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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 8, Iss. 4, pp 763 – 781. November 25, 2021. www.strategicjournals.com, ©Strategic Journals

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

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Accepted: November 20, 2021

ABSTRACT

This research established the Influence of Strategy Implementation on Organizational Performance of Sugar Milling Firms in Western Kenya. The researcher adopted the descriptive research design. The research targeted a population of 300 senior managers, managers and head of departments of the 10 sugar milling factories. The study employed stratified sampling technique through which a sample size of 90 respondents were drawn using simple random sampling. A copy of questionnaire was administered to the participants to gather the data. To achieve the objectives of the study, both descriptive and inferential statistics was employed in the analysis of quantitative data by use of Statistical Package for Social Sciences (SPSS version 25) and qualitative data were coded for entry. The study findings analyzed, summarized and presented in various descriptive statistics tools. Multiple regression analysis was utilized to evaluate the effects that Strategy Implementation have on the Organizational Performance of Sugar Milling Firms in Western Kenya. The model significance was tested using T-tests, F-tests and Analysis of Variance (ANOVA). The study revealed that external environment was found to be statistically significant in explaining the performance of sugar milling firms in western Kenya (P=0.11<0.05). It was also revealed that strategic leadership was found to be statistically significant (P=0.021, <0.05) in explaining the performance of Sugar Milling firms in Kenya. The study further revealed that organizational structure was found to be statistically significant (P=0.034, <0.05) in determining the performance of Sugar Milling firms in Kenya. Lastly, the study revealed that strategic resource management was found to be statistically significant (P=0.039, <0.05) in describing the performance of Sugar Milling Firms in western Kenya. The study therefore recommended that the Government of Kenya through the Ministry of Agriculture should regulate sugar importation. The study also suggested that sugar factories should make the most of their capacity in order to fulfill rising sugar demand. Sugar corporations should engage closely with local governments to develop rural roads that facilitate the delivery of cane and farm inputs. The report suggested that each department's strategy and structure be aligned, as well as that performance contracts be aligned with strategic objectives and targets.

Key Words: *External Environment, Strategic Leadership, Organizational Structure, Strategic Resource Management*

CITATION Oyula, J. M., Kiama, M., & Rintari, A. (2021). Influence of strategy implementation on organizational performance of sugar milling firms in western Kenya. *The Strategic Journal of Business & Change Management,* 8 (4), 763 – 781.

INTRODUCTION

Strategy implementation is the procedure that an organization makes its accepted strategy into doing activities and plans, that can propel the firm's focus set out in the strategy and warrant the organization to achieve its deliberate impact (Gamble, Strickland, and Thompson, 2015; Alexander, 2018; Bailey, 2017). Globally firms run in a very ruthless condition and need to grow and maintain competitive advantage, organizations employ strategic management for organizational performance (Joyce, 2019). Strategic implementation encompasses the analysis, decisions, and actions an organization carries on in order to develop and maintain ruthless advantage. It involves decision-making about an organization's goals (Hoyt, 2015; Bailey, 2017).

Achievement is the degree to which targets of a firm will be attained (Yahaya & Lamidi, 2015). Kajirwa (2015) dictated that companies achievements entails to how competent an organization makes us of its resources from its main responsibility of running the enterprise and its successive outcome of turn over. Organizational achievement can be seen as the general welfare of an organization with respect to culture, account presentation and structure. Organization achievement is a very essential focus that organizations especially profit-making longs to achieve (Yahaya & Lamidi, 2015). The analysis of organizational performance can be done generally on employee satisfaction, finances, structure and successful management (Omondi & Muturi, 2016).

Following the assertion of Mintzberg, (2011), shrewed execution is the steps that observe successively after tactical organization introduction and involves the vocal point of judicious management steps. It entails all the owners of a company and ought to be seriously taken care of since it is the realization centre without which calculated arrangements are lacking the addition of value point (Mkhize, 2015 and Moinkett, 2015).

A judicious organization is of no utilization to a company without a process of putting it in order. In fact, implementation is a critical part of the shrewd procedure, and firms which initiate deliberate processes ought to allow inclusion of steps for following the route (Khadijah, 2016). The particular implementation procedure can change from company to company, dependent mostly on the details of the real strategic procedure, but some normal process can help in the process and see to it that execution bears fruits and the judicious step is functional (Makina and Kenga'ra, 2018; Makina, 2020) on Strategic planning in sugar milling firms in the western region of Kenya.

Kenya's sugarcane sector is a major job and contributor to the country's economic growth. Aside from, maize, horticulture, tea, and coffee sugarcane are among the most significant plants in the economy (Odhiambo, 2020). The sugar firm's most apparent benefit is its support to the various communities and rural economies in the sugar areas (Odhiambo, 2020). Farming households and rural enterprises rely on the monetary infusion provided by the industry. The sustainability of local towns and the market places depends mostly on revenue generated from sugarcane farming. The sector has inextricably intertwined into the economics of rural farmers in Kenya's western region.

Organizational performance involves evaluating a company's performance against its objectives and goals. Strategic planners, operations managers, finance directors, legal advisors and entrepreneurs are among the many specialists who are concerned with organizational performance. However, organizational performance is measured for different levels of hierarchy and can be assessed for individuals, groups, and the entire organization as a whole (Knies, Jacobsen and Tummers, 2016).

Organizational performance comprises evaluating a firm's performance against it stated impacts and objectives. Strategic planners, lead managers in operation, finance managers, legal department and business persons are among the many specialists who are concerned with organizational performance. According to Sumbul (2020), organizational performance can be measured in various ways: As a measure of growth and survival, whereby a company might use its performance to be profitable if it is able to realize its stated objectives and continuously improve. The weakness in this view is that it fails to account for the external and internal forces of the company.

Statement of the Problem

Strategic management is critical to a company's success. All processes and phases must be followed effectively for strategic management to produce outstanding results (Mwangi, 2016). A smart plan can help a company get traction in the market and enhance its effectiveness. However, most companies are struggling with implementation, resulting in a lack of performance improvement (Mwanje, 2017). Despite best strategic planning, in the past five years, the performance of the sugar industries in the country especially in the western region of Kenya remains under crisis and is not bring hope of improvement.

Just to highlight, capacity underutilization, largely unpaid suppliers, contractors, farmers increasing debts, and frequent negative publicity in the media. And most crucially the yearly production from the eleven sugar processers has not met local uptake nor matched annual estimated level, (MOALFI, 2015; Mwanje, 2017). Sugar companies are going through strategic issues like capacity underutilization, lack of regular factory sustainability, poor transport networks, delayed farmer payment and poor corporate governance, maintained under production that gives way to sugar imports to meet the never-ending domestic appetite. This study therefore seeks to find out the influence of strategy implementation on performance of sugar milling firms in the western region of Kenya.

Many past researchers have been carried out. Baurer and Bachmidt (2016) conducted a study on strategy implementation which focused on effects of sugar industry rate and their performance. Empirical researches done like responses of Nzoia sugar company to its fluctuating external environment (Mohamed, 2014). A study by (Wefwafwa, 2009; Anzemo, 2010) indicates that there are environmental challenges, structure of the firm, managerial skills and leadership skills that impacts on the performance of sugar firms in Kenya.

It's from these studies that the justification of conducting this study was originated to add more knowledge to what had previously been done on the strategy implementation since the researcher was convinced more studies on the strategy implementation at sugar milling firm in the western region of Kenya were necessary. Therefore, this study sought to bridge the present gap by increasing knowledge and establishing the influence of external environment, strategy leadership, managerial skills and organizational structure on Organizational performance of sugar milling firms in the western region of Kenya.

Objectives of the study

The study sought to examine the influence of strategy implementation on Organizational performance of sugar milling firms in Western Kenya. The specific objectives were:

- To determine the effect of external environment on the organizational performance of sugar milling firms in the western region of Kenya.
- To examine the influence of strategic leadership on the organizational performance of sugar milling firms in the western region of Kenya.
- To determine the effect of Organizational structure on the organizational performance of sugar milling firms in the western region of Kenya.
- To determine the influence of strategic resource management on the organizational performance of sugar milling firms in the western region of Kenya.

The research was guided by the following hypotheses;

- H_{01}: There is no Significant relationship between external environment and the organizational performance of Sugar Milling firms in Kenya

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

LITERATURE REVIEW

Theoretical Literature

The Open Systems Theory

All companies within a given sector. Ludwig Von Bertalanffy, a Hungarian scientist, proposed the theory in 1928. (Amrule, 2013). The foundation of systems theory is that all aspects of a company are interconnected, and that changing single factor potentially influence other factors, or that if any subsystem malfunctions, the entire system is jeopardized. Institutions are viewed as open systems that are always in contact with their surroundings. These parts that share response among each other can be seen as having four angles namely: inputs that entails resources like the money, land, technology, people, and raw materials; procedure, like as designing, arranging, motivating and managing; out-turn for instance services and products and amplified line profitability. This means that when a given side of the systems is altered, system appearance is altered likewise.

Strategic Leadership Theory

According to Hambrick (2012), strategic leadership theory suggests that organization performance is highly dependent on judicious leadership. As recorded by Hambrick and Pettigrew (2011) strategic leadership theory focusses on people at the top of the organization not only as a connected input but also as a strategic activity and a symbolic activity, as opposed to most general leadership theories cites that leader at any level in the organization. This is assertion is supported by Hambrick (2012). who adds that strategic leadership study targets direct who are generally responsible for the company and how their resolution influences the firms' direct impact? Focusing on strategic leadership is therefore important as it leads to creation of meaning and direction for the organization (Basit& Hassan, 2018; Kanyangale, 017).

The Chaos Theory

This thesis was formulated by Lorenz (1963) in a study of the dynamics of the turbulence in the flow of liquids. The interest in chaotic systems is the fundamental design of network and pattern although when in a ruin status. The theory underscores those chaotic systems are capable of sudden changes. It is argued that nonlinearity and positive feedback loops are fundamental properties of organization's life as it interacts with other firms and actors in the environment, (Stacey, 1995).

As a result of the dynamism and uncertainty in which organizations operate in, it is therefore argued that organizations perform better when they find a "fit" and deploy assets in a way appropriate to the environment and ensure that they debate continuous how they can achieve strategic fit (Hannan & Freeman, 1984). The chaos theory postulates that businesses should put emphasis on innovation, flexibility and creativity to vagaries in the market place by adopting various approaches such as adopting organic structures as opposed to mechanistic structures and encouraging all workers on free exploration of complex and delicate issues.

Resource Orchestration Theory

According to Hitt (2011) resource orchestration was formerly known as resource management and currently the two terms are utilized interchangeably. Sirmon et al., (2011) adds that capital mobilization gets the attention of both the resource managers and asset planners supported by many scholars (Ndofor, Sirmon, and He, 2015; Chadwick, Super, and Kwon, 2015; Lanza, Simone, and Bruno, 2016). Carnes, Chirico, Hitt, Huh, Pisano (2017), resource orchestration theory enlarges on

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

the RBV and states the specific role of the directors in the procedure of taking care of assets and capital efficiently.

Empirical Review

Institutions perform in a context, and external factors have a significant impact on their direction, activities, and, ultimately, its organizational structure and internal processes (Bailey, 2017). All of those are influences in the industry, national, and operating environments, as well as the three effects combined develop a framework for risks and opportunities in the competitive market (Adeoye & Elegunde, 2016). While examining external environment and successful strategy implementation, it's observed that the world has become a small global village.

A study by Reinert Adeoye, and Elegunde (2016) points out that if added economic incorporation is done in the right manner and the correct speed, it has potential to make all of us socially and economically feasible. According to Alexander (2018), import competition among manufacturing firms has led to a negative impact on their profitability.

Strategic leadership is specifically identified by Ireland (2011) as a key dimension of strategy implementation that drives value creation to a firm. Strategic leadership, according to Carter & Greer (2013), is the capability of the senior managers to develop a mission statement, think and act proactively, and create an institutional sustainable competitive advantage. Various scholars argue that strategic leadership consists of various competencies, capabilities and activities that include knowing the company's goals and vision, exploration and sustaining main skills, growing manpower that includes the understanding, competence, and strengths of the firm's staff, processes and controls, maintaining an effective organizational norm that includes a network bringing together of ideas, symbols, and values shared by those employed by the company, that emphasizes on ethical practices that upholds honesty, trust, and integrity decision making, in running the affairs of an organization (Ilyas 2017; Mui 2018).

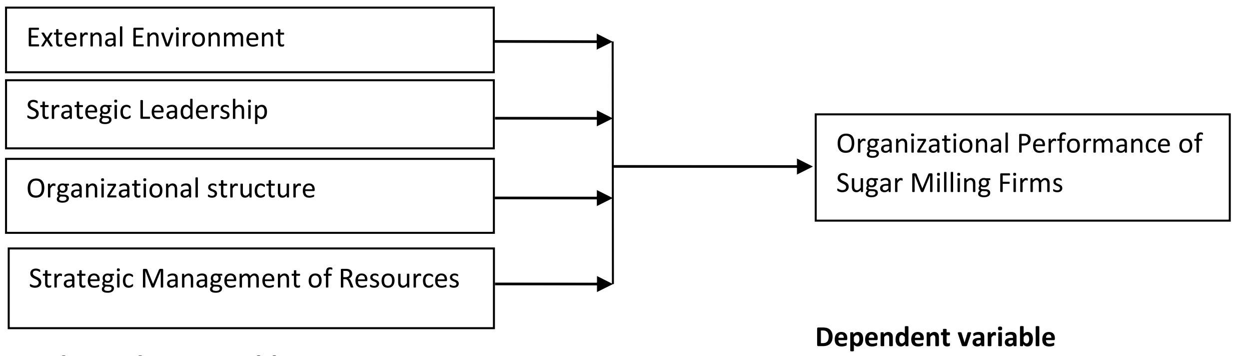
Daft (2011) and Harrison (2016) add that strategic leadership encompasses the ability to be flexible, agile, think strategically and embrace change that gives a firm competitive advantage leading to firm's performance. Leadership vision, exploiting and maintaining core competencies and developing people, however ranks as some of the key determinants of an organization performance.

According to Moinkett (2015) organization system is a plan that controls develop for dividing and coordinating members of an organization or company. Organizing a firms's plans and staff to execute strategy incorporates much more not only reediting the firm's chain of command; it also necessitates designing the structure in which jobs are completed. New job design techniques include job enlargement which simply means collating activities to allow an employee more of the unique responsibilities to attain, job filling which means changing the jobs by allowing the staff autonomation and running all activities and thirdly, rotation of job which implies changing a staff-duties to add varieties (Moinkett 2015).

According to Bailey (2017), with a larger scope, the expenses of controlling would be greatly reduced since only a small proportion of the personnel is responsible for supervision. Just from the other side, if the superintendent's range of authority is too broad, he or she may not be able to properly monitor such a huge number of additional employees. This means that a tradeoff must be made while balancing the opposing tendencies.

Hitt, et al., (2015) identifies resources as one of the key enablers of a company ability to execute its judicious plan fully and explicitly and also, given the influence they have on exploration and exploitation of opportunities. Review of relevant literature and significant studies, and analysis of various dimensions of strategy implementation that greatly enables and determines the performance of an organization. Economists argue that resources are limited thus advocating for better management of the available resources (Nzikako & Warue, 2018).

According to Hitt, Carnes & Xu (2016) firms must possess the necessary resources and then manage such resources well to develop the capabilities necessary for effective strategy implementation that is coordinated and synchronized for value creation and attainment of superior competitive advantage. Possession of resources is a necessary but insufficient driver of an organization's performance. Managers therefore are expected to arrange their resources to actualize any potential advantage (Weppe & Lecocq, 2013).



Independent Variables

Dependent variable

Figure 1: Conceptual Framework
Source: Author (2021)

METHODOLOGY

Descriptive research design was used in this particular research study because it is useful in preliminary and exploratory study since it permited the researchers to acquire information, synthesize it, and describe it for the goal of clarity. The survey populations in this study included the 5 parastatals and 5 private-own sugar milling firms that carried their operations in western region of Kenya. These industries were crucial sub-sectors of agricultural sector of the country. The study targeted all senior managers, heads of departments and anyone who hold management post in those 10 companies. A total of 300 respondents were targeted. The study used the list of sugar milling firms in westrn Kenya and which included; The ten sugar manufacturing firms are: Chemelil, Mumias, Miwani, Nzoia, South Nyanza, Muhoroni, West Kenya, Kibos, Busia and Butali. For data collection, the surveys questions were used to gather relevant data by the researcher. A semi-structured questionnaire was employed because it is an excellent way of gathering data in a short period of time and at a reduced cost possible (Cooper & Schindler, 2011).

The information gathered was quantitative. Descriptive and inferential analysis techniques were used to examine quantitative data. To assist the researcher in describing the data and presenting it using tables and charts, tabulations, means, percentages, and other major patterns, the statistical package for social sciences (SPPS) were utilized. The researcher employed Karl Pearson's coefficient of correlation to describe the link amongst the variables. This aids in forecasting the strength of the dependent and independent variables' relationship. The regression analysis model used in this research is as illustrated beneath:

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

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

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

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FINDINGS

In this study descriptive statistics for independent variables were analyzed through use of mean, frequencies, percentage and standard deviation as shown below. According to Fritz, as mentioned in Kamau (2014), descriptive statistics are important because they may be used to evaluate and analyze data.

External Environment

The study sought to examine the effect of external environment on the performance of sugar milling firms in the western region of Kenya. The results were shown in Table 1 below.

Table 1: External Environment

Opinion	SD	D	N	A	SA	Mean	St-D
Technological rapid changes affect the SMC has been achieved through external environment	0.0%	0.00%	1 (1.3%)	66 (85.7%)	10 (13.0%)	3.88	0.382
Change in customers' taste/behavior has been enhanced through external environment	1 (1.3%)	0.00%	5 (6.5%)	60 (77.9%)	11 (14.3%)	3.97	0.725
Effect of laws and regulation of the government	1(1.3%)	0.00%	18 (23.4%)	30 (39.0)	28 (36.4%)	3.65	1.546
Political and Economic trends		0.00%	9 (11.7%)	41 (53.2%)	27 (35.1%)	4.00	1.192
Ecological conditions	13 (16.9%)	51 (66.2%)	13 (16.9%)	0.00%	0.00%	4.16	1.478
Unregulated sugar imports by Government agencies has forced us to recast our strategy	53 (68.8%)	1 (1.3%)	1 (1.3%)	22 (28.6%)	0.00%	4.65	0.58

Source: Research Data (2021)

Majority of the respondents 98.7% agreed that technological rapid changes affect the SMC has been achieved through external environment, according to the findings, only 1.35 respondents were neutral to the opinion. The findings were supported by mean of 3.88 and standard deviation of 0.382. The study also revealed that, majority of the respondents 92.2% were in agreement with the opinion that change in customers' taste/behavior has been enhanced through external environment, 6.5%of the respondents were neutral and only 1.3% strongly disagree with the opinion. It was also found that most respondents 75.4% were in agreement with the opinion that laws and regulation of the government affects performance of their company, 23.4% of the respondents were neutral whole only 13% strongly disagree with the opinion. The study was as well supported by a mean score of 3.65 and standard deviation of 1.546. Most of the respondents 88.3% also agreed that the political and economic trends of the country affects performance of their company, only 11.7% of the respondents were neutral. This finding was supported by mean of 4.00 and standard deviation of 1.192. The study further revealed that, most of the respondents 83.1% disagreed with the opinion that ecological conditions influence their company's performance, 16.9% of the respondents were neutral to the opinion. This finding was supported by mean of 4.16 and standard deviation of 1.478. Finally, most respondents 70.1% disagreed that unregulated sugar imports by Government agencies has forced us to recast our strategy, 28.6% of them agreed while only 1.3% of the respondents were neutral to the opinion. This finding was supported by mean of 4.65 and standard deviation of 0.58. The study agrees with (Boer & Gertsen, 2017) who asserts that external environment purposes on reducing processing capacity to realize and meet the demand of supply and poor financial performance by eliminating personal gains and unprofitable production.

Strategic Leadership

The study sought to determine the influence of strategic leadership on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 2 below.

Table 2: Strategic Leadership

Opinion	SD	D	N	A	SA	Mean	St-D
Give reward motivation to promote employee's wellness	1 (1.3%)	0.00%	12 (15.6%)	5 (6.5%)	59 (76.6%)	4.57	0.850
Delegate the duties and responsibilities	10 (13.0%)	2 (2.6%)	0.00%	12 (15.6%)	53 (68.8%)	4.25	1.387
Assigning and interchanging employees from one assigned duty to another	9 (11.7%)	2 (2.6%)	1 (1.3%)	13 (16.9%)	52 (67.5%)	4.26	1.342
The management give employees feedback to let them know how they are doing	10 (13.0%)	2 (2.6%)	1 (1.3%)	12 (15.6%)	52 (67.5%)	4.22	1.392
Satisfied when employees meet the agreed targets	6 (7.8%)	3 (3.9%)	0.00%	20 (26.0%)	48 (62.3%)	4.31	1.184
Establish role modeling and directions	10 (13.0%)	3 (3.9%)	0.00%	14 (18.2%)	50 (64.9%)	4.18	1.402
Total command and control	7 (9.1%)	3 (3.9%)	0.00%	19 (24.7%)	48 (62.3%)	4.27	1.242
Encourage team working	11 (14.3%)	2 (2.6%)	1 (1.3%)	14 (18.2%)	49 (63.6%)	4.14	1.43

Source: Research Data (2021)

As shown in Table 2, most of the respondent 83.1% agreed that their company always gave reward motivation to promote employee's wellness, 15.6% of the respondents were neutral to the opinion while only 1.3% disagreed with opinion. The findings were supported by a mean score of 4.57 and standard deviation of 0.850. The study also revealed that, most of the respondents 84.4% agreed that in their company there is delegate the duties and responsibilities, only 15.6% disagreed with the opinion. The study findings were also supported by mean score of 4.25 and standard deviation of 1.387. 84.4% of the respondents also agreed that their company always assign and interchange employees from one assigned duty to another,14.35 disagreed with the onion while only1.3% were neutral o the opinion. The findings were as well supported by e mean of 4.26 and standard deviation of 1.342. 83.1% of the respondents also agreed that the management always give employees feedback to let them know how they are doing, 15.6% of the respondents disagreed with the opinion while only 1.3% of the respondents were neutral. The study findings wre supported by a mean score of 4.22 and standard deviation of 1.392. Most of the respondents 88.3% also agreed that satisfied when employees meet the agreed targets, 11.7% were in disagreement with the opinion as supported by the mean of 4.31 and standard deviation of 1.184. Most respondents 83.1% also agreed that their company has establish role modeling and directions, only 16.9% of the respondents disagreed with the opinion as supported by the mean of 4.18 and standard deviation of 1.402. Further, most of the respondents 87.0% agreed that in their company, there is total command and control ad only 13.0% disagreed with the opinion as supported by mean score of 4.27 and standard deviation of 1.242. Lastly, most of the respondents 81.8% agreed that the company encourage team working,16.9% disagreed while only 1.3% of the respondents were neutral to the opinion as supported by mean score 4.14 and standard deviation of 1.43. The study findings also concurred with (Porter & Heppelmann, 2015) who asserts that strategic resource management can be evident through the process where those in power to decide for the organization interact within themselves, members of the organization and other external parties with the aim of improving the firm's production. Similarly, the findings also concur with the findings by Clemmer (2003), Amrule, (2013), Chiuri (2015) and Kinyanjui (2015), that organizational structure shapes the performance of organizations. The results confirm that organization structure of sugar companies in Kenya is clearly defined in terms of lines of authority and responsibility and there is adequate supervision and monitoring of decentralized operations. The findings also indicate that confirm that the organization structure should be reflect the size and complexity of the sugar miller.

Organizational structure

The study sought to find out the effect of Organizational structure on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 3 below.

Table 3: Organizational structure

Opinion	SD	D	N	A	SA	Mean	St-D
Our work design enhances organizational performance	8 (10.4%)	3 (3.9%)	0.00%	18 (23.5%)	48 (62.3%)	4.23	1.297
Division of tasks according to specialization in each department improves efficiency	3 (3.9%)	3 (3.9%)	12 (15.6%)	10 (13.0%)	49 (63.6%)	4.05	1.503
The company has a good organization structure	1 (1.3%)	2 (2.6%)	15 (19.5%)	9 (11.7%)	50 (64.9%)	4.00	1.598
Our firm is governed by a simple, clear structure of rules, regulations, policies and procedures	1 (1.3%)	2 (2.6%)	13 (16.9%)	13 (16.9%)	48 (32.3%)	4.05	1.512
Our organization's reporting authority is well designed	0.00%	2 (2.6%)	13 (16.9%)	14 (18.2%)	48 (32.3%)	4.06	1.507
When implementing a new policy, employees are encouraged to keep an eye on the past experiences	10 (13.0%)	3 (3.9%)	0.00%	17 (22.1%)	47 (61.0%)	4.14	1.393
Our organization has a well job structure with no overlaps, conflicts or ambiguity	8 (10.4%)	3 (3.9%)	0.00%	18 (23.4%)	48 (62.3%)	4.23	1.297
There is satisfactory level of supervision in every department.	8 (10.4%)	3 (3.9%)	0.00%	17 (22.1%)	49 (63.6%)	4.25	1.299
Structures in our organization are flexible enough to quick and timely feedbacks	9 (11.7%)	3 (3.9%)	0.00%	17 (22.1%)	48 (62.3%)	4.19	1.348

Source: Research Data (2021)

According to the findings in Table 3, most of the respondents 85.3% agreed that their work design enhances organizational performance, 14.3% of the respondents disagreed with the opinion as supported by mean score of 4.23 and standard deviation of 1.297. Most of the respondents 76.6% also agreed that division of tasks according to specialization in each department improves efficiency, 15.6% of the respondents were neutral to the opinion while only 7.8% of the respondents disagreed with the opinion. The study was also supported by mean score of 4.05 and standard deviation of 1.503. Most of the respondents 76.6% agreed that their company has a good organization structure, 9.5% were neutral while only 3.9% disagreed with the opinion. The findings were supported by a mean score of 4.00 and standard deviation of 1.598. Most respondents 49.2% also agreed that their firm is governed by a simple, clear structure of rules, regulations, policies and procedures, 16.9% were neutral while only 3.9% disagreed with the opinion. Most of the respondents (50.5%) also agreed that their organization's reporting authority is well designed, 16.9% were neutral while only 2.6% disagree with the opinion as supported by mean score of 4.06and standard deviation of 1.507. Most of the respondents 83.1 as well agreed that when implementing a new policy, employees are encouraged to keep an eye on the past experiences, 16.3% disagree with the opinion as supported by mean score of 4.14 and standard deviation of 1.393. Most of the respondents 85.7 % Also agreed that their organization has a well job structure with no overlaps, conflicts or ambiguity, only 14.3% disagreed with the opinion as supported by mean score of 4.23 and standard deviation of 1.297. Further, majority of the respondents 85.7% agreed that there is satisfactory level of supervision in every department, only 14.3% disagreed with the opinion. This finding was supported by mean score of 4.25 and standard deviation of 1.299. Finally, most of the respondents 84.5% agreed that structures in their organization are flexible enough to quick and timely feedbacks, 15.6% disagreed with the opinion as supported by mean score of 4.19 ad standard deviation of 1.348. The findings correspond with that of Nduko (2018), who concluded that there a positive significant relationship between organizational structures and organizational productivity. These finding agree with Mintzberg (2004) who stated that a good implementation of strategic plan is dependent on effective leadership to the employees who are the true foot soldiers of implementation. This leadership orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking.

Strategic Resource Management

The study sought to determine the influence of strategic resource management on the on the performance of sugar milling firms in the western region of Kenya. The results are shown in Table 4 below.

Table 4: Strategic Resource Management

Opinion	SD	D	N	A	SA	Mean	St-D
Organize and plan for your day in time by focusing on important items first	9 (11.7%)	3 (3.9%)	0.00%	17 (22.1%)	48 (62.3%)	4.19	1.348
Empowering and also allowing your employees to help you from your routine tasks	1 (1.3%)	12 (15.6%)	2 (2.6%)	13 (16.9%)	49 (63.6%)	4.12	1.478
Outsource help for your business	7 (9.1%)	1 (1.3%)	0.00%	18 (23.4%)	51 (66.2%)	4.36	1.191
Closed or sold off portions of your company	0.00%	0.00%	11 (14.3%)	15 (19.5%)	49 (66.6%)	4.52	0.736
Sale of underutilized assets, such as patents or brands	3 (3.9%)	0.00%	0.00%	20 (26.0%)	54 (70.1%)	4.58	0.848
Outsourcing of operations	1 (1.3%)	0.00%	0.00%	22 (28.6%)	54 (70.1%)	4.66	0.62
Re-organizing your core functions like sales, marketing	3 (3.9%)	0.00%	0.00%	20 (26.0%)	52 (67.5%)	4.58	0.848
Renegotiation of labor contracts to reduce overheads	0.00%	0.00%	0.00%	25 (32.5%)	52 (67.5%)	4.68	0.471

Source: Research Data (2021)

In view of table 4, most of the respondents 84.4% agreed that the organize and plan for their day in time by focusing on important items first, 15.6% disagreed with the opinion as supported by mean score of 4.19 and standard deviation of 1.348. Most of the respondents 80.5% also greed that empowering and also allowing their employees to help you from your routine tasks, 16.8% of the responds disagreed with the opinion while only 2.6% were neutral to the opinion as supported by mean score of 4.12 and standard deviation of 1.478. 89.6% of the respondents agree with the opinion that outsource helped for their business, only 14.3% of the respondents were disagreed with the opinion as supported by mean score of 4.36 and standard deviation of 1.191. The study as well revealed that, most of the respondents agreed with the opinion that they have closed or sold off portions of their company, only 14.3% of the respondents were neutral to the opinion. The finding was supported by mean score of 4.52 and standard deviation of 0.736. The study found that most respondents agreed 96.1% with the opinion that they sale of underutilized assets, such as patents or brands, 3.6% of the respondents disagreed with the opinion as supported by mean score of 4.58 and standard deviation of 0.848. It was as well found that most of the respondents 98.7% agreed with the opinion that outsourcing of operations, only 3.9% disagreed with the opinion. As supported by mean score of 4.66 and standard deviation of 0.62. The study further revealed that, most of the respondents agree that re-organizing their core functions like sales, marketing improve their organization performance. Lastly, most of the respondents agreed that their company renegotiation of labor contracts to reduce overheads as supported by mean score of 4.68 and standard deviation of 0.471. This finding is also consistent with the findings by Ragui (2017) in a study of the challenges hindering success of tour businesses owned by indigenous entrepreneurs in 155 the tourism industry in Kenya, found that resources were one of the key challenges in strategy implementation. This implies that sugar in Kenya need to allocate financial resources to workforce development in order to enhance strategy implementation

Performance of Sugar firms in Western Kenya

The study sought to find out from a list of statements describing the Performance of Sugar firms in Western Kenya due to strategic formulation the extent to which the respondents agreed. Table 5 presented the results below.

Table 5: Performance of Sugar firms in Western Kenya

Opinion	SD	D	N	A	SA	Mean	St-D
Our Sugar milling company achieves their goals	1 (1.3%)	0.00%	0.00%	23 (29.9%)	53 (68.8%)	4.6494	0.62337
Our sugar milling company has made biggest market share in Kenya	0.00%	0.00%	1 (1.3%)	25 (32.5%)	51 (66.2%)	4.6234	0.6291
Our sugar milling company's sales volume has increased	3 (3.9%)	0.00%	1 (1.3%)	24 (31.2%)	49 (63.6%)	4.5065	0.8679
Employees at our sugar milling company has grown in the recent	0.00%	3 (3.9%)	3 (3.9%)	29 (37.7%)	42 (54.5%)	4.3506	0.97016
Strategy helps a firm improve its potential profit.	0.00%	3 (3.9%)	2 (2.6%)	26 (33.8%)	46 (59.7%)	4.4286	0.93792
Weaknesses of a sugar milling firm can bring it down if its strategic plan in not implemented fully	0.00%	4 (5.2%)	3 (3.9%)	24 (31.2%)	46 (59.7%)	4.3636	1.05018
Company's clients/customers have increased	0.00%	3 (3.9%)	2 (2.6%)	26 (33.8%)	46 (59.7%)	4.4286	0.93792

Source: Research Data (2021)

In view of table 5, the study revealed that, most of the respondents 98.7% agreed that their Sugar milling company achieves their goals, only 1.3% of the respondents disagree with the opinion. The study findings were supported by mean score of 4.6494 and standard deviation of 0.62337. Most of the respondents98.7% also agreed that their sugar milling company has made biggest market share in Kenya, 1.3% of the respondents were neutral to the opinion as supported by mean score of 4.6234 and standard deviation of 0.6291. The study also found that most of the respondents 94.8% agreed with the opinion that their sugar milling company's sales volume has increased, 3.9 of the respondents disagreed with the opinion while only 1.3% of the respondents were neutral to the opinion as supported by mean score of 4.5065and standard deviation of 0.8679. It was as well found that most of the respondents 92.2% agreed with the opinion that, employees at their sugar milling company has grown in the recent, 3.9% of the respondents disagreed with the opinion while only 1.3% were neutral. This finding was supported by mean score of 4.3506 and standard deviation of 0.97016. The study revealed that, most of the respondents 93.5% agreed that strategy helps a firm improve its potential profit, 3.9% of the respondents disagree while only2.6% were neutral to the opinion as supported by mean score of 4.4286 and standard deviation of 0.93792. Further, the study found that most of the respondents 90.9% agreed that weaknesses of a sugar milling firm can bring it down if its strategic plan in not implemented fully, only3.9% were neutral while 5.2% disagree with the opinion. The findings were supported by mean score of 4.3636 and standard deviation of 1.05018. Finally, the study found that most of the respondents 93.5% agreed with the opinion that Company's clients/customers have increased, 3.9% disagreed while only 2.6% were Neutral.

Inferential Analysis

Pearson Correlation Coefficient Matrix

External environment, strategic leadership, organizational structure, strategic resource management, and performance of sugar milling enterprises in Western Kenya were all studied using a correlation analysis. The study employed Karl Pearson's coefficient of correlation to evaluate the strength of the association between the variables. Table 6 showed the results of a two-tailed Pearson Correlation test with 95% and 97% confidence levels.

Table 6: Pearson Correlation Coefficient Matrix

		EE	SL	OS	SRM	PSMF
EE	Pearson Correlation	1				
	Sig. (2-tailed)	.				
SL	Pearson Correlation	.648(**)	1			
	Sig. (2-tailed)	.000	.			
OS	Pearson Correlation	.342	.517(**)	1		
	Sig. (2-tailed)	.0321	.003	.		
SRM	Pearson Correlation	.578(**)	.256	.126	1	
	Sig. (2-tailed)	.000	.133	.455		
	Sig. (2-tailed)	.687	.193	.683	.	
PSMF	Pearson Correlation	.358	.232(**)	.417	.321	1
	Sig. (2-tailed)	.0321	.014	.223	.110	.

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

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

As shown in Table 6, the findings revealed a positive and significant relationship between External Environment and Performance of Sugar Milling Firms in western Kenya (r = 0.358, $p < 0.05$), the study findings also revealed a positive and significant relationship between Strategic Leadership and Performance of Sugar Milling Firms in western Kenya (r = 0.232, $p < 0.05$). Further, the study findings revealed that there exist a positive and significant relationship between Organizational structure and Performance of Sugar Milling Firms in western Kenya (r = 0.417, $p < 0.05$). Finally, the study findings revealed a positive and significant relationship between Strategic Resource Management and Performance of Sugar Milling Firms in western Kenya (r = 0.321, $p < 0.05$).

Regression Analysis

ANOVA Analysis for the Overall Model

The ANOVA analysis showed the impact of each independent variable on the performance of sugar milling firms in western Kenya. The p-value of 0.000, which demonstrated to be less than 0.05, was reported as an outcome. This meant that the model was statistically significant when it came to considering the influence of strategy implementation on sugar milling firm performance in Western Kenya. As a result, the independent factors had significant combined influence on the performance of sugar milling firms in western Kenya, according to this research. The model was used to calculate the impact of the external environment, strategic leadership, organizational structure, and strategic resource management on the performance of sugar milling companies in western Kenya.

Table 7: ANOVA[b]

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

Model summary

The fit tests' quality validated the model's significance, with a determination coefficient (R square) of 0.644 confirming that the model represented 64.4 percent of variance or change in the dependent variables. Since the model now described 62.8 percent of the variables, the updated R square of 0.628 made no effect. The model described 64.4 percent of the fluctuations in the Performance of Sugar Milling Firms in Western Kenya, according to the coefficient of determination (R square) of 0.644. As a result, the linear model fit well in discussing the relationship between the external environment, strategic leadership, organizational structure, strategic resource management, and the performance of sugar milling firms in western Kenya. Additional variables not explored in this research account for 35.6 percent of the performance of sugar milling firms in western Kenya.

Table 8: Fitness Test for the Overall Model

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

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

Coefficient of Determination

The coefficient of determination between the external environment, strategic leadership, organizational structure, strategic resource management, and the performance of sugar milling firms in western Kenya was showed. The independent factors and Performance of Sugar Milling Firms in Western Kenya had a positive association, according to the study. Of all the four independent variables, Strategic Resource Management caused the highest variation in Performance of Sugar Milling Firms in western

Kenya (r^2 0.29) followed by Organizational Structure (r^2 0.25). External Environment was third (r^2 0.232) and lastly Strategic Leadership was fourth (r^2 0.171).

Table 9: Regression Analysis Results- Coefficient of determination (R^2)

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

Regression Analysis Results – Regression Coefficients

As per the results of the research's multiple regression analysis, the impact of the external environment, strategic leadership, organizational structure, and strategic resource management on the performance of sugar milling companies in western Kenya is 1.360. A unit increase in the external environment will result in a factor of 0.488 improvement in the performance of sugar milling firms in western Kenya; a unit increase in strategic leadership will result in a factor of 0.667 improvement in the performance of sugar milling firms in western Kenya; and a unit increase in organizational structure will result in a factor of 0.371 improvement in the performance of sugar milling firms in western Kenya. Finally, a 0.269 increase in the performance of sugar milling enterprises in western Kenya will result from a unit improvement in strategic resource management. This demonstrates that the external environment, strategic leadership, organizational structure, and strategic resource management, as well as the performance of sugar milling firms in western Kenya, have a positive link.

Table 10: Regression Analysis Results

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

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

The general equation was obtained using the unstandardized beta coefficients column in Table 10, as specified in the conceptual framework. The model gets more accurate when these beta coefficients are inserted in the equation:

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

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

The findings also indicate the distinctive contribution to the independent variable's explanation. Because they have been translated to the same scale to show comparison, the standardized coefficients assess the contribution of each independent variable to the prediction of the dependent variable. All of the B coefficients of external environment, strategic leadership, organizational structure, and strategic resource management are significant (since $p<0.05$), according to the t-test statistic. The findings are in line with those of Asamu (2014), who discovered a link between strategic leadership and business performance. The findings are consistent with those of Zhou, Hu, and Shi (2015), who discovered a statistically significant positive relationship between organizational structure and business performance in Japanese listed companies.

Hypotheses Testing Results

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

At the 5% level of significance, the correlation analysis results revealed that the external environment had a substantial and positive link with the performance of Sugar Milling enterprises in Kenya. This was founded on a p-value of 0.032, which corresponded to the coefficients. As a result of this discovery, the study rejected the null hypothesis with a 95% confidence level. As a result, the study revealed that the external environment has a considerable impact on the performance of Kenyan sugar milling companies.

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

According to the results, strategic leadership had a significant and positive link with the performance of Kenyan sugar milling enterprises at the 5% level. This was determined using p-values corresponding to coefficients of 0.014. This result resulted in the null hypothesis being rejected at a 95% confidence level. The null hypothesis was rejected, indicating that financial capability had a significant impact on the performance of Kenyan sugar milling companies.

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

Results showed that organizational structure had a substantial and positive link with the performance of Sugar Milling enterprises in Kenya at a 5% level, according to the correlation study results. The p-values for the coefficients equivalent to 0.216 were used to arrive at this conclusion. As a result of this finding, the study was unable to reject the null hypothesis at a 95% confidence level. The research revealed that organizational structure had no influence on the performance of Sugar Milling enterprises in Kenya by rejecting the null hypothesis.

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

The findings of the correlation analysis revealed that strategic resource management has a significant and positive link with the performance of Kenyan sugar milling enterprises at the 5% degree. This was based on the p-values for the coefficients that were equal to 0.110. As a result of this finding, the study failed to reject the null hypothesis at the 95 percent confidence level, concluding that strategic resource management had no significant impact on the performance of Kenyan sugar milling companies.

CONCLUSION AND RECOMMENDATIONS

The outcomes of the research also demonstrated a positive and significant association between strategic leadership and Sugar Milling Firm performance in western Kenya (r = 0.232, p 0.05). As a result, it was determined that the performance of Sugar Milling Firms in Western Kenya is strongly linked to strategic leadership. This was consistent with the observations corroborated those of Serfontein (2010), who discovered that strategic leadership is favorably connected to operational strategy and organizational performance both directly and indirectly. Furthermore, the findings support a research by Taylor (2017), which indicated that good leaders would always guarantee that substantial changes occur in order to achieve the best level of progress in organizational operations.

Furthermore, the research found a positive and significant association between organizational structure and performance of Sugar Milling Firms in Western Kenya (r = 0.417, p 0.05). As a result, any favorable adjustment in organizational structure resulted in increased performance of Sugar Milling

Firms in western Kenya. The findings were strongly aligned with those of Gamble et al. (2015 study, that revealed that formalizing strategic planning and aligning structure to strategy has a significant impact on business growth as assessed by employee strength.

Finally, the research found a positive and significant association between strategic resource management and Sugar Milling Firm Performance in Western Kenya (r = 0.321, p 0.05). As a result, it was stated that the greater the performance of Sugar Milling Firms in Western Kenya, the more the county Sugar enterprises embrace strategic resource management during strategic implementation. It agrees with Hitt, et al., (2015) evaluation of relevant literature and significant research, as well as analysis of numerous dimensions of strategy execution, which strongly influences and decides an organization's performance.

Recommendations of the study

Sugar imports should be regulated by Kenya's government, through the Ministry of Agriculture. The research also suggests that sugar millilling firms should make the most of their capabilities in order to fulfill rising sugar demand. Sugar firms should work collaboratively with their specific national and county administrations to enhance rural roads that ease the delivery of sugar cane and farm inputs, according to the report. The National Treasury should consider canceling most of the sugar millers firms' loans. Sugar firms could distribute the advantage to farming community and compensate them strategically for timely cane supply. As per the research, sugar companies should not depend solely on government financial rescues, and therefore should solicit finance from many other means. The report suggests that each department's plan and framework be aligned, as well as that performance contracts be aligned with strategic objectives and targets. According to the findings, successful plan execution requires continuous communication and feedback loops with employees. In comparison to top or senior managers, intermediate managers, according to the research, should play a larger role in strategy execution. Because strategy implementation is not really a top-down technique, top management should exhibit their motivation and energy to implement it. According to the report, sugar companies' senior management should make aimed to attract and keep consumers by improving customer service, prompt payment of supplied cane, and mixed cropping. Lastly, the research suggests that sugar company executives should adopt policies that prohibit friendship, talks, and staff connections, as well as sharing of knowledge.

Suggestions for further Study

Sugar companies in western Kenya was the focus of this research. The research should extend this analysis in additional Kenyan agro-based enterprises to determine the impact of strategy implementation in light of ongoing external environmental factors including such climate change, globalization, and changes in the operational company. Secondly, continued studies should try to duplicate the research on different economies to establish the impact of the external environment, strategic leadership, organizational structure, and strategic resource management on the success of sugar milling companies in Kenya's western region.

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