2014). Financial indicators or assessments of business performance were based on monetary indicators. Fiscal quotas like productivity, prosperity, liquescency, in addition to efficacy proportion were examples of these. The organizational performance of this study was measured using consumer satisfaction and profitability.

1.1.2 Management Strategies

World over organizational work in a situation that were ever evolving. These modifications continue to reshape the manner in which businesses operate and perform. Organizations work within the surroundings that was etched having myriad issues, harm in addition to doubts which demands a contemplative administration attempt. Noe, Hollenbeck, Gerhart and Wright (2017) claim that change preferably contains the procedure of exacerbating an activity, exercise, or stuff to change to certain or all ways from what it was initially. In a company, these changes were made in particular departments, such as production, human resources, and marketing, or in the finance department. Or even it can happen in the entire business entity. Management strategies was a method that strived to switch individuals and groups of persons and organization by the use of systems that were claimed to reroute the utilization of a company's assets, capital budget, business operations, or any other operational activities that were critical in restructuring a company.

According to Bradley (2016), management strategies were essential for whichever organizational effectiveness because they provide instructional support to the manager and an employee. This resulted in a tremendous intent for comprehending, even as workforce were pushed towards fulfill their role onto the structure. Management strategies were very vital as it was the core in helping firms to respond to the demands of the clients much quicker, it builds proper system Kobusingye (2017). It also made sure that the daily business processes and operation were not affected since the management process could run simultaneously. Cook (2017) stated that management strategies aid in control change that was associated with costs throughout the process of change besides building a chance for the advancement of quality standards including both operational processes and career development. Management strategies that was good makes sure a well management strategy that went above and beyond to relieve tension, whilst still boosting dedication in the firm. These management strategies were; stakeholder involvement, effective communication, organizational culture and training and development Mojtabehi (2017).

As claimed by Hayes (2018) stakeholder involvement was a way by which organizations include employees or persons who modify judgements could impact people and end up making or even have an influence on the progress of those action plans. Cook (2017) acknowledges how an efficient stakeholder engagement plan was a critical part of overall plan change. As a result, the greater your participation in the organization, the greater your dedication and significant outcome. Participation or engagement of stakeholders should start right when the stakeholder' analysis, strategic planning and feedback provision were conceived. Participation of stakeholder was slated to start beginning of the project, as early as assisting the stakeholders' analyze, plan and provide feedback in management strategies. The engagement of stakeholders was accepted one of the critical pillars of a company's successful restructuring. The process of business modification naturally includes changes to people, processes, and systems that ought to be required valid into introduce a difference in the firm.

Effective communication entails the mechanism of assigning initial significance between one element and cluster to another via collaborative indications and intertextuality rules, as well as swapping or come up with innovative ideas. (Baker, 2014). Effective communication was an important constituent of any organization management plan and showed the best plans through which a firm listened and involved with their workers throughout the change implementations journey. Effective communication was very important tool in any organizational communication as it clearly discovered the urgencies in resolving conflicts additionally aids workforce to clearly comprehend suggested explanations, perks as well as allow timely feedback in explaining the reason supporting possible contradiction. The duty that informal group spokesperson play was further important to affective information. This was due to how it helped in ensuring the core correspondence as well as theme of the firm differ were adequately informed. There were a desire for communication to continue

indefinitely so that workers and stakeholders were clearly aware of the fact that timely information as well as the desired outcomes even though they may neither be onto panel yet could transmit towards large cluster of stakeholder whether absolutely required. Essentially, communication had like bivariate, with workers given the chances for query together with contribute opinions (Renz, 2016). In order to maximize impact and ensure stakeholder access, the organization should also use a diverse set of communication channels. In order to deliver key messages and themes, constant communication through multiple channels was essential.

Organizational culture had an impact that very deep in the variety of firm's process, employees and its performance. Supervisors and leaders were urged to advance the tenacious habit within firm to enhance the general achievement of the workers and the institution at large (Gleick, 2014). Organizational culture was the accumulation of values dominant, goals, views, standards and modes of characters that characterize a firm. It represents the preeminent habit that influenced the stakeholders of the firm as it determine the way things were run in the institution. Organization structure emerged as a result of the need for outward growth and survival, and also strategic implementation. External adjustment and sustenance entailed identifying an area of interest that helped the company to adapt to a varying territory. Internal integration encompasses the enhancement of words as well as concepts, group together with team borders, power and prestige in addition to positive reinforcement or negative, in terms of establishing strong working relationships among organizational culture members. (Rosemann & vomBrocke, 2015).

Training was indeed the method of giving the employees with the understanding, abilities, and mindset required to carry out job responsibilities. Employees' development on the other hand was advancement of the employee's expertise for prospective environmental pressures and versatility. Armstrong and Taylor (2014) defined training and development as a structured programme for changing an individual's attitude, knowledge, or skill behavior through learning experiences in order to ensure efficient performance in a particular activity or set of activities. Companies offered a range of training programs to fulfill the demand of their organizations. Training increased workers competency in order to achieve a competitive advantage and enhance its effectiveness. Trainings were also a way for firms to meet the requirements of their workers. Employers improved the employee their own competitive advantage and ensure long-term job prospects by providing training opportunities. (Campbell & Reyes-Picknell, 2015).

1.1.3 Kenya Tea Development Agency

Kenyan tea production commenced in 1903, with intensive cultivation beginning in 1924 on colonialist-inhabited farms. The global economic collapse of 1929/30 brought about collapse in the extension of the tea industry just like any other sectors of the economy. Reduction of export market caused market to grow faster than it was expected. Domestic market competition was fierce, and the Kenya Tea Growers Association (KTGA) had been developed by 1931, to lobby on behalf each and every individuals involved in tea growing in Kenya. Shortly afterwards that, there was establishment of Associated Growers of East Africa (ATGEA). This implemented to promote the similar goals in Kenya, Uganda, and Tanzania the three east African countries. (Kathure, 2014). Tea cultivation and output were spreading throughout the world. It spread to India and the Dutch East Indies, where overproduction resulted within the inauguration of a worldwide tea farming extension prohibition plan endorsed in accordance with the initial tea sanction in 1933 in Amsterdam (Omari, 2015).

On 20 January 1964, below the obligatory legislation KTDA was initiated under section 190 legal notice No. 42 of the Agriculture Act. By enactment, the KTDA was charged within constitutional duty of encouraging as well as confirming the advancement of tea for modest tea cultivators through properly defined areas where tea was cultivated (Milder, Moroge & Shames, 2014). The legislation authorized KTDA to aid small-scale growers in increasing their stocks by achieving subsequent specific aims: to achieve the continuation of tea program within the goal of developing management extent also yield agronomy, to grow in addition to sustain a tea packing program to secure job posts herein the plantations, to advance the zone that was planted tea by employing additional growers, to offer apparatus for tea planting, to collect, buy, and handle (Kalunda, 2014).

The management of KTDA equips governance services to tea factory firms. Tea factory companies hired the company to cultivate tea, advance in addition to sustain tea cultivation, amass, calibrate, manage also reimburse cultivators for supplying green leaf, producing green leaf into tea, grow and offering skilled, fiscal as well as supervisory services, and bring procurement, ICT, human resources also other auxiliary services. Presently, the KTDA manages sixty-six functioning tea factories. Each plant was governed by BOD picked out by the tea cultivators in the plant's catchment area. These plants board industries were in charge of strategies that regulate: procuring agents' management, management choices concerning produce for their corresponding plants, admission of workers, prepping of yearly allocation in addition to tracking fiscal expenses, accumulation of leaves as well as reimbursements to growers also oversight in addition to plan production (Waithaka & Waiganjo, 2015).

Small-scale tea farmers owned KTDA Holdings Limited. There were 560,000 small-scale farmers who were personal stakeholders in the fifty four plant firms that are then engage stakeholders in KTDA Holdings Limited. KTDA Holdings Limited was a holding company that owned a number of businesses (Chambers, 2014) it was Kenya's main tea exporter. Kenyan tea traded in vastness to varied fairs was majorly muddled up as well as packaged in less than 3kg batches, which were either managed to sell inside of foreign buyers or re-exported for consumption in other countries. Several negative forces were currently threatening the tea industry. The first threat stems from a weak trend in tea export prices as a result of global tea export increases (Food and Agriculture Organization 2015). The most concerning issue were the threat posed by rising production costs. This was especially true in the real estate sector, where labor accounts for roughly two-thirds of operating costs ex-factory. The main issue stems from the industry's wage prize trend. Brokerage firms also contribute to growers' income loss. Competing beverages are also a major issue (Willson, 2014)

1.1.4. Tea Factories in Murang'a County

Kiru Tea Factory is a KTDA-managed factory and one of nine (9) Factories in Region 2. It was inaugurated on June 23, 1993, with 16 buying centers and 2,330 registered growers. The Factory now serves 47 buying centers and over 7406 tea farmers. It was located on the westerly hillsides of the Aberdare ranges at 0037'09" degrees southward and 36"18"4 degrees east of the meridian at a height of 2032M above sea level. The factory was in Mathioya District and encompassed the entire Kiru position, parts of the Gacharageini sub-location, the Kamacharia and Kamune sub-locations of the Kamacharia location. The factory was located 7 kilometers from the Murang'a–Nyeri highway. The catchment was traversed by the rivers Mathioya, Thuruthuru, and Rwarai.

Gatunguru Tea Factory, which was managed by KTDA, was located in Murang'a County, Mathioya Sub-County, Njumbi Division, and Kiriti Location. Nairobi was 126 kilometers away. The factory's operations began on October 26, 1981. It currently had 52 operational buying centers and can be reached via the following roads: Nyeri – Kiriaini – Kangema Road and Njumbi – Gacharage-ini – Mioro Road.

Makomboki Tea Factory was yet another one managed by KTDA. It was located in Kigumo Division, Murang'a South District, approximately 90 kilometers from Nairobi and 40 kilometers from Thika. It covered 19.8 acres and served 5096 growers through 100 leaf collection centers. A natural feature of the Tea factory is that it Ndakai-ini Dam on one side and the Aberdare Ranges on the northern side.

Last but not least, Nduiti Tea Factory was also managed by KTDA. Nduiti Tea Factory Co. Ltd was founded by Njunu Tea Factory Farmers to alleviate the factory's congestion caused by increased green leaf production. Farmers contributed 30% of the capital for the 500 million shilling venture, with the remaining 70% borrowed from Barclays Bank and the European Investment Bank. Administratively, the factory was located in Githumu sublocation, Ruchu location, Kandara division Maragua district. Makomboki to the south-west, Njunu to the south-east, and Ikumbi to the north border the Nduiti tea factory. The factory was 82 kilometers from Nairobi, and the nearest major town, Thika, was 38 kilometers away. It served 5448 small-scale farmers and covered 1003 hectares with 9,034,823 bushes.

Kiru tea factory, like many others in Murang'a County, had recently faced difficulties as a result of changes in weather and climate caused by global warming. Future climate change were expected to reduce the economic viability of tea production, potentially exacerbating the problem. Droughts, hail, floods, and other climate occurrences in the country may become more abundant in the future

1.2 Statement of the Problem

Tea farming was an important part of Kenya's economy. Tea processing factories in Murang'a County, Kenya, in distinct were experiencing significant challenge; a change in customer demand and behavioral patterns, a changing climate, resource limitations, and precision farming are all trying to combine to put extra pressure on an industry. The tug of war between Kenya Tea Development Agency (KTDA) directors and reformists seeking to enforce the Tea Act, 2020, in Murang'a County had intensified. Tea farmers in Murang'a had laid claims that most KTDA owned factories are run by corrupt board members who had caused farmers to get meagre earnings. Ineffective communications had led tea farmers to believe that the management team was not being honest and being corrupt.

According to the World Bank (2018), the performance of Kenya's smallholder tea subsector over the last decade had been underwhelming. Tea performance in Murang'a had been dwindling, and some farmers had chosen to abandon tea farming due to low returns. As a result, tea factories had been forced to reorganize and devise new ways to compete in the market. Stakeholders' efforts to revive performance had resulted in the adoption of management strategies (KTDA, 2015). The vastly improved performance can be attributed to the strategic management strategies that had been implemented over time. Nonetheless, due to losses and poor returns from the tea crop, some farmers had chosen to diversify into other crops farming (Tea Board of Kenya, 2015).

Tea was primarily grown on a small scale in the highlands areas of central Kenya. Management strategies had grown in popularity in recent years. Organizations spent the last century focusing on lengthy organizing. Long-term planning assumed that the direct and indirect environments would stay constant for a longer length of time, so they made arrangements for the lengthy period (Kiget & Oloko, 2019). Management strategies was an essential concept in any organization, including tea factories. Management strategies such as stakeholder involvement, effective communication, organizational culture, and training all play a role in improving the performance of Kenyan tea factories. According to (Ventsislava and Sanela, 2017), ineffective stakeholder engagement had an impact on the implementation of stakeholder management strategies intended to improve firm performance.

Kenya was indeed the world's third largest producer of black tea, trailing only China and India, and the world's biggest exporter, accounting for more than 20% of total global exports. As a result, the sector was important to both the global and national economies. Most studies on management strategy and performance had centered on the corporate world (Mbula, 2018); (Issack and Muathe, 2017). Little study had been done on the tea factories in Murang'a County. Chebet, 2020, on the other hand, conducted a study on the effects of supplier management strategies on fiscal performance in selected KTDA subsidiary tea processing firms in Kericho County, Kenya. Kericho County was the location of her survey. This study would concentrate on a different context and concept than the current study. Yegon (2016) studied tea productivity in Kericho County, Kenya, but she would focus on financial determinants.

Yegon (2016) noted in his study that some tea industries have launched strategic planning, but it hasn't been properly implemented caused by several factors originating from both the macro environment. As a result, existing research was ill-equipped to save the tea factories from their current predicament, given that the industry's productivity was still depreciating despite the few studies. With few studies employed to determine the dilemma of strategic management in the Kenyan tea industry, and the industry's projected decrease in returns, as reported by (TBK). As a result of this knowledge gap, the purpose of this scholarship would be to decide the effects of management strategies on the performance of selected tea factories in Murang'a County, Kenya.

1.3 Objectives of the Study

The general and specific objectives listed below guided the investigation;

1.3.1 General Objectives

This investigation would seek to establish the impact of management strategies on performance of Selected Tea factories in Murang'a County, Kenya

1.3.2 Specific Objective

To establish this impact for stakeholder involvement on selected performance of tea factories in Murang'a County, Kenya.

To distinguish how effective communication affect the performance of selected tea factories in Murang'a County, Kenya.

To determine how organizational culture influenced the performance of selected tea factories in Murang'a County, Kenya.

To assess the impact of training on the performance of selected tea factories in Murang'a County, Kenya

1.4 Research Questions

Why stakeholder involvement did influenced Selected Tea factories performance in Murang'a County, Kenya?

How did effective communication impact Selected Tea factories performance in Murang'a County, Kenya?

What was the effect of organizational culture on performance of Selected Tea factories in Murang'a County, Kenya?

How did training affect performance of Selected Tea factories in Murang'a County, Kenya?

1.5 Significance of the Study

The study helped Kenya Tea Development Agency managed factories in Kenya in assessing the effectiveness of management strategies and make recommendations on the effect they had on performance, those which had worked and which would be strengthened and those which would be changed or abandoned altogether. Information gathered and the recommendations that would be made out of study would help to inform the creation of a more complete and efficient chain and hopefully enhance economic as well as social benefits of the tea industry to the country.

The study findings would guide policymaking in accordance with Vision 2030, which aimed to facilitate the transition of small-scale farms into commercially oriented and contemporary production units. This

would foster greater market access via value-added bulk products. This could be done through processing then, packaging and branding of the bulk agricultural commodities.

The policy makers would obtain knowledge of the tea industry dynamics and the impact for management on performance of tea factories additionally therefore they could get data from this research findings to aid them to devise the correct policies for industry regulation. This ought to study provided background knowledge to other investigators and scholars who hope to conduct additional studies in this area. It was allowed individuals who wished to identify gaps in current research and conduct research to fill those gaps. Students who wanted to study this area did so as a supplement to their studies in order to be able to draw conclusive arguments about value addition strategies.

1.6 Scope of the Study

This investigation findings ought to seek towards establishing effects for management strategies on performance of Selected Tea factories in Murang'a County, Kenya. This study would focus on stakeholder involvement effective communication, organizational culture and training. The research would explore the factory's performance over the last five years (2015-2019). The selected tea factories in Murang'a County would serve as the study populace. The study utilized a descriptive research design. The selected KTDA factories had been facing challenges since 2015 to date.

1.7 Limitations of the Study

Throughout course on investigation, there would remain numerous challenges. For starters, target respondent were the senior cadres of employees, whose work schedules are so tight for them to have free time to fill out the questionnaires. This would cause data collection to take longer than expected. This problem would be alleviated by using emails and phone calls for follow-ups. Furthermore, some respondents may disregard the questionnaires, while others may fail to return the questionnaires entirely. Furthermore, other respondents may regard the questionnaires as politically motivated. This issue would be mitigated by guaranteeing participants that the research ought to be conducted solely for scholarly reasons and that their identities would not be disclosed.

Moreover, because the respondents would be dispersed throughout the country, some difficulties were encountered while providing introductions, taking after up, and collecting reactions from them. This circumstance was incredibly eased by utilizing emails and phone calls for follow-ups and the collection of completed surveys.

1.8 Organization of the Study

This investigation is divided onto three chapters. Initial segment provides context for the research. It outlines the study's aim, importance, restriction as well as scope. The second part covers both empirical in addition to theoretical orientations that guide this study. It also concludes with the creation of a framework that's conceptual that provides an illustrative synopsis for hypothesized association. The third section describes the methodology of the research, as well as pivotal pawns and analytical approaches used in the scholar's project. It goes over the design of research, population target, design sampling, analysis of data and demonstration practices, and so on.

2.1 Introduction

Different theories which outline foundation of this assessment was scrutinized herein section. There is a discussion of empirical studies on management strategies and performance. Finally, the conceptual framework is included, along with a summary of the literature and research gaps.

2.2 Theoretical Literature Review

This research findings was steered by Stakeholder Theory, Communication Theory and ultimately Institutional Theory.

2.2.1 Stakeholder Theory

Freeman developed this theory in the year 1999. The model emphasizes design clusters, for instance shareholders in a firm or project in addition to presents a comprehensive synopsis as well as recommendations that supervisors may make in light of the wellbeing and preferences of those clusters. Historically, only the corporation's owners or shareholders were significant, and the institution should have a responsibility to prioritize their interests in effort to expand value for them. Stakeholder model postulates how other factions, such as workforce, suppliers, venture capitalists, consumers, state manifest, societies, political groupings in addition to work association, are included (Friedman & Miles, 2002).

This theory distractors, Blattberg (2004) probed stakeholder theory towards assuming the stakes of varied stakeholders can remain compromised as well as steady in contrast with one another. The scholar went on to say that's a product in which the primary approach of discourse towards handling disputes amid stakeholder claims on compromises. Blattberg advocated for a more conversational approach, which prompted him towards

safeguard that which he considers a "patriotic" view about each establishments essentially as substitute to theory of stakeholder as stated by (Litz, Laplume, and Sonpar 2008). Stakeholder theory defies the fundamentals of a market- driven financial systems via bringing a political ideology of community compact towards institution. The theory remains pertinent towards current investigation as a result, identifies and attempts to explain all of the stakeholders involved in a specific project. Who is usually involved in a project is addressed by the theory. This theory attempts to denote distinct shareholders with regards to the initiative as well as examines each situation covered by administrators serve these groups like shareholders. The theory aids in grasp all stakeholder embroiled within projects, their capacity as well as repercussion, in addition to the impact stakeholders hold on project performance in case well engaged. As a result, in conclusion, stakeholder theory aids in answering the question, "What effect does stakeholder involvement have on performance?"

2.2.2 Communication Theory

Ashby, Barmby and Deustch developed the theory in 2004. The theory tries to explain the structure and flow of information as units of analysis. The researchers were concerned with the passage channel of the messages from the sender to the receiver, hence, they tried to argue that various distortions exist along the channel where the messages flow through. They termed such distortions as "noise" which hinders the smooth flow of messages. Fuchs (2010) on an inquiry into the communication theory of Karl Marx discussed the information as a basis of making decisions in organizations. He argued that for there to be free flow of information in an organization, there need to be efficient and effective internal and external communication structures.

Where the flow of information is continuous and it's within the structures that have been established, then making a decision is easy and possible. This happens where information is accurate, adequate, relevant and appropriate. When rational decisions are made in an organization as a result of effective communication, it translates to an increased productivity hence performance. On the other hand, irrational decisions are made where there is little or no information flowing in an organization. Karl advocated for capacity building in order to facilitate effective and efficient decision making that goes along with the qualified workforce in the organization (Griffin, 2012).

Communication theory has assumptions that it places in using information as a unit of making analysis during making decisions which are rational. The truth is that there are other considerations and factors that are used in decision making in an organization. There is an assumption on effectiveness of the communication structures and channels but it is known that what is in the paper is not always what's in the ground or in real applications (Barnlund, 2017). Communication theory is applicable in the survey in that the theory aids with comprehending depth within the dynamics of organization culture. It also has helped in understanding the one of the objectives of this study of what are the effects of effective communication on performance.

2.2.3 Institutional theory

This theory was developed with Dimaggio together Powell the year 1983. It discusses the processes through which structures which include norms, roles, routines and beliefs becomes part of an organization as an authoritative guideline. The researcher defined institutions as high-resilience social structures composed of cultural cognitive, procedural, and normative elements that collaborate with affiliated resources and activities to provide structural support and protection to social life. These structures of an organization which later become like authoritative guidelines are often referred to as organization culture.

According to the dimension of decoupling, organizations was even institute formal processes aimed at implementing certain institutional practices in order to appear to be embracing these practices. As a result, actual procedures can be separated from institutionalized practices. This dissociation is related to the insights from legitimacy theory, which states that operational procedures can be utilized to assemble a corporate reputation that is extremely distinctive from precise organizational processes since they preserve aesthetic and thus bestow credibility regardless of whether the corporation has transformed or not (Scott, 2014).

As per Ledger Wood (2012), institutional theory mechanisms in the case of organizations could include those proposed under the organization framework that prescribes the road map for the transformation from informal to formal institutions. As a result, establishing a formal institution implies additional costs and constraints as the sector becomes regulated and supervised. As per Robinson, 2013, this theory is pertinent to this survey because it explains how firms try to align perceptions of their practices and characteristics with social and cultural values. It helps in understanding the organization culture, its mechanism and its effects and how the culture impact on organizational performance where it adopted guidelines.

2.2.4 Balance Scorecard Theory

"Balance Scorecard Model" was developed in 1992 by Norton and Kaplan. This concept has changed the way people think about performance indicators. Whilst also going further than conventional financial

performance indicators, the notion has provided a generation of managers with a greater grasp of how their entities are performing. A balance scorecard is an essential arranging and the executives' structure that discovers significant applications in assembling and administration enterprises. The BSC significant targets are to adjust business endeavors to the vision and methodology of the association, upgrade interior and outer interchanges, and investigate business execution close by arranged destinations. The Balanced Scorecard as such contains execution objectives in addition to results identifying with four extents of execution: monetary, client, inner interaction and advancement. It recognizes that organizations are responsible to different partner gatherings, like laborers, providers, purchasers, local area and investors (Kaplan and Norton, 1992). It shows an association's exhibition in accomplishing its objectives identifying with partners.

The BSC teaches reactions in the locale of interior business practice brings about expansion to adding up to a reaction circle inside the aftereffects of business systems. This produces a "twofold circle criticism" movement in the reasonable scorecard. All things considered, the reasonable scorecard empowers a firm to bend over backward set out toward normal targets and understands a feeling of having a place as it works with individual representatives to see their own input in the acknowledgment of the perception (Kaplan and Norton, 1996). The rationale of the decent scorecard shows that studying and development capacity upgrades inside measures. Advanced inward cycles thusly upgrade client worth. Upgraded client worth improves monetary results and upgraded monetary results give income to place in learning and development. To produce esteem these points of view should be related with a prudent cycle. The model tends to every one of the autonomous factors in the theoretical structure consequently extremely significant. Hypothetical holes incorporate the sub-factors of learning and development (sustaining tablets).

The basic for further developed execution measures can't be overlooked with the present overall contest and propelling innovations. When new innovations are presented, significant association changes are needed as the cooperation among individuals and innovation is fundamental to guarantee business measure become increasingly successful. Therefore, execution estimates which center around just monetary measures won't mirror the new mechanical climate (Venanzi, 2012; Balanced Scorecard Institute, 2015). Whenever conceived deliberately, new execution estimates was significantly impact business execution. As Kaplan and Norton (1996) propose, execution measures ought to notice changes in the market climate, decide and survey progress towards specialty unit targets and certify accomplishment of execution objectives. They further declare that, all together for the top administration to satisfy their essential plans, they ought to embrace a more adjusted way to deal with check execution by considering monetary and non-monetary execution measures.

As indicated by Kaplan and Norton (1996) the BSC helps in: recognizing and adjusting key drives; explaining just as acquiring agreement about the company's methodology; performing methodical and occasional key audits; imparting the association's technique; adjusting individual and departmental destinations to the system; interfacing vital destinations to association's yearly financial plans just as long haul objectives; and acquiring input to improve and find out with regards to methodology. What's more, these advantages were convert into better authoritative execution. The fair scorecard is a considerable vital administration apparatus since it helps with deciphering an association's statement of purpose and its business procedure into quantifiable and explicit objectives just as observing the presentation of association (Yaghoobi and Haddadi, 2016). The reasonable scorecard follows a far reaching approach in dissecting the authoritative presentation in four regions: development and learning point of view, client viewpoint, inside business point of view, monetary viewpoint, and finally. Moreover, these four regions can be utilized as the primary concentration by associations in working on their general presentation

2.3 Empirical Literature Review

This segment explains previous research conducted by academicians in regards to this survey parameter. It's organized in line with the survey's goals.

2.3.1 Stakeholder Involvement and Performance

Several studies have been conducted on the effects of stakeholder involvement on performance. For instance, (Mabuti, 2015), conducted an assessment on the stakeholders' involvement and performance of maritime safety strategy in Lamu County, Kenya. For analysis, the investigation utilized a descriptive statistics that is cross-sectional. This assessment discovered, stakeholders were significantly involved, which improved awareness and performance of the Lamu County maritime safety strategy. The study recommended that there is need to involve all stakeholders in strategic planning and key stages of the strategy as it is key to performance of the maritime safety strategy.

Nene (2017) investigated the impact of stakeholder involvement on the performance of early childhood education programs at Bridge international schools in Mukuru and Kibera, Nairobi County, Kenya. The study acknowledged that stakeholder involvement in program management is critical to project performance. For analysis, the study used a survey design that was descriptive. The study's discoveries revealed, school achieved high teaching staff retention, increased learner enrolment, effective program execution, and high learner

retention in the schools to a large extent due to stakeholder participation in the school's programs. The study recommended that there should be increased adoption of stakeholder involvement in ECD development project in schools as it is an effective option of performance in ECD program.

Njogu (2016) reviewed impact of stakeholder inclusion on performance of project employing the automobile in NEMA emanation proficiency project in Nairobi County as a case research. Exploratory survey design had been used additionally a statistics descriptive were used to analyze data. The review ascertained that stakeholder association in project designation hold a significant effect towards achievements of the Automobile Emission control project, which led to this project's success. According to the study, operation of the Automobile Emanation Proficiency project ought to increase stakeholder interest in project designation because it resulted in a concession within the proportion of carbon effusion, a decrease within operation costs, overheads efficacy in addition to consumer gratification.

Kobusingye (2017) investigated the impact of stakeholder association on project findings in Rwanda using a q case study of a hygiene, sanitation, and water project. According to this survey, project administrators often displayed a perspective that government projects pulling off also among the key attributes is stakeholder engagement, so stakeholder ought to engage in project identification. A survey design that was descriptive was used. The assessment found stakeholders' collaboration in project submission attributed to the initiative's success. According to the study, proper expertise and financing should be guided to initiatives, additionally traits ought to be engaged within project identification policymaking as they are recipients. Stakeholder analysis, strategic planning, and feedback requirements was included in the current study's stakeholder involvement perspective.

2.3.2 Effective Communication and Performance

Several studies on the effects of effective communication on performance have been performed. (Femi, 2014, for example) assessed the effects of interaction on worker performance utilizing a case study of selected organizations in Lagos State, Nigeria. The research findings acknowledged that in currently, communication is a crucial part of organization activity that. Numerous research have been carried on the effects of effective communication on performance. (Femi, 2014, for example) had to use a case study of selected organizations in Lagos State, Nigeria, towards review impacts for interaction onto worker achievements. Current study also focused on effective communication with the employees by providing timely feedbacks with a clear explanation.

Atambo and Momanyi (2016) used a case study of Kenya Power and Lighting Company in the South Nyanza Region of Kenya to investigate the effects of internal communication on employee performance. According to the study, ineffective communication is harmful to managers, employees, and organizations because it can lead to poor performance, strained interpersonal relationships, poor service, and dissatisfied customers. The research design that was exploratory was used to analyze data. This assessment determined if upward communication, downward communication and lateral communication enhanced the performance of employees. The survey's project was that communication systems be given preference in the region in order effective communication.

Bakhuya (2015) investigated the impact of communication strategy on strategic planning in an African Banking Corporation Kenya case study. According to the study, most organizations are embracing communication strategies to effectively reveal their message in a method that captures the attention of their target market due to competition. The descriptive research design was used. The findings indicated that effective communication helped the managers perform the basic functions such as planning, organizing, motivating and controlling at African Banking Corporation. The study recommended that effective communication strategies to be adopted more as it is crucial for the African Banking Corporation's strategy execution.

Haroon and Malik (2018) used a case study of the University of Islamabad in Pakistan towards examine impact of organizational communication onto organizational achievement. The assessment acknowledged the relationships develop as a result of communication, and that the operations and entity of organizations rely on strong relationships between individuals and groups. For analysis, the study used a case survey design also descriptive statistics. The results divulged that organizational communication influence on organizational performance. The study recommended for adoption of effective and appropriate means of communication by universities so as to address academic and non-academic problems which affect the performance of an organization. In the current study conflict resolving, timely feedback and clear explanations was the view point of effective communication.

2.3.3 Organizational Culture and Performance

There have been research on the impact of organizational culture and performance. Some of them include; (Ombeta, 2018) assessed an investigation of institution culture together with institutional effectiveness performance in Kenyan insurance companies. The study acknowledged that in current era, the major issue within insurance companies is acquiring the most effective operations management performance that was

responsible for measuring the overall organization's performance. For analysis, the study used some descriptive statistics in addition to a survey that was cross-sectional in design. The assessment established that observing organizational culture is important for company operations because it is reflected in the attitude that success and more efficiency and effectiveness of company operations. The research findings recommended that institutions ought to bring more efforts on the acceptance of good organizational culture since culture is an important tool for operational performance in terms of cost, flexibility, productivity and quality.

Mwau (2016) reviewed research on effect of institutional customs on Kenya power performance. The findings acknowledged that organizational culture is widely regarded as a critical component of an organization's long-term competitiveness and performance. For analysis, the study used a descriptive design. According to the outcomes of this study, in order for organizational performance to improve, organizational culture should be supportive and compatible with intended strategies and employees' day-to-day activities. According to the study, firms ought to emphasize their organizational culture was well aligned on their strategies also policies.

Odhiambo (2016) investigated the impact of organizational culture on employee performance at NIC Bank Limited in Kenya. The study acknowledged that, despite banking sector reforms, most banks are not performing to their required standards; poor performance has been attributed to a variety of factors, including organizational culture. For analysis, the study wielded a descriptive statistics and survey. The investigation divulged that firms engaged in various organizational cultures to improve employee performance, and that the most prevalent culture components were rules and policies and espoused beliefs and values. According to the study, banks should place an emphasis on adopting a suitable organizational culture because it positively influences strategy and policy implementation, resulting in a sustainable competitive advantage.

Motilewa, Agboola, and Adeniji (2015) investigated organizational culture and performance at Covenant University in Nigeria. For analysis, the study used descriptive statistics in addition to a case design. The study's discoveries showed that the University's success is due to the organization's core values, which have been passed down from the entrepreneur to every level of management, teaching and non-teaching staff, and are duly enforced on the University's students. According to the study, managers should be aware of this in order for an organization's culture to be successfully implemented. The culture, structure, goals, and processes of the organization must all be in sync. The current study concentrated on teamwork, reward systems, and organizational structure as dimensions of organizational culture.

2.3.4 Training and Performance

There has been research done on the effects of training on performance. (Nyokabi, 2014, for example, investigated the perceived relationship between training and development and employee performance in a geothermal development company. For analysis, the study used a descriptive survey research design and descriptive statistics. The study discovered that Geothermal Development Company employees were aware of the organization's training and development policy and believed that after completing their training, they shared what they had learned with other employees. The study suggested that managers in organizations increase their involvement in training evaluation in order to measure employee performance and the value of trainings attended.

Valentine (2017) investigated the impact of training and development on employee performance at Kakamega County General Hospital in Kenya. According to the study, employee training and development is becoming an optimal solution to complex business challenges, and human resource management is playing an increasingly important role in modern management. For analysis, the study employed a cross sectional descriptive survey design and descriptive statistics. According to the findings, majority of workers received tutelage as a baseline yearly in as much as joining the firms also this has enhanced employee's work achievement. This survey suggested that an intricate training manifesto model as well as programs implemented to enable with adequate additionally encompassing instructing workers on responsibilities which they're supposed towards attaining both inside as well as external of this sanatorium.

Amadi (2014) explored the impact of training and development on employee performance at the Safaricom Limited Call Center. According to the survey, training and development is the field of human resource management dealing with organizational activity focusing on the improvement of individuals and groups in an organizational setting. For analysis, the study used a research report research design and descriptive statistics. According to the findings, training and development have a positive influence on both employee motivation and performance. The researcher suggests that Safaricom's training and development needs be regarded in light of corporate objectives, and that the company's activities could also decide what training programs are organized for staff.

Shafiq and Hamza (2017) investigated the impact of training and development on employee performance in a private Malaysian company. The study acknowledged that the success of the organization cannot be underestimated by the organizations, implying the importance of caring about their learning in order

to improve employee performance. An exploratory research design was used in the study. The study's findings revealed that training and development provided benefits to employees such as better positions and a longer career, as well as increase the employee's performance. According to the study, organizations should significantly raise their training to keep up with technological changes and present access to higher education in order to develop appropriate training. The study concentrated on skills and knowledge, as well as how training needs are assessed.

2.4 Summary of Literature Review Research Gaps

Table 2.1: Summary of Research Gaps

Author	Topic	Findings	Focus of the Study	Gap
Mabuti (2015)	Stakeholders' involvement and performance of maritime safety strategy in Lamu County, Kenya	stakeholders were involved significantly and hence improved awareness and performance of the maritime safety strategy in Lamu County	This study focused on stakeholders' involvement. The study focused on maritime safety strategy.	This assessment was reviewed in Lamu county meanwhile the present investigation was examined in Murang'a County. This survey reviewed on Stakeholders' involvement on the other hand the present investigation reviewed management strategies.
Nene (2017)	influence of stakeholders' involvement on performance of early childhood education programs in Bridge international schools in Mukuru and Kibera in Nairobi County, Kenya	the school achieved high teaching staff retention, increased enrolment of learners, effective program execution and high learner retention in the schools to a very great extent due to stakeholder participation of the programs in the school	The study focused on performance of early childhood education programs. This study focused on Bridge international schools.	This study was done in Nairobi County while the current was done in Murang'a County. This investigation examined the education sector while the proceeding survey looked at the manufacturing sector.
Njogu (2016)	Effect of stakeholder's participation on automobile emission control project performance of NEMA in Nairobi County	The association of stakeholders in project recognition found a dominant impact onto the Performance of Control project. of Automobile Emission that contributed to project's success	This assessment focused on NEMA automobile emission control project.	This study was done in Nairobi County the current was done in Murang'a County. This investigation pointed on Stakeholders' involvement meanwhile the ongoing assessment scrutinized management strategies.
Kobusingye (2017)	effect of stakeholder's engagement on water, sanitation, and hygiene in project outcomes a case of Rwanda	The engagement of stakeholders in project induction attributed towards fulfilling the project implication.	This survey focused on stakeholders' involvement. The study further focused on project outcomes	This assessment was pursued in Rwanda albeit the ongoing was examined in Kenya. This survey was
Femi (2014)	impact of communication on workers' performance using a case of selected organizations in Lagos State, Nigeria	effective communication lead to workers' performance, productivity and commitment	The focus of this study was on communication on workers' achievements	This assessment was examined in Nigeria on the other hand the ongoing investigation was examined in Kenya. This survey focused on preferred firms within Nigeria, Lagos State, while the current investigation focused on the selected tea factories in Murang'a County, Kenya
Atambo and Momanyi (2016)	Impact of internally communicate towards performance of workforce in Kenya Power, South Nyanza Region, Kenya	upward communication, downward communication and lateral communication enhanced the performance of employees	The study focused on core transmission on workers performance. The assessment focused in Kenya Power Nyanza Region.	This assessment was conducted in South Nyanza Region meanwhile the ongoing investigation was conducted in Mount Kenyan region. This study was centered on the internal communication on workforce performance while the ongoing survey was done on the management strategies in addition to performance of selected tea factories within Murang'a county, Kenya.
Bakhuya (2015)	effect of communication strategy on strategic planning a case in African Banking Corporation Kenya	Effective communication strategies should be used more frequently because they are critical to the successful implementation of strategy at the African Banking Corporation.	The study focused on communication strategies and strategic planning. The study focused on the banking industry	This survey examined communication strategies meanwhile the present assessment reviewed the management strategies. This ponder looked at the monetary industry whereas the current consider looked at the manufacturing industry.
Haroon and Malik (2018)	Effect of organizational communication on the performance of organization in	organizational communication influence on organizational performance	The focus of this study is on the organizational communication and on organizational	The study was conducted in Islamabad, Pakistan while current assessment was conducted in Murang'a County in Kenya.

Management Strategies and Performance of Selected Tea Factories In Murang'a County, Kenya

	University of Islamabad, Pakistan		performance	This survey was examined in university of Islamabad while the ongoing investigation was addressed in selected tea factories in Murang'a.
Ombeta (2018)	organizational culture and operational performance in insurance firms in Kenya	organizational culture is important for company operations because it is reflected in the attitude that success and more efficiency and effectiveness of company operations	The focus of this study was on the insurance firms in Kenya. Further the focus was on the organizational culture and operational performance.	This survey was undertaken on the insurance sector in Kenya meanwhile the proceeding survey addressed selected tea factories in Murang'a. This study looked at the organizational culture and operational performance while the current study looked at the management strategies and performance of selected tea factories.
Mwau (2016)	effect of organization culture on performance of Kenya power	organizational performance to improve, organizational culture should be supportive and compatible with intended strategies and day to day running of activities of employees	The focus of this study was the organizational culture. The focus was also on Kenya Power	The assessment was executed in the energy industry on the other hand the ongoing study was undertaken in the manufacturing industry.
Odhiambo (2016)	influence of organizational culture on employee performance at NIC bank limited, Kenya	Banks need to emphasize on embracing suitable organizational culture as it positively influences strategies and policies implementation hence creating a sustainable competitive advantage.	The study focused on NIC bank limited The study focused on organizational culture	This study was piloted in the monetary sector while the current was done manufacturing sector.
Motilewa, Agboola and Adeniji (2015)	investigation on organizational culture and performance using a case of Covenant University, Nigeria	success of the University is as a result of the core values of the organization, which has trickled down from the entrepreneur to every level of management	The focus of this study was on the organization culture	The study was examined in Nigeria while the current study was undertaken in Kenya. This survey focused on organization culture meanwhile the presently investigation focused on the management strategies.
Nyokabi (2014)	Noticed association amid training & development on performance of workforce in GDC	Geothermal Development Company workforce were aware towards existence of a training and development plan in organization	The focus was on Geothermal Development Company. Focus was on training and development and employee accomplishment.	The assessment was reviewed in the energy sector meanwhile presently the survey was done towards manufacturing sector. This study looked at the relationship between training and development while the current study examined the management strategies
Valentine (2017)	effect of training and development on employee performance at Kakamega county general hospital, Kenya	Majority of staff took tutelage somewhat annually following the combined organization in addition to the enhanced employee's work achievement.	The survey further focused on the training and development. The study focused on the General Hospital in Kakamega.	The investigation was reviewed in Kakamega County while the ongoing assessment was done Murang'a County. This investigation was conducted in the health industry meanwhile the ongoing survey was examined in the manufacture industry.
Amadi (2014)	effect of training and development on employees' performance at Safaricom limited Call center	Training needs at Safaricom should be considered on the basis of overall company objectives and that the goals of the company should determine what training programs are to be organized for staff.	The study focused on Safaricom limited Call center. The study further focused on the training and development.	This survey was examined in Safaricom meanwhile the ongoing assessment was examined in selected tea factories. This study looked at the workforce performance on the other hand the ongoing assessment examined on the performance of selected tea factories in Murang'a.
Shafiq and Hamza (2017)	effect of training and development on employee performance in private company, Malaysia	training and development was given benefits for employees such as better position and better career life and it make efficiency of the organization enhance	This study focused on training and development. The study focused on employee performance in private company.	The study was carried out in Malaysia on the other hand the ongoing investigation was examined in Kenya. This survey looked employee achievement meanwhile the ongoing survey focused on the performance of selected factories.

Source: Researcher (2021)

2.5 Conceptual Framework

Conceptual framework is a concept which depicts the link mid management strategies and performance of selected tea factories in Murang'a County, Kenya in this assessment graphically or dramatically. It provides ideas for variables that was covered by the research. Stakeholder involvement, effective communication, organizational culture, and training and development was independent variables. Performance was the dependent variable.

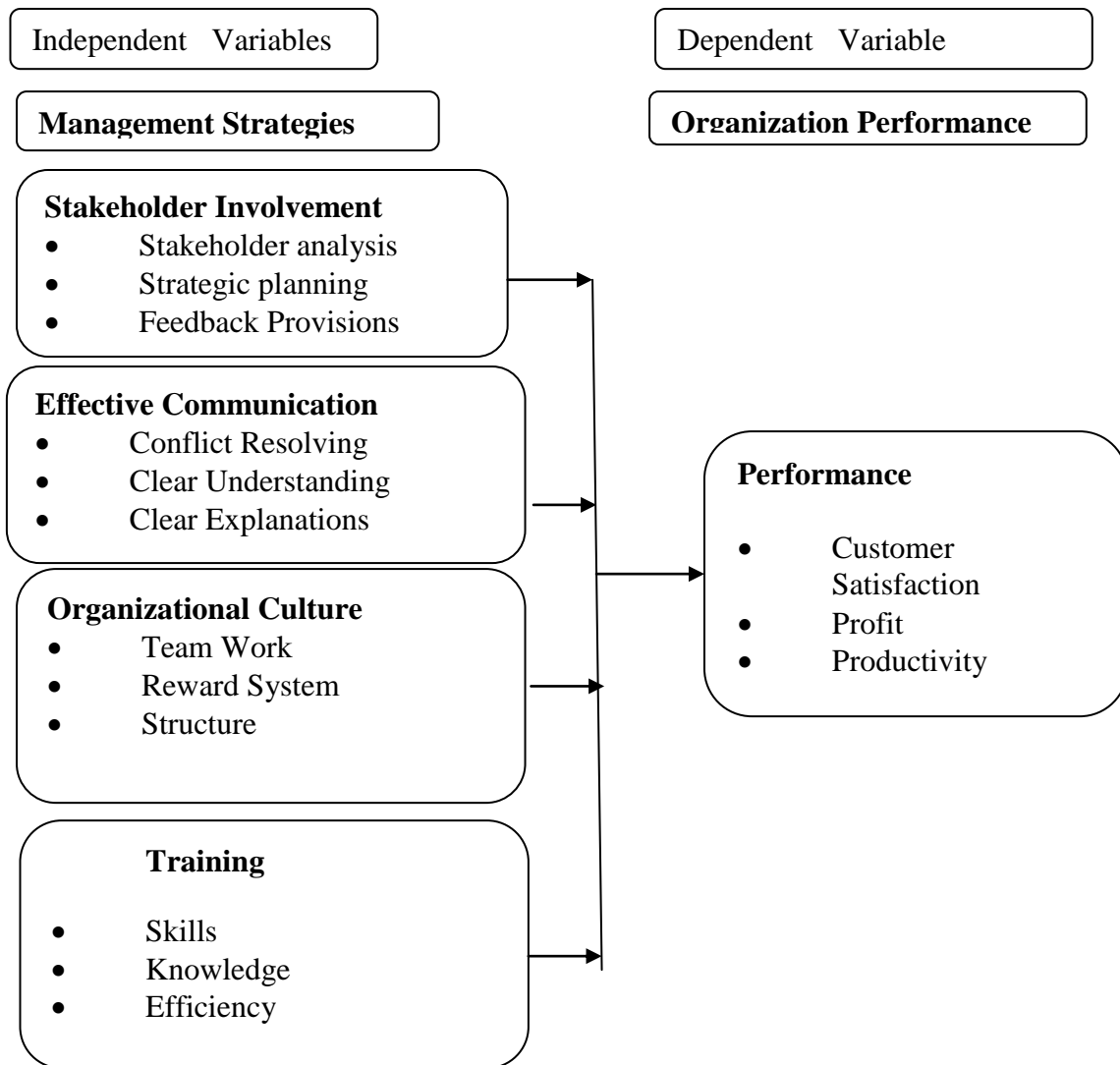


Figure 2.1: Conceptual Framework

Source: Researcher, (2021)

III. RESEARCH METHODOLOGY

3.1 Introduction

This study is about management practices and performance of selected tea factories in Murang'a. This section covers the procedures that would be followed to carry out the research. The chapter focuses on the design of research, population target, sampling technique, collection of data and data analysis, validity and reliability, analysis of the data in addition to finally, some ethical concerns arising in this assessment.

3.2 Research Design

A research design specifies the methodology that was used in the study to achieve its goals (Creswell, 2017). This study used a descriptive research design, which was common in nature. The descriptive research design was used because it allowed for the explanation of the impact of management strategy on the performance of selected tea factories in Murang'a County, Kenya. This research design was aided in the investigation of the relationship between management strategy and the performance of the chosen tea factories,

as well as the examining of 'pragmatic notion.' Consequently, this study was bound to employ a research design that was descriptive, which permitted the usage of questionnaires, critique additionally interviews.

3.3 Target Population

Target populace as a group for factors which had required info to address the research questions and were of relevant to the research topic (Creswell, 2013). This study's target population came from the selected tea factories in Murang'a County. Therefore the unit analysis was the selected tea factories in Murang'a which were Kiiru, Gatunguru, Kanyenyaini and Githambo. On the other hand, the unit of observation was focused on the three management levels to gather relevant information because managers were mostly involved in the strategic management process and also had a better understanding of the challenges facing the entire factory, as depicted below

Table 3.1 : Target Population

Category	Population	Percentage
Top Level Managers	29	27.36
Middle Level Managers	35	33.02
First Line Managers	42	39.62
Total	106	100

Source: Author (2021)

3.4 Sampling and Sampling Technique

A sample design was an outline, initiative, that acted as a rationale for selecting an assessment sample as well as influenced lots of more crucial facets of the investigation (Mugenda & Mugenda, 2003), whereas sampling was the practices by that affiliates of a populace were designated to embody an whole populace (Creswell & Poth, 2017). A census was conducted because the population was small. When the populace is less, a census is conducted, as per (Mugenda & Mugenda, 2003).

3.5 Data Collection Instruments

Data collection instruments were methods and tools used in data harvesting (Kothari, 2004). In this assessment, unstructured and structured questionnaires ought to be adapted to gather raw data. The questions in the questionnaire were structured to ease the analysis process. The structure of questionnaires was in sections according to the variable objectives of this study. On the first section of the questionnaire, profile data for the surveyors was contained; further parts were presented facts about management strategies and performance. The questionnaire questions were designed upon the Likert Scale format to which 1= disagree strongly additionally 5= agree strongly.

3.6 Data Collection Procedure

The scholar solicited for license from National Commission for Science Technology and Innovation (NACOSTI) that was certified data collection. The researcher also sought an introductory letter from the institution that stated the objectives of this assessment towards purpose of educational. In addition, the research sought permission from the selected tea factories in Murang'a that gave them the information about her intentions, informing them about the study, the study objectives and the dates of collecting the data. The questionnaires was administered to the respondents during the actual day of collecting info.

3.7 Validity and Reliability of Research Instrument

3.7.1 Validity of Research Instrument

The ability of investigation apparatus into regards to accurately consider which they obliged, referred to validity. The researcher conducted an intrinsic validity test on determine if the clarification for a specific info as well as predicament is supported by factual info. The scholar further adapted content validity to ensure the survey apparatus measured the items that they were supposed to cover fairly and comprehensively. The construct validity also used by the researcher to determine whether the theory and the construct correlate.

3.7.2 Reliability of Research Instrument

This questionnaires was coded, and the responses was entered into SPSS version 22, which was utilized on determine the reliability coefficient of Cronbach's alpha. Using Cronbach alpha, the researcher evaluated the research instruments reliability. Cronbach alpha was a widely used measure of reliability on social as well as behavioral sciences. Cronbach's alpha is affected by the number of materials on a scrutiny, mean covariation amid material set together with the total score deviation. It quantifies how well each individual item on a scale correlates with the sum of the remaining items.

The Cronbach's Alpha enables one to obtain the reliability from one single administration of a single form of a test. The coefficient of reliability, which is referred as "Alpha" may range from 0 to 1. Zero (0) represents a

highly acceptable reliability coefficient though lower values of up to 0.7 are sometimes referred as acceptable (Hair *et al.*, 2003).

3.8 Data Analysis and Presentation

Data analysis as the procedure for retrieving relevant insights from data (Kombo & Tromp, 2006). Additionally, Yin (2008) stated that data analysis contains the step of putting in order the data collected and bring them together its key elements so that the findings can be conveyed smoothly and efficiently. These findings produced either quantitative or qualitative data. The data gathered was coded towards assist in its entry to the computer for analysis. Once all information has been verified as accurate, quantitative data for the various quantitative variables was programmed in regard to the numbering structure of the questionnaire, and the statistical package of social science (SPSS) version 23 was used to analyze.

Quantitative data was analyzed using the descriptive statistic. Descriptive statistic assists the researcher to essentially interpret dispersal of measurements and clarify, consolidate and probe data Bryman (2003). Descriptive statistic contains frequency distribution, percentages, measure of dispersion (standard deviation) and measure of central tendencies (mean). Qualitative data was being coded parochially and statistically analyzed. The information collected from this study was presented in tables, charts and graphs.

Content analysis was used as this information was gathered from open-ended questions. Content analysis was the systematic and reproducible manner to express several words into few content categories (Mugenda & Mugenda, 2003). The study was viewed in form of prose. Furthermore, correlation analysis was used towards finding out whether the performance of selected tea factories in Murang'a County, Kenya as well as Management strategies variable share a connection. Multiple regression analysis was going to be utilized into determine an intensity about rapport between dependent and independent variables. The survey applied a 95%.confidence level.

A 95 % confidence interval had a significance level of 0.05. This means that for an independent variable to have a significant effect on the dependent variable, the p-value should be less than the significance level (0.05). A multivariate regression analysis was performed to determine the relationship between the dependent and independent variables.

The multivariate regression model was;

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

Whilst Y = Performance of selected tea factories

T β_0 = Constant term

T $\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Coefficient

X₁ = Stakeholder Involvement

X₂ = Effective Communication

X₃ = Organizational Culture

X₄ = Training

ε = Error term

3.9 Ethical Consideration

Institution provided an opening in addition to letter of research authorization outlining the main purpose of study as well as how the study protected the stealth as well as discretion of the details attained out of subjects. This study's intention, expected time frame of involvement, and benefits was communicated to all participants in advance.

IV. DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents vital results of discoveries of this ponder. The study pointed at analyzing the impact of management procedures and execution of chosen tea factories in Murang'a County, Kenya. The information was collected from different respondents who included beat level directors, center level supervisors and to begin with line supervisors who made a difference in computing the inquire about discoveries. The findings were based on actualities gotten from the surveys managed to respondents.

4.2 Response Rate

Response rate in a research field is defined as the extent to which the collected set of data includes all sample members of the target population (Fowler, 2004). Since the study used census, the study population comprised of one hundred and six (106) top level managers, middle level managers as well as first line managers. A total of a hundred and six (106) questionnaire were distributed to the population study. From the one hundred and six, eighty-three (83) were completed and received translating to a response rate of 78.3% as shown in Table 4.1

Table 4.1: Response Rate

	Frequency	Percentage (%)
Responded	83	78.3%
Not Responded	23	21.7%
Total	106	100

Source: Author (2022)

4.3 Reliability Test

Unwavering quality tests look at the degree to which person things utilized in a build are steady with their measures (Al-Osail, et al., 2015). In this ponder, the unwavering quality of the instrument (survey) was tried utilizing Cronbach alpha (α). Cronbach's alpha unwavering quality coefficient ranges between and 1 where (zero) infers that there's no inner unwavering quality whereas 1 shown idealize inside unwavering quality (Panayides, 2013). A Cronbach alpha (α) coefficient of over 0.7 was acknowledged as having a great inside consistency. Concurring to (Mugenda and Mugenda, 2013), when utilizing the Cronbach alpha to test for unwavering quality, a coefficient that's over 0.7 is satisfactory for utilize. This study carried out a Cronbach Alpha to determine a direct trial assessment to distribute this unwavering quality of result. This is shown in table 4.2

Table 4.2: Reliability Test

Variable	Number of Item	Cronbach Alpha
Stakeholder Involvement	6	0.807
Effective Communication	6	0.802
Organization Culture	6	0.787
Training	6	0.816
Performance	6	0.797

Source: Author (2022)

From the investigate discoveries, partner inclusion had Cronbach unflinching quality alpha of 0.807, fruitful communication had a Cronbach unflinching quality alpha of 0.802, organization culture had a Cronbach unflinching quality alpha of 0.787, planning had a Cronbach immovable quality alpha of 0.816 and execution had a Cronbach unflinching quality alpha of 0.797. From the comes around it clearly illustrates that the ask approximately instrument utilized was strong in this way corrections were not essential.

4.4 Demographic Information

The study sought to find out the statistic characteristics of the respondents based on questions 1-6 of segment one within the survey. The conveyance of the respondents was per the tea factory they worked, gender, level of education, number of years of existence of their organization, number of employees in their organization and the structure of their organization.

4.4.1 Gender distribution

The study sought to decide the sexual orientation dispersion of the respondents in arrange to set up in case there was reasonable sex representation within the chosen tea industrial facilities in Murang'a County, Kenya. The comes about were shown in Figure 4.1. The lion's share of the respondents were male, 54.1% whereas female accounted for 45.9%. Be that because it may, as per the comes about from the figure it shows up that the differentiate between the rates of male and female isn't that wide which shows up that steps are being taken to join both male and female sex in such positions. Concurring to Graci (2013), a representation of both sex in organizations is vital for their performance.

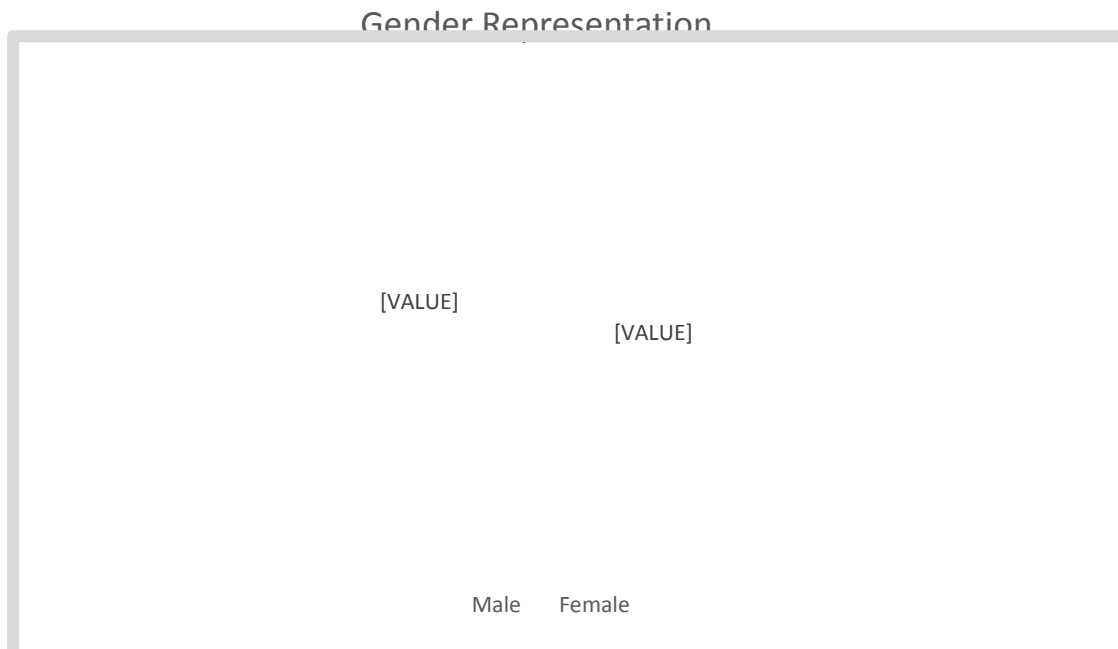


Figure 4.1: Gender Representation of the Respondents.

Source: Survey Data (2022)

4.4.2 Level of Education

The comes about displayed in figure 4.2 appear that the larger part of the members within the ponder were certificate with a representation of 42.4%. Those that held recognitions taken after closely with a representation of 27.1% whereas respondent with degree were spoken to with a 12.9%. From the comes about, it can be seen that respondents with other capability were 17.6%. The comes about go ahead to appear that the directors in these offices are well taught hence, having abilities satisfactory sufficient to empower them fulfill their assignments and make choices in respects to key administration hones viably. The discoveries agree with Caroline (2017) investigate discoveries which expressed that representatives with satisfactory aptitudes were able to perform their commands well.

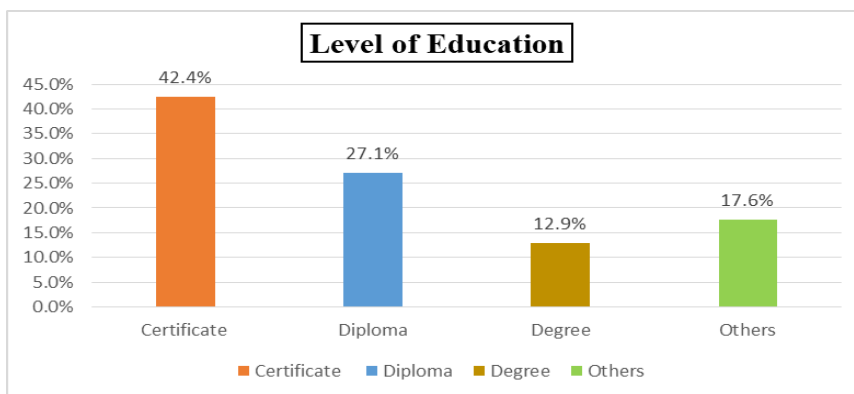


Figure 4.2: Level of Education

Source: Survey Data (2022)

4.4.3 Number of Years of Existence of the Organization

The study sought to determine the number of years of existence of respondent’s organization. The results were demonstrated in figure 4.3 below.

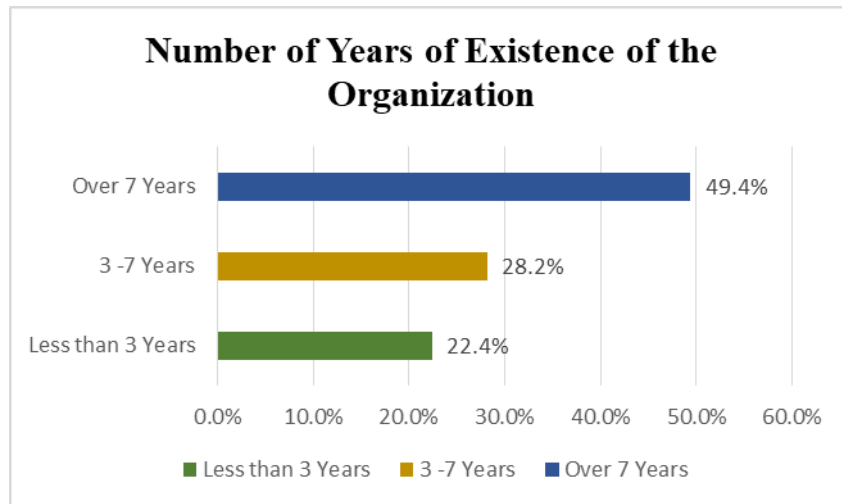


Figure 4.3: Number of Years of Existence of the Organization

Source: Survey Data (2022)

From the findings, tea factories with over 7 years of existence were represented with a 49.4% while respondents indicated that 28.2% represented tea factories with an existence of between 3 years to 7 years. Additionally, factories with less than 3 years in existences was showed by a representation of 22.4%. From the findings, majority of the tea factories such as Kiru tea factories have been in existence for more than 7 years. This depicts that most tea factories have been in existence for quite a while thus outfitted this study with way better data which included value.

4.4.4 Number of Employees

This study looked to discover out the number of managers the selected tea factories in Murang'a have. The results in Figure 4.4 show that tea factories with less than 20 employees accounted for 14.1%, tea factories that have 20 – 40 employees accounted for 21.2%. Further tea factories that have 40 – 60 employees accounted for 35.3%, while tea factories that have over 60 employees accounted for 29.4%. This infers that a larger part of the selected tea factories in Murang'a County, Kenya accounted for 30- 40 employees within their organizations.

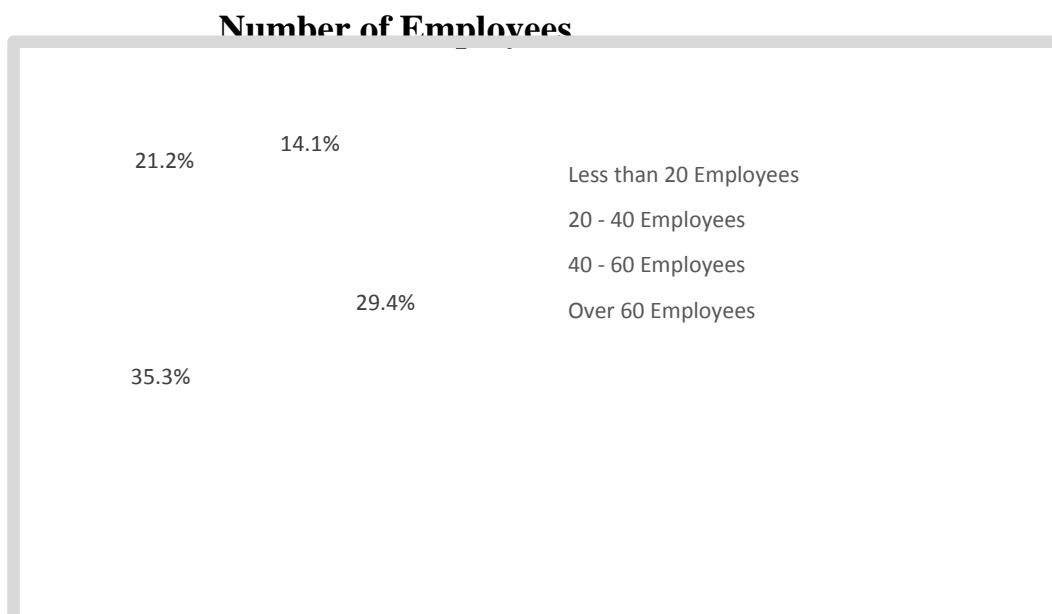


Figure 4.4: Number of Employees

Source: Survey Data (2022)

4.4.5 Structure of the Organization

The study looked to discover the respondents' structure of organization. The figure 4.5 depicted the results provided by the respondents where a majority of the respondents came from a public structured organization with a representation of 85.9% while 14.1% of the respondent represented responded from the private structured organization. Therefore, this indicated that a majority of the selected tea factories in Murang'a County, Kenya are public structured in nature and a few private structured tea factories are coming up.

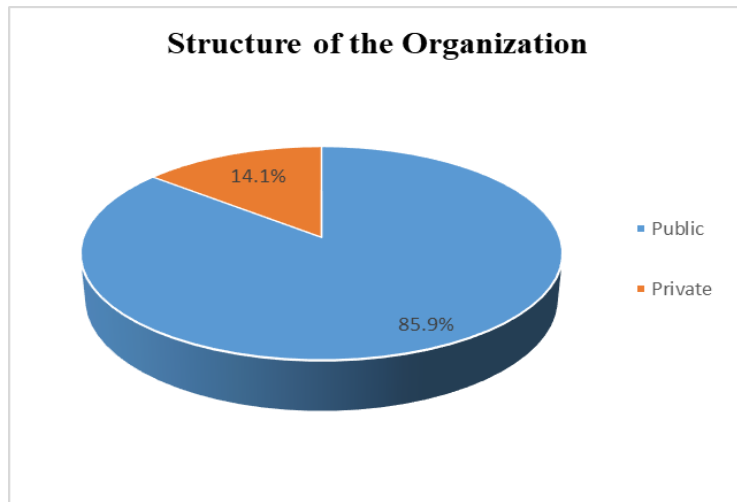


Figure 4.5: Structure of the Organization

Source: Survey Data (2022)

4.5 Descriptive Analysis

This segment looks at the variables of this study and gives the overall image of the variables using expressive statistics. Standard deviation (Σ) and mean are used to look at the impacts of management strategies on the performance of selected tea factories in Murang'a County, Kenya.

4.5.1 Stakeholder Involvement on Performance

Various statement on how stakeholder involvement influence performance of selected tea factories in Murang'a County, Kenya were examined. The respondents were advised to show the degree of agreement of every sentiment. A scale of Likert of one to five where; 1: strongly disagree, 2 : disagree, 3 : neutral, 4 : agree and 5 : strongly agree.

The findings are shown in the Table 4.3.

Table 4.3: Stakeholder Involvement on Performance

Statement	N	Min	Max	Mean	Std.ve
Our organization involve stakeholders in strategic planning and key stages of the strategy	85	1.00	5.00	4.11	0.489
Our organization has formulate strategies where stakeholders are able to do analysis on the organization management strategies	85	1.00	5.00	4.19	0.560
Stakeholders are allowed to participate in our organization programs planning	85	1.00	5.00	3.95	0.629
Stakeholders input is considered in strategic planning in improving organizational performance	85	1.00	5.00	4.23	0.495
The management provide feedback to the stakeholders on the performance of the organization	85	1.00	5.00	3.82	0.476
Stakeholders are given relevant information on the organizational performance	85	1.00	5.00	3.76	0.512

Source; Survey Data (2022)

Table above shows the investigation of the response on stakeholder involvement on performance of selected tea factories in Murang'a, Kenya. In agreement with the sentiments that their organization involve stakeholder in strategic planning and key stages of the strategy which was 4.11 and a standard deviation (Σ) of 0.489, indicated that most of the respondents agreed. Further, majority of the respondent agreed with an average of 4.19 and a standard deviation of 0.560 that their organization has formulated strategies where stakeholders are able to do analysis on the organization management strategies. This study concurred with (Esther, 2018) that

organization that perform well tend to formulate strategies that stakeholders are able to analyze on the organization management strategies.

Additionally, most of the respondents also established that with an average of 3.95 and a standard deviation of 0.629 that stakeholders are allowed to participate in their organization programs planning. As for whether stakeholders' input is considered in strategic planning in improving organizational performance, majority of the respondent agreed with a mean of 4.23 and a standard deviation of 0.495. This study agreed with (Kasera, 2017) that for organization to perform well stakeholders' input is important in strategic planning. Moreover, most respondents agreed with a mean of 3.82 and a standard deviation (Σ) of 0.476 that the management provide feedback to the stakeholders on the performance of the organization. Majority of the respondent also agreed that stakeholders are given relevant information on the organizational performance with average of 3.76 and a Σ of 0.512. Further, this study concurred with (Zeng, 2016) that it is important for organization to keep stakeholders informed as their contribution towards the organization will influence the organizations' performance.

4.5.2 Effective Communication on Performance

Table 4.4: Effective Communication on Performance

Statement	N	Min	Max	Mean	Std.ve
Our management communicate with employees regularly	85	1.00	5.00	1.96	0.998
In our organization we have employed upward, downward and lateral communication	85	1.00	5.00	4.32	0.540
Adoption of effective communication modes in our organization has led to successful strategy implementation	85	1.00	5.00	2.88	0.883
Adoption of appropriate communication channels by our organization has made problems solving easier	85	1.00	5.00	4.16	0.591
Our organization emphasizes on management to give clear explanation on issues affecting performance of the organization.	85	1.00	5.00	4.05	0.539
Our organization provides clear explanations on strategies formulated to enhance performance of the factories	85	1.00	5.00	2.87	0.848

Source: Survey Data (2022)

Table above shows that most of the respondents disagreed with an average of 1.96 and standard deviation (Σ) of 0.998 that their management communicate with employees regularly. Further, the majority of the respondent agreed that in their organization they have employed upward, downward and lateral communication as specified with an average of 4.32 and a standard deviation(Σ) of 0.540. Additionally, wide-range of the respondent were neutral with the statement on adoption of effective communication modes in their organization that has led to successful strategy implementation as shown by an average of 2.88 and a standard deviation (Σ) of 0.883. The outcomes corresponded with study conclusions by (Maina, 2018) that effective communication is vital I any successful organization strategy implementation.

The outcome of the analysis presented in table 4.4 indicated that majority of the respondent agreed with a mean of 4.16 and a standard deviation of 0.591 that the adoption of appropriate communication channels by their organization has made problem solving easier. Also, majority of the respondents agreed with a mean of 4.05 and a standard deviation of 0.539 that their organization emphasizes on management to give clear explanation on issues affecting performance of the organization. This study concurred with (Kariithi, 2015) that it is important to give clear explanation on issues affecting performance with in an organization. Further, on sentiment pertaining to their organization providing clear explanation on strategies formulated to enhance performance of the factories, the respondents remained neutral as indicated by a mean of 2.87 and a standard deviation of 0.848.

4.5.3 Organization Culture on Performance

The respondents were requested to show individual level of agreement with the statement, organization culture on performance of selected tea factories in Murang'a County, Kenya.

Table 4.5: Organization Culture on Performance

Statement	N	Min	Max	Mean	Std.ve
Our organization puts more efforts on the adoption of team work	85	1.00	5.00	4.13	0.953
Team work is part of the culture within our organization.	85	1.00	5.00	3.77	0.857
Our organization provides incentives that are great for encouraging healthy competition among employees with respect to performance and productivity.	85	1.00	5.00	3.67	0.854
Monetary incentives are enough to get maximum productivity	85	1.00	5.00	4.02	0.968
Organization structure has affected the performance of the organization.	85	1.00	5.00	3.57	0.912
Organization structure has assisted employees achieve customer satisfaction	85	1.00	5.00	3.44	1.049

Source: Survey Data (2022)

The findings in table 4.5 indicate the extent of organization culture on performance. The selected Tea Factories put more effort on the adoption of team work. This is well illustrated as supported by the majority of the respondent who agreed with a standard deviation of 0.953 and a mean of 4.13. Further, as to whether team work is part of the culture within the organization, the majority of the respondent agreed with a mean of 3.77 and a standard deviation of 0.857. The popular respondents also agreed with the sentiments that organization provides incentives that are great for encouraging healthy competition among employees with respect to performance and productivity with a mean of 3.67 and a standard deviation(Σ) of 0.854. This study concurred with (Indiya, Obura and Mise, 2018) that incentives encourage healthy competition between employees thus enhances productivity.

Furthermore, majority of the respondent agreed with an average of 4.02 and a standard deviation(Σ) of 0.968 on the sentiment that monetary enticements are enough to get supreme productivity.as to whether the organization. With regards to organization structure having assisted employees achieve customer satisfaction, the majority of the respondent were neutral with a mean of 3.44 and a standard deviation of 1.049.

4.5.4 Training on Performance

The study ought to find out by asking respondents to demonstrate their understanding on different statements in connection to training on performance of the selected tea factories in Murang'a, Kenya. A 1 to 5 scale was utilized where 1: strongly disagree, 2: disagree, 3: neutral, 4: agree and 5: strongly agree. The findings are presented in table 4.6

Table 4.6: Training on Performance

Statement	N	Min	Max	Mean	Std.ve
I have enhanced communication skills due to the training programs commenced	85	1.00	5.00	3.79	0.867
Trainings I have joined have helped advance my skills.	85	1.00	5.00	3.76	0.901
There is a efficient introduction package for all its new staff	85	1.00	5.00	3.85	0.809
There are employee mentorship plans to nature employees' career development	85	1.00	5.00	3.45	0.865
Proper training need identification has improved organization performance	85	1.00	5.00	3.64	0.871
Training content have improved the accuracy levels of staff in their work	85	1.00	5.00	3.11	1.098

Source: Survey Data (2022)

The study demonstrated that the majority of the respondent agreed that communication skills have improved due to training programs undertaken with a standard deviation (Σ) of 0.867 and a mean of 3.79. Additionally, the larger part of the respondent assist concurred with an average of 3.76 and a standard deviation (Σ) of 0.901 that trainings gone did make a difference and made strides aptitudes. The respondent continued agreeing with a majority agreeing with an average of 3.85 and a standard deviation (Σ) of 0.809 there is well-ordered induction package for all its joining staff. This study concurred with (Ongonga and Ochieng, 2016) that revealed that orientation program for new staff that is well organized enhances productivity. With a mean of 3.45 and standard deviation(Σ) of 0.865 majority of the respondents were neutral on whether there are employee mentorship plans to nature employee career growth.

Additionally, the majority of respondent agreed with a mean of 3.64 and a standard deviation (Σ) of 0.871 that proper training need identification has improved organization performance. Further, the majority of the respondent neither agreed nor disagreed on whether training content have made strides in the precision levels of staff in their work with a mean of 3.11 and a standard deviation (Σ) of 1.098.

4.5.5 Organization Performance

The respondents were requested to illustrate their level of assention with the underneath articulations in connection to performance of selected tea factories in Murang'a County, Kenya. The results were depicted below in table 4.7.

Table 4.7: Organization Performance

Statement	N	Min	Max	Mean	Std.ve
Customer are satisfied with the level of service given	85	1.00	5.00	3.98	0.423
The factories have introduced ways to increase the level of customer satisfaction	85	1.00	5.00	4.20	0.589
Our organization profit level is stable	85	1.00	5.00	4.32	0.542
Organizational culture are in line with making profits	85	1.00	5.00	4.06	0.462
The factories diversity on their employees has reduced labour costs	85	1.00	5.00	3.75	0.399
The factories have been able to reduce the cost of production	85	1.00	5.00	4.43	0.496

Source: Survey Data (2022)

Table 4.7 reveals the outcomes on the analysis on performance of tea factories in Murang'a County, Kenya. The mean of 3.98 and standard deviation (Σ) of 0.423 indicate that most of the respondents agreed on the sentiment that customer are satisfied with the level of service given. The results compared with the discoveries of which the larger part of the reacted moreover concurred with the articulation that the manufacturing plants have presented ways to extend the level of client fulfillment with a cruel of 4.20 and standard deviation (Σ) of 0.589. The explanation that their organization benefit is steady had a cruel of 4.32 and a standard deviation (Σ) of 0.542, this appears that the respondents concurred with the explanation. With a cruel of 4.06 and a standard deviation (Σ) of 0.462 appears the lion's share of the respondent assist concurred with the explanation that Organizational culture are in line with making benefits. This comes about concurred with the comes about finding of (Njeru, 2015), who expressed that for organization to generate profit, organization culture got to be in line with ways to produce benefit.

Further majority of the respondents agreed with a mean of 3.75 and a standard deviation of 0.399 that the factories diversity on their employees has reduced labor cost. Additionally, with regards to factories having been able to rescue the cost of production, the majority of the respondent further agreed with a mean of 4.43 and a standard deviation(Σ) of 0.496.

4.6 Inferential Statistics

4.6.1 Regression Analysis

The ponder findings utilized a multivariate regression investigation to decide the weight of the relationship between the dependent and the independent factors. The multivariate relapse show was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where Y = Performance of selected tea factories

β_0 = Constant term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Coefficient

X_1 = Stakeholder Involvement

X_2 = Effective Communication

X_3 = Organizational Culture

X_4 = Training

ϵ = Error term

Table 4.8: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	0.814 ^a	0.663	0.660	0.46045

Source: Author (2022)

From the table above, the R-Squared is the percentage of variance in the dependent variable that can be explained by the independent variable. In this study the R-Squared was 0.663 that exonerated that the four independent variable, (stakeholder involvement, effective communication, organizational culture and training) can explain 66.3 % of the dependent variable. Therefore, the rest of the factors not studied in this study explain the 33.7% of the dependent variable (performance of selected tea factories in Murang'a County, Kenya).

4.6.2 Analysis of Variance

The table 4.9 indicate the findings on the breakdown of variance on management strategies on performance of selected tea factories in Murang'a County, Kenya.

Table 4.9: Analysis of Variance

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	15.726	4	3.933	18.546	.000 ^b
Residual	43.886	80	.212		
Total	59.612	84			

Source: Author (2022)

The examination of fluctuation was applied to set up if the model could be a great fit for the data. From the finding, the p-value was 0.000 which is less than 0.05 hence, the model is good in foreseeing how the four independent variables (stakeholder involvement, effective communication, organizational culture and training) influenced performance of selected tea factories in Murang'a County, Kenya. Moreover, the F calculated

(18.456) was more than the F-critical (2.45) that shows the model is good in foreseeing the effect of management strategies on the performance of selected tea factories in Murang'a County, Kenya.

4.6.3 Regression Coefficient on Organizational Performance

The research study coefficient of the regression mode is shown on table 4.10 below

Table 4.10: Regression Coefficient

	Unstandardized Coefficient		Standardized Coefficient		Sig
	B	Std. Error	Beta		
(Constant)	2.354	0.306		7.663	0.000
Stakeholder Involvement	0.317	0.063	0.115	5.032	0.000
Effective Communication	-0.011	0.07	-0.01	-0.156	0.873
Organizational Culture	0.348	0.047	0.462	7.230	0.000
Training	0.147	0.052	0.058	2.793	0.031

Source: Author (2022)

Based on table 4.10, the equation for the regression

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

$$Y = 2.343 + 0.317X_1 - 0.011X_2 + 0.348X_3 + 0.147X_4 + \varepsilon$$

Based on the intercept (β_0), when the four independent variables are held constant the value of performance of selected tea factories in Murang'a County, Kenya is 2.343. Additionally, a unit rise in stakeholder involvement while holding the other independent variables would lead to a 0.317 increase in performance of selected tea factories in Murang'a County, Kenya. This relationship was significantly indicated by a p-value of 0.000. However, the association between effective communication and performance of selected tea factories in Murang'a County, Kenya was insignificant as shown by a decrease of 0.011 shown with a p-value of 0.873.

Further, keeping up all other independent variable fixed, a unit increment in organizational culture would result to an increase in performance of selected tea factories in Murang'a County, Kenya by 0.348 with a significant relationship depicted with a p-value of 0.000. In addition, , having all other independent variable constant, the probable result in a unit increase in training would be an increase in performance of selected tea factories in Murang'a County, Kenya by 0.147 with a significant relationship depicted with a p-value of 0.031. This study concurred with (Ibrahim and Muathe, 2017) findings that effective communication had no significance to performance of public health institutions in Mandera County Kenya.

According to this discoveries, we can presume that mostly organizational culture was influencing performance of selected tea factories in Murang'a County, Kenya followed by stakeholder involvement and training. However the relationship between effective communication and performance of selected tea factories in Murang'a County, Kenya was inconsequential.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a synopsis of this research findings. The outcome is drawn from the research study and presented together with the recommendation based on the objectives of this research study and also areas recommended for advance study are also noted.

5.2 Summary

The main intention of this research findings was to find out the effect of management strategies on the performance of selected tea factories in Murang'a County, Kenya. The study findings demonstrated that the performance of selected tea in Murang'a County, Kenya was influenced by stakeholder involvement, effective communication, organizational culture as well as training. The discussion below gave a thorough summary of all the study variables.

5.2.1 Stakeholder Involvement

On the primary objectives of the research findings, most of the respondents agreed stakeholder involvement in strategic planning, strategic formulation, organization program planning as well as providing information to stakeholders as being vital in enhancing organization performance. Stakeholder involvement was one of the factors that influencing the performance of selected tea factories in Murang'a County, Kenya. The correlation between stakeholder involvement and performance of selected tea factories in Murang'a, County, Kenya, where a unit increase in stakeholder involvement whereas holding the other independent variable constant led to a

0.317 rise in performance of selected tea factories in Murang'a County, Kenya, thus stakeholder involvement was substantial as indicated by a p-value of 0.000. Stakeholder involvement was a key element that affected performance of selected tea factories in Murang'a County, Kenya. However, it's important for tea factories to involve stakeholders in planning as well as provide relevant feedback.

5.2.2 Effective Communication

With regards to the effect of effective communication on performance of selected tea factories in Murang'a County, Kenya, the study determined that tea factories had embraced effective communication. From the study, the majority of the respondent disagreed that the management of the organization do not have regular communications with employees. Moreover, majority of the respondent agreed that they use upward, downward and lateral communication as well as the tea factory had adapted appropriate communication channel that has made solving problem easier and further, have clear explanation on issues affecting performance of the tea factories. However, the majority of the participant remained neutral on whether the mode of effective communication led to successful strategy implementation and also if their organization provided clear strategies formulation explanation to enhance performance of the factories. Therefore, the association between effective communication and performance of selected tea factories in Murang'a County, Kenya was insignificant as demonstrated by a unit increase of effective communication led to a 0.011 decrease in performance of the selected tea factories in Murang'a County, Kenya with a p-value of 0.873.

5.2.3 Organization Culture

The research finding also showed that organization culture influenced performance of selected tea factories in Murang'a County, Kenya. The research discoveries established that majority of the respondents established that customers are satisfied with the level of service given to them as well as the factories have introduced ways to increased customer satisfaction. Additionally, the respondents agreed that the factories profits are stable and that their organization culture are in line with making profit. This finding further established that the factories have reduced labour cost as a result of their diversity and this has led to the reduction of cost of production. Therefore, organization culture was significant to the performance of selected tea factories in Murang'a County, Kenya as a unit increase of organizational culture while holding the other variable constant would result in a 0.348 increase in performance of selected tea factories in Murang'a County, Kenya with a p-value of 0.000. Thus making organization culture significant to performance.

5.2.4 Training

The research finds established that training affected the performance of selected tea factories in Murang'a County, Kenya. The research finding established that training programs have improved communication abilities as established by a standard deviation (Σ) of 0.867 and a mean of 3.79. Additionally, trainings have improved employees' skills as well as the accuracy levels of employees in their work place. Training programs have included mentorship plans that nature employees' career growth as it was shown by a mean of 3.45 and standard deviation (Σ) of 0.865 which has led to proper training need identification hence, improving the performance of the organization. Training influenced the performance of selected tea factories in Murang'a County, Kenya as a unit increase of training while holding other variables constant led to an growth in performance of 0.147 with a significant relationship of a p-value of 0.031

5.3 Conclusion

Based on the above discoveries, the study established that stakeholder involvement has a strong optimistic effect on the performance of selected tea factories in Murang'a County, Kenya. Stakeholder involvement was significant to performance of the selected tea factories in Murang'a County, Kenya. Stakeholder involvement in strategy formulation is key since they help in analyzing organization management strategies, add input in strategic planning as well as provide relevant information that led to the enhancement of the performance of the selected tea factories in Murang'a County, Kenya.

Effective communication on the other has a negative and insignificant influence on the performance of selected tea factories in Murang'a County, Kenya. From the exploration findings showed regular communication with their employees influenced performance of selected tea factories in Murang'a County, Kenya. Further these factories need to have effective communication mode and should provide clear explanation on strategies formulation as well as on issues affecting organization performance.

The study moreover concluded that organization culture altogether and emphatically impacted the performance of selected tea factories in Murang'a County, Kenya. This demonstrated that organization put more effort on team work, while also providing incentives that are a source of motivation to enhance healthy competition among employees. Further the study concluded that organization structure has influenced performance as well as it has assisted employees achieve customer satisfaction.

Finally, training significantly and positively influenced the performance of selected tea factories in Murang'a County, Kenya as training programs have improved communication skills as well as employee skills. The study findings further concluded that the trainings are created based on the training need identification thus

improving the performance of the selected factories. Finally, the study concluded that training content have improved the accuracy level of staff in their work as well as trainings have devised mentorship programs to nature employees career growth.

5.4 Recommendation

The findings of this research study have major implication to various stakeholder such as the Kenya Tea Development Agency (KTDA) Management, farmers, the management of the factories, policy makers within the tea industry as well as the financial specialists. A few proposals were determined as a result of the discoveries of the study. The findings of the research found that there was a positive correlation between stakeholder participation and performance of selected tea factories in Murang'a County, Kenya. It was recommended that the factories in Murang'a County ought to have formal and reported methodologies that ought to be defined by agents of all partners. All the partners' inclusion was seen to have a positive impact on the performance of the organizations. These strategies ought to be reviewed by the stakeholders annually.

Based on the study findings, effective communication is vital for the factories performance. The study recommends that the factories should ensure there are regular communication with their employees as these build a strong relationship between the organization management and employees. Additionally, the study recommends that factories should adapt effective communication mode as this would lead to enhance the execution of the strategy. Further, the study endorses that the management should provide clear explanation on how strategies are formulated as this well increase the performance of the factories. The study gives further empirical evidence from the tea sector in Kenya to the research stream on organizational culture. The results of this findings demonstrate both a theoretical and empirical case arguing that organization culture are imperative for improving organizational performance.

From the findings, the study recommends that the factories management should include in their strategies formulation organization culture aspects such as organization values, policies and procedures, employee engagement, reward systems and stakeholder engagement. Therefore, these findings recommend that the factories management need to take culture of the organization with the seriousness it deserves. The study findings recommend that the tea factories need to conduct trainings to their employees regularly and need to improve and enhance the accuracy of training content which increased the productivity of the employees. Additionally, the study recommends that trainings need to be structured based on their organizational needs and regular improvement need to be done regularly. Further, the study recommends that employee orientation should be done to all new stuff and that training policy should be part of the strategies within the organization

5.4.1 Suggestion for Further Research

Since the research findings was limited to selected tea factories in Murang'a County, Kenya, its findings would not be used to appropriately generalize the whole tea factories in Kenya, hence this study would recommend further studies be carried out on the effect of management strategies in regards to the performance of tea plants in Kenya to add onto the scope of the study. Further, the study was limited to stakeholder involvement, effective communication, organization culture and training factors and they are not the only factors that affect the performance of the tea factories in Kenya and hence, this study recommends further study to include other attributes that might influence the performance of ta factories. Since the relationship between effective communication and performance of selected tea factories in Murang'a County was inconsequential this study would additionally recommend that the selected tea factories revamp their communication strategies to make them more effective and ensure that information is received, understood with clarity and purpose.

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