STRATEGY IMPLEMENTATION AND PERFORMANCE OF BAKERIES IN MOMBASA COUNTY

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ABSTRACT

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

Key Words: *Strategy Communication, Resources Availability, Organizational Culture, Monitoring and Control*

INTRODUCTION

The process through which an organization creates, employs, and integrates its structure, culture, resources, and control systems in accordance with business strategies in order to gain a competitive advantage is referred to as strategy implementation. (Natalia & Radoslaw, 2020). Strategy implementation involves execution of company strategies so as to achieve company-wide objectives (Magiri, Ngui, & Mathenge, 2018). Strategy implementation is a single component of the strategic management process, others being development of the strategic mission, vision and objectives, organizational and environmental analysis, strategy formulation as well as strategy evaluation as well as strategy control (Natalia & Radoslaw, 2020).

It refers to the definite output of an entity determined by its pre-stated objectives (Dahir & Nyang'au, 2019). Performance can be ascertained through different avenues such as productivity, profit, effectiveness of internal processes as well organizational responsiveness to external environment (Kinadoso & Nambuswa, 2020). These measurements of performance can be viewed from the theoretical, pragmatic as well as executive lenses based on the constructs which have previously been used to measure and categorize organization performance such as financial and non-financial parameters (Mailu, Ntale, & Ngui, 2018). The financial parameters used to measure organizational performance entails return on assets, return on investments among others (Shukrani, Ifire, Yeye, & Banafa, 2022). Whereas the non-financial indicators employed in ascertaining organizational performance consist of; efficiency and effectiveness, customer as well as employee satisfaction, new markets penetrations (Kinadoso & Nambuswa, 2020). Magiri, Ngui and Mathenge (2018) points out that organizational performance also relates to both internal measurements of performance such as efficiency as well as external measures such as corporate social responsibility (CSR)

Strategy is a course of action established by an entity and it entails its goals, objectives as well as the plans instituted in order to help managers in dealing with the dynamic business environment (Magiri, Ngui, & Mathenge, 2018). Strategy's main goal is to give daily guidance so that the aforementioned goals can be efficiently and effectively attained as well as accommodate changes in the dynamic environment and record imperative performance (Dahir & Nyang'au, 2019). The implementation of a strategy helps a business achieve a competitive advantage in a given market (Magiri, Ngui, & Mathenge, 2018). Additionally, strategy identifies the crucial areas of concentration for a company if it wants to stay ahead of its peers (Kinadoso & Nambuswa, 2020). As a result of increased competition among enterprises, strategies aid the entities in achieving a competitive edge through devising plans which alter operations from one spot to a desirable future position (Sari & Amalia, 2019)

Bakeries are entities which are encompassed in the large fast moving consumable goods (FMCG) industry of the economy. Bakeries produce varied edible products such as bread, buns, cakes, as well as biscuits from wheat flour. Baking dates back to 2600 BC and it is closely associated with the Egyptians who are considered as the inventors of baking (Bilha, 2021). Afterword's, baking spread all over the world and in all households (Bilha 2021). In Kenya there are several bakeries which cut across the country in an attempt to cater for the ever-increasing population which spurs demand for their products. The baking industry in Kenya is one of the fast-growing industries and it is anticipated to raise at 8.69% annually until 2025 (WMStrategy, 2020)

Mombasa County is a county which is strategically located along the coastal towns of Kenya, thus attracting people to leave and work in this county with beautiful sceneries. The large population spanning from the residents as well as tourists upsurges the demand for bread and other pastry products from the bakeries in Mombasa County. This county has several bakeries as shown in

appendix iii and appendix iv, and in attempt to perform better and record good results, the bakeries are constantly formulating and implementing strategies to help them in this endeavor.

Statement of the Problem

Strategy management practices adoption has increased across the globe as evidenced by current research studies (Natalia & Radoslaw, 2020). Contemporary studies pin-point how strategic management practices have become inevitable in any organization anticipating to have a competitive advantage in the market place (Dahir & Nyang'au, 2019). Strategy formulation and faithfully strategy implementation results into positive and significant effect on organizational performance (Kinadoso & Nambuswa, 2020).

None-the-less little attention has been given to strategy implementation, precisely in the bakeries in Mombasa County despite its inherent advantages of boosting organizational performance. To the present researcher knowledge, most research studies conducted with regard to strategy implementation focused on the agriculture industry such as the study by Kinadoso & Nambuswa (2020), the banking industry for instance the study by Nabwire (2014) while other studies such as the studies by Natalia and Radoslaw (2020) and Enrweji and Uwizeyimana (2019) were conducted outside Kenya altogether. The scenario of little studies having been undertaken with reference to the bakeries in Mombasa County bring out both the contextual and conceptual gaps which the current research study seeks to fill. Apart from theses gaps, bakeries in Mombasa County have been recording subpar performance and others such as Saifees, Dotcom, Elite, Crown bakeries collapsed altogether (Kinadoso & Nambuswa, 2020).

Therefore, in response to this problem, this current research study pursued to unravel the effect of strategy implementation on the performance of bakeries in Mombasa County. Explicitly, the study considered strategy communication, resource availability, organizational culture as well as strategy monitoring and control as the proxies of strategy implementation. Whereas, sales volume, employees' satisfaction, as well as penetration into new markets were used as the proxies of organizational performance of the bakeries in Mombasa County.

Objectives of the Study

The general objective of the study was to establish the Effect of strategy implementation on the performance of bakeries in Mombasa County. The study was guided by the following specific objectives;

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

LITERATURE REVIEW

Theoretical review

The Balance Scorecard Theory

The theory was postulated by Kaplan and Norton in the 1992 and it hypothesize that evaluation of company's performance should incorporate both financial, tangible and intangible assets in order to give a full evaluation of the performance of the organization (Rafiq, Maqbool, & Rui, 2021). This theory which was an advancement of the Lewis' General Electric corporate analysis strategy of 1952, supports the use of both financial and non-financial determinants in assessing the outcome of entities (Hristov, Antonio, & Andrea, 2019). This approach allows for an all-round monitoring and evaluation an organization. This is because it ensures nothing is left out when dealing with an entity.

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

The Agency theory

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

The Presence of poor principle-agent relationship prompts low degree of top management responsibility and it additionally influences the connection among all stakeholders in the organization (Maestrini, 2018). The presence of a conflict of interest among the principals and the agents leads to the execution problems of fundamental agenda that the company would like to undertake (Cruz, 2019). As a result, communication of the strategies which the organization aspire to implement to the entire staffs of the organization becomes an issue. This leads to misinformation and lack of employees' involvement in organizational activities. Thus, posing a threat to strategy implementation and ultimately the performance of the enterprise (Chari, 2019). The Agency theory was used to precisely support the strategy communication and strategy monitoring and control variables.

The Resource-Based View Theory

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

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

the resource availability variable in this present research study.

The Hawthorn Studies Theory on Organizational Behavior.

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

Organizations which are focused into succeeding and post robust results, must be able to incorporate the culture of that organization and use it to its advantage (Mohsen, Neyaz, & Ebtekar, 2020). This is because when the goals of the entity are not allied to the culture of the firm, then resistance will emerge, and consequently the organization will not be able to achieve its desired goals (Mailu, Ntale, & Ngui, 2018). Strategy implementation requires acceptance by all stakeholders in order for the process to be smooth and successful (Enrweji & Uwizeyimana, 2019). The Hawthorn Studies Theory on Organizational Behavior was precisely employed in underpinning the organizational culture variable used in this study.

Empirical Literature Review

Kinadoso and Nambuswa (2020) researched on strategy communication and. The scholars employed the regression analysis and resolved that strategy communication affect the performance of Agricultural entities in the rift-valley region. The study however, did not shade more-light on the imperatives of strategy communication to all

stakeholders, both internal and external ones. This current study will explore both internal and external stakeholders. The study by Kinadoso and Nambuswa (2020) also focused on the agricultural sector. Contrary to this, the present research was carried out in the baking industry.

In Nigeria, Ogohi (2018) researched on strategy communication and performance of civic organizations. The research found that strategy communication significantly affect the performance of the public organizations in Nigeria. The author used a survey investigation method and the sample size used was constructed using the stratified sampling approach, wheras data analysis was through the multiple regression analysis. This present research was conducted in Kenya by employing a ddecsriptive research design method and it also used the stratified random sampling technique in its sample size determination. In this current study, the strategy implementation varaible was proxied by Stakeholders' involvement, Channels of communication as well as the Strategy Feedback handling. Whereas the organizational performance was proxied by Sales volume, Employees satisfaction as well as Penetration into new markets.

Gitau, Abayo and Kibuine (2020) studied resource allocation and the performance of supermarkets in the County of Nairobi. The reseachers analysed their data using the regression analysis and concluded that resource allocation which is pegged to resource availability has a signifiant effect on the performance of supermarkets. This current proposal focused efforts in the bakeries of Mombasa County and it specifically investgated whether resources availability affect performance.

In reivers state, Amadi and Ezeugo (2019) studied physical resources availability and the performance of students. The authors employed a descriptive research design and hypothesis testing was through the z-test. The researchers concluded that pyhsical resources availability influnce students' performance. This current study focused not only on the physical resources but all resources

availlable to the organization such as financial and human. In this present study, the resource availlability variable was represnted by Financial resources, Human resources and Physicals resources indicators.

Mohsen, Neyaz and Ebtekar (2020) studied companies' culture and performance in the telecomunication sector sector employees in Afganistan. The scholar employed the regression model in data analysis and resolved that organizational culture influence employees performance. This current study was carried-out in Kenya and examined company's culture and its effect on performance of the organization as a whole as opposed to looking at the employees alone. This current study was also conducted in the baking industry as opposed to the telecommuinication industry.
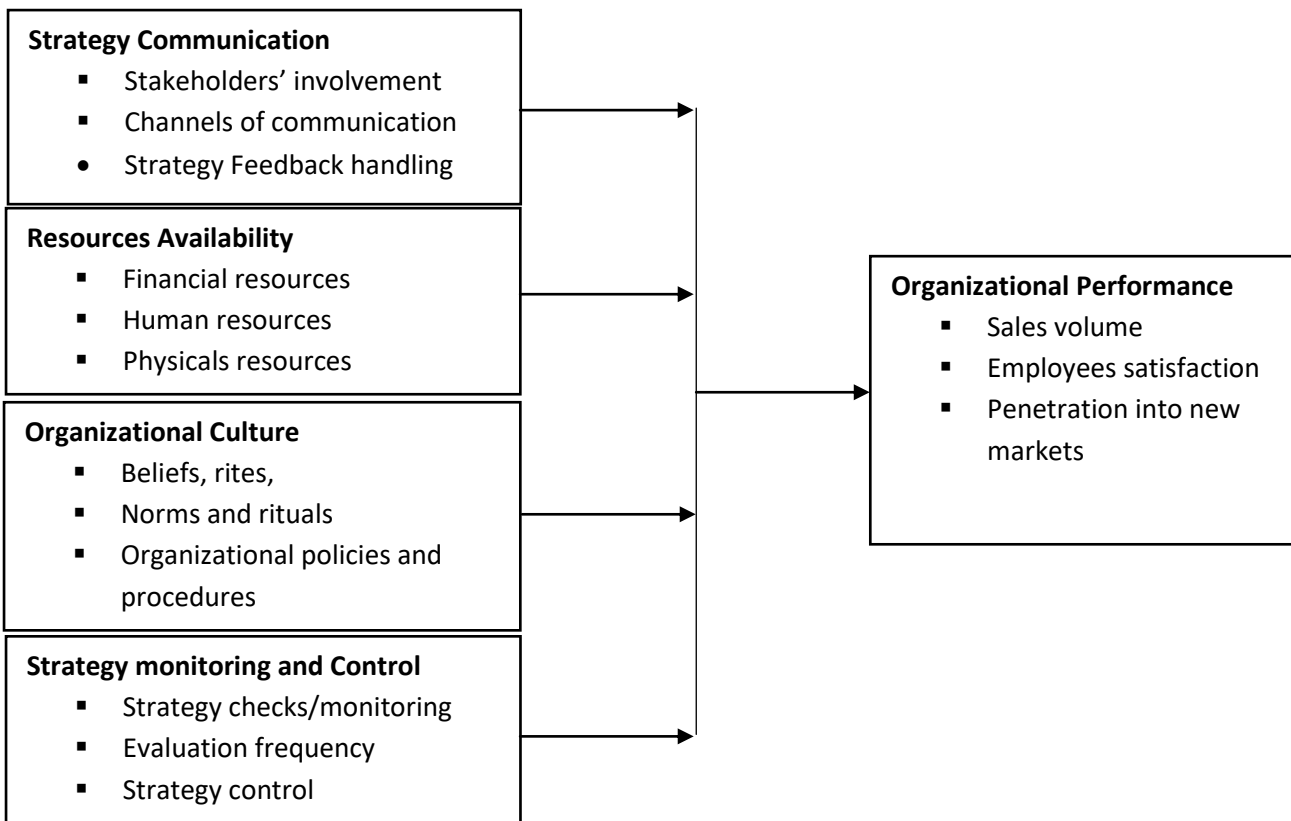
In South Africa, Gasela (2022) researched on culture and its influence on the performance of public institutions. The researcher espoused a survey design and used semi-stractured questionairs in data collection whereas data analysis was through the regresion analysis model. The researcher found that the existing organizational culture in the public sector of South Africa does not support strategy implementation and consequently affect the organizational performance negatively. This present study adopted a descriptive design and it employed the likert scale rating in developing the questionairs. Again, this cuurent study was carried out in the bakeries in Mombasa County as opposed to the other one which was carried out in South

Africa' public sector. The indicators which were used to represnet the organizational culture varible were Beliefs, rites, Norms and rituals as welll as Organizational policies and procedures.

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

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

Conceptual Framework

Figure 1: Conceptual framework

Strategy Communication
- Stakeholders' involvement
- Channels of communication
- Strategy Feedback handling

Resources Availability
- Financial resources
- Human resources
- Physicals resources

Organizational Culture
- Beliefs, rites,
- Norms and rituals
- Organizational policies and procedures

Strategy monitoring and Control
- Strategy checks/monitoring
- Evaluation frequency
- Strategy control

Organizational Performance
- Sales volume
- Employees satisfaction
- Penetration into new markets

Independent Variables

Dependent Variable

Figure 1: Conceptual framework

Source: Author (2023)

METHODOLOGY

This study adopted a descriptive research design. The target population of this study comprised of a pool of twelve (12) large scale bakeries resulting into a total target population of 57 bakeries in Mombasa County.

The stratified random sampling method was used in choosing the sample size for this study. The study sample size of 50 was determined using the Yamane 1967 formular as presented in the ensuing equation.

Data assemblage was through questionnaires rated using the Likert type scale.

The raw data was cross-examined so as to ensure completeness. Afterwards, the raw data assembled was coded and loaded into the SPSS program. Descriptive analysis was conducted so as to generate descriptive statistics in form of mean and standard deviation. The Pearson's Correlation

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

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ …………… Equation 1

Y: Organizational performance (Dependent variable)

X_1: Represent strategy communication

X_2: Represent resource availability

X_3: Represent organizational culture

X$_4$:   Represent strategy monitoring and control

β$_0$ – β$_4$:   Represents the beta coefficients of this model

ε: error term

RESULTS AND DISCUSSION

Response Rate

The researcher distributed 50 questionnaires for this study. The duly filled in questionnaires which the researcher managed to collect were 47. The response rate results were presented in table 1.

Table 1: Response rate

Category	Response	Percentage (%)
Response	47	94.00
Non-Response	3	6.00
Total	50	100.00

The drop and pick technique used warranted this study a high response rate of 94.00% as shown in table 1.

Descriptive Statistics

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

Strategy Communication Descriptive Statistics

The descriptive statistics for the strategy communication variable were generated and presented in table 2.

Table 2: Strategy Communication Descriptive Statistics

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

Key

Overall mean: 3.787

Table 2 showed that the units analyzed for the strategy communication variable were 47 units, thus resulting into having an overall mean score of 3.787. The overall mean of 3.787 for the strategy communication variable depicted the general agreement by the respondents that the bakeries in Mombasa County communicate their strategies to their stakeholders, and that the strategy communication has resulted into positive organizational performances. Table 2 also presented an overall standard deviation value of 0.7034. The standard deviation statistic which was less than the overall mean statistic entailed that the data set for the strategy communication variable was well distributed around the central tendency.

Resources Availability Descriptive Statistics

The descriptive statistics for the resource availability variable were generated and presented in table 3.

Table 3: Resources Availability Descriptive Statistics

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

Key

Overall mean: 3.830

Table 3 showed that the units analyzed for the resource availability variable were 47 units, thus resulting into having an overall mean score of 3.830. The overall mean of 3.830 for the resource availability variable portrayed the general agreement by the respondents that the bakeries in Mombasa County undertake to acquire sufficient resources for their undertakings, and that the resource availability has resulted into positive organizational performances. Table 3 also presented an overall standard deviation value of 0.6403. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the resource availability variable was well dispersed around the central tendency.

Organizational Culture Descriptive Statistics

The descriptive statistics for the organizational culture variable were generated and presented in table 4.

Table 4: Organizational Culture Descriptive Statistics

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

Key

Overall mean: 4.064

Table 4 showed that the units analyzed for the organizational culture variable were 47 units, thus resulting into having an overall mean score of 4.064. The overall mean of 4.064 for the organizational culture variable showed the general agreement by the respondents that the bakeries in Mombasa County practice organizational culture, and that the organizational culture has resulted into positive organizational performances. Table 4 also presented an overall standard deviation value of 0.6005. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the organizational culture variable was well dispersed around the central tendency.

Strategy Monitoring and Control Descriptive Statistics

The descriptive statistics for the strategy monitoring and control variable were generated and presented in table 5.

Table 5: Strategy Monitoring and Control Descriptive Statistics

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

Key

Overall mean: 3.872

Table 5 showed that the units analyzed for the strategy monitoring and control variable were 47 units, thus resulting into having an overall mean score of 3.872. The overall mean of 3.872 for the strategy monitoring and control variable depicted the general agreement by the respondents that the bakeries in Mombasa County undertake monitoring and control of their strategies, and that the strategy monitoring and control has resulted into positive organizational performances. Table 5 also presented an overall standard deviation value of 0.7208. The standard deviation statistic which was less than the overall mean statistic entailed that the data set for the strategy monitoring and control variable was well distributed around the central tendency.

Organizational Performance Descriptive Statistics

The descriptive statistics for the organizational performance dependent variable were generated and presented in table 6.

Table 6: Organizational Performance Descriptive Statistics

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

Key

Overall mean: 4.064

Table 6 showed that the units analyzed for the organizational performance dependent variable were 47 units, thus resulting into having an overall mean score of 4.404. The overall mean of 4.404 for the organizational performance variable showed the general agreement by the respondents that the bakeries in Mombasa County are posting positive organizational performance results. Table 6 also presented an overall standard deviation value of 0.3866. The standard deviation statistic which was less than the overall mean statistic indicated that the data set for the organizational performance dependent variable was well dispersed around the central tendency.

The Pearson's Correlation Analysis

The Pearsons' correlation statistics were generated so as to ascertain the strength as well as the direction of the relationship between the

independent and the dependent variables used in this study. The Pearsons' correlation coefficients between the independent and the dependent variables for this study were presented in table 7.

Table 7: Pearson's Correlation Analysis

		Organizational Performance	Strategy Communication	Resource Availability	Organizational Culture	Strategy Monitoring and Control
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	47				
Strategy Communication	Pearson Correlation	.590**	1			
	Sig. (2-tailed)	.000				
	N	47	47			
Resource Availability	Pearson Correlation	.235	.374**	1		
	Sig. (2-tailed)	.111	.010			
	N	47	47	47		
Organizational Culture	Pearson Correlation	.240	.433**	-.009	1	
	Sig. (2-tailed)	.104	.002	.953		
	N	47	47	47	47	
Strategy Monitoring and Control	Pearson Correlation	.415**	.889**	.386**	.471**	1
	Sig. (2-tailed)	.004	.000	.007	.001	
	N	47	47	47	47	47

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

Table 7 of the Pearson's correlation coefficients presented a correlation coefficient of 0.590 between strategy communication and organizational performance. These outcomes denoted a strong positive relationship between strategy communication and organizational performance. The findings in table 7 of 0.590 denoted that for every unit increase in strategy communication, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.590 units.

The Pearson's correlation coefficients for the resource availability and organizational performance presented in table 7 was 0.235. These outcomes denoted a moderate positive relationship between resource availability and organizational performance. The findings in table 7 of 0.235 indicated that for every unit increase in resource availability, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.235 units.

Table 7 of the Pearson's correlation coefficients presented a correlation coefficient of 0.240 between organizational culture and organizational performance. These outcomes denoted a moderate positive relationship between organizational culture and organizational performance. The findings in table 7 of 0.240 denoted that for every unit increase in organizational culture, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.240 units.

The Pearson's correlation coefficients for the strategy monitoring and control and organizational performance presented in table 7 was 0.415. These outcomes denoted a strong positive relationship between strategy monitoring and control and organizational performance. The findings in table 7

of 0.415 indicated that for every unit increase in strategy monitoring and control, the organizational performance of the bakeries in Mombasa County would be expected to increase by 0.235 units.

The Regression Model Analysis

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

Model Summary

The results for the model summary were generated and presented in table 8. Thereafter R square, which is also known as the coefficient of determination was interpreted.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639[a]	.409	.352	.3111

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

Table 8 report an R square value of 0.409. The R square statistic of 0.409 in table 8 indicated that over 40.9% of the variability of the dependent variable could be explained by the independent variables used in this study. These outcomes depicted that the model used in this study was a good fit.

The ANOVA

The results for the ANOVA were generated and presented in table 9, and thereafter the significant F statistic was interpreted.

Table 9: ANOVA

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

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

The significant F value of 0.000 in table 9 which was less than 0.05 indicated that the model used in this study was statistically significant. These findings pave way for the successful running of the regression model used in this study.

The Regression Statistics

The regression coefficients generated form the multiple linear regression model used in this study were presented in table 10. The regression coefficients generated were interpreted and thereafter used in answering the questions which had been formulated for this study regarding each specific variable.

Table 10: Regression Statistics

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

a. Dependent Variable: Organizational Performance

The beta coefficients in table 10 were used in fitting the regression model as shown in equation 2.

$$Y = 3.115 + .570X_1 + .308X_2 + .350X_3 + .299X_4 + \varepsilon$$ ………………………..………… Equation 2

Y: Organizational performance (Dependent variable)

X_1: Represent strategy communication

X_2: Represent resource availability

X_3: Represent organizational culture

X_4: Represent strategy monitoring and control

ε: error term

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

The second independent variable regressed against the organizational performance dependent variable was resource availability. The regression coefficient results for the resource availability variable were a beta of $\beta_2 = .308$ and a p-value of .007. The beta value of $\beta_2 = .308$ indicated that for every unit increase in resource availability, the organizational performance of the bakeries in Mombasa County would be expected to increase by .308 units. The p-value of .007 confirmed that resource availability has a positive and significant relationship with organizational performance. These findings were similar to the findings of Amadi and Ezeugo (2019) who reported that physical resources availability influence performance of students in universal education system in rivers state, Nigeria.

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

performance in their study on Organizational culture and performance of the telecommunication sector employees in Afghanistan. Similar findings were also reported by Gasela (2022) in South Africa.

The fourth independent variable regressed against the organizational performance dependent variable was strategy monitoring and control. The regression coefficient results for the strategy monitoring and control variable were a beta of β_4 = .299 and a p-value of .004. The beta value of β_4 = .299 indicated that for every unit increase in strategy monitoring and control, the organizational performance of the bakeries in Mombasa County would be expected to increase by .299 units. The p-value of .004 confirmed that strategy monitoring and control has a positive and significant relationship with organizational performance. These findings were similar to the findings of Sindayigaya, Ngarambe and Mongute (2020) who reported that monitoring and evaluation strategies affect institutional performance in Rwanda.

SUMMARY

The summary given in this study was in line with the key findings from this research study. Table 10 of the regression coefficients reported a p value of .000 and a beta value of β_0 = .3115 for the constant. These outcomes denoted the overall model used in this study was fit and statistically significant. The beta coefficient and the p value for the strategy communication variable in table 10 were β_1 = .570 and p = .000 respectively. These outcomes denoted that strategy communication has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

A p-value of .007 and a beta value of β_2 = .308 was reported in table 10 for the resource availability variable. These outcomes confirmed that resource availability has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

Table 10 reported a p-value of .013 and a beta value of β_3 = .350 for the organizational culture variable. These outcomes confirmed that organizational culture has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

The bata coefficient and the p value for the strategy monitoring and control variable in table 10 were β_4 = .299 and p = .004 respectively. These outcomes denoted that strategy monitoring and control has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

CONCLUSION

The conclusion for this study were in line with the findings arising in this study for each specific variable. With reference to the first specific variable, the researcher concluded that strategy communication has a significant positive effect on the organizational performance of the bakeries in Mombasa County. With reference to the second specific variables, the researcher concluded that resource availability has a significant positive effect on the organizational performance of the bakeries in Mombasa County. With reference to the third specific variable, the researcher concluded that organizational culture has a significant positive effect on the organizational performance of the bakeries in Mombasa County. Finally, with reference to the fourth specific variable, the researcher concluded that organizational culture has a significant positive effect on the organizational performance of the bakeries in Mombasa County.

RECOMMENDATION

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

and regulation which favor strategy implementation.

Suggestion for Further Studies

For further studies, the researcher recommends that a similar study be carried out involving all the bakeries in Kenya so as to allow for the generalization of the study findings. The researcher also suggests that subsequent studies should consider incorporating a moderating variable so as to further analyze the relationship between the independent and the dependent variables.

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