

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE  
OF SUGAR INDUSTRIES IN WESTERN KENYA, CASE OF MUMIAS SUGAR  
COMPANY**

**FELIX MURUNGA LILECHI**



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION  
DEGREE IN STRATEGIC MANAGEMENT OF  
MOUNT KENYA UNIVERSITY**

**MAY 2025**

## DECLARATION AND APPROVAL

This proposal is entirely my original work and has not been submitted to any other university or institution for the award of a degree or any other certification.

Signature 

Date 29/05/2025

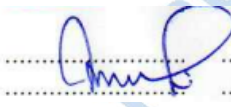
**Lilechi Felix Murunga**

**MBA/2021/86649**

I hereby confirm that the work presented in this project was conducted by the candidate under my/our supervision.

**Dr. Jennifer W. Muriuki**

**Lecturer Mt. Kenya University**

Signature 

Date 29/05/2025

## DEDICATION

I dedicate this work to God The Almighty and my entire Family, especially my Mother Anjelina Lilechi.



## ACKNOWLEDGEMENT

I extend my heartfelt gratitude to Mount Kenya University for providing me with the opportunity to undertake this study. My deepest appreciation goes to my supervisor, Dr. Jenniffer Muriuki, for her invaluable guidance, advice, encouragement, and constructive feedback throughout this journey. I am equally grateful to all my lecturers, whose expertise and insights have significantly contributed to the successful completion of this study.

I also wish to acknowledge my colleagues, Frenky Boshi and Dennis Ng'ang'a, for their constant encouragement and support. A special note of thanks goes to my mother, Mrs. Anjelina Lilechi, for her unwavering love, prayers, and support, which have been a source of strength throughout my academic endeavors.



## ABSTRACT

The sugar subsector, which serves as the one of the main contributors to agriculture gross domestic product, has been facing serious challenges over the recent past. Sugarcane is the main cash crop in western Kenya, supporting the livelihoods of more than half of the local households. The subsector faces a risk of near collapse of sugar companies like Chemelil and Trans Nzoia which have reported poor performance, leading to the placement of most of the sugar companies under receivership. This poor performance has had a significant effect on the livelihoods of more than six million Kenyans who depend directly or indirectly on the sugar industry. Mumias Sugar Company, the largest among the seven sugar factories in western Kenya, faces uncertainties regarding its performance. The purpose of this study was to examine influence of strategic management practices on performance of sugar industries in western Kenya, case study of Mumias sugar company. Specifically, this study sought to: evaluate the influence of transformative leadership, assess the influence of strategic marketing, investigate the influence of employee engagement and determine the influence of customer retention on performance of Mumias sugar company. The study was guided by Transformational leadership theory, Upper echelons theory and the Resource based view theory. The target population was the permanent employees of Mumias sugar company, totaling to 362. The study employed stratified random sampling, to categorize the population into strata. Simple random sampling was used to select middle level managers, supervisors and operations to get 190 sample respondents out of the 362. Data was gathered through mixed methods. Middle level managers, supervisors and operations staff sampled for the study were issued with structured questionnaires. A pilot study of 10 employees was conducted at the Chemelil Sugar Company and was utilized to measure the consistency of

responses over time. The study ensured validity through expert judgement of the respondents. Data analysis involved the use of the SPSS version 23.0 and Cronbach alpha of 0.7 was considered reliable. Descriptive and inferential statistics were used for data analysis. Findings for analysis were presented through graphs, narratives and APA tables. Ethical considerations in terms of confidentiality were maintained at all times during the study. The study revealed that all the four variables namely transformative leadership, strategic marketing, employee engagement and customer retention positively and significantly influenced performance of Mumias Sugar Company. Transformative leaders are instrumental in inspiring and transforming employees to strive for excellence to success and shape the strategic direction for the company. Strategic marketing is fundamental to increase company visibility in the Market. Employee engagement is critical in terms of employee recognition and motivation to perform coupled with relevant training programs. Customer retention strategies are important to ensure royalty, repeat purchases and wider customer base. Consistency in advertisements featured prominently as new technique that Mumias Sugar Company needed to adopt in marketing to gain visibility in the Market. The study suggested areas for further studies to include organizational agility and technology innovation as critical variables that needed further investigation.

## TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL</b> .....	<b>1</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>2</b>
<b>ABSTRACT</b> .....	<b>4</b>
<b>LIST OF TABLES</b> .....	<b>10</b>
<b>LIST OF FIGURES</b> .....	<b>11</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>12</b>
<b>CHAPTER ONE</b> .....	<b>13</b>
<b>INTRODUCTION</b> .....	
1.2Global perspectives of strategic management practices .....	14
1.2.1 Regional perspective.....	16
1.1.3 Kenyan Perspective.....	17
1.2 Sugar industry in Kenya.....	18
1.2 Statement of the Problem.....	21
1.3 Purpose of the study.....	24
1.4 Objectives of the study.....	25
1.5 Research questions.....	25
1.6 Significance of the study.....	26
1.7 Scope of the study.....	28
1.8 Limitations of the study.....	28
1.9 Delimitations of the study.....	29
1.10 Assumptions of the study.....	30
1.11 Operational definition of key terms .....	31
<b>CHAPTER TWO</b> .....	<b>33</b>
<b>LITERATURE REVIEW</b> .....	<b>33</b>
2.1 Introduction.....	33
2.2 Empirical literature Review .....	33
2.2.1 Transformational Leadership Theory .....	33
2.2.2 Upper Echelons Theory .....	35
2.2.3 Recourse based View.....	36

2.3 Empirical literature .....	37
2.3.1 Transformational leadership on Organizational performance .....	38
2.3.2 Strategic Marketing on Company Performance.....	40
2.3.3 Employee Engagement on company Performance .....	42
2.3.4 Customer Retention on Company Performance .....	43
2.3.5 Organizational performance.....	45
2.4 Conceptual framework.....	46
Source Researcher,(2025).....	47
2.5 Research Gaps.....	48
2.6 Critique of existing Literature.....	49
<b>CHAPTER THREE .....</b>	<b>50</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>50</b>
3.1 Introduction.....	50
3.2 Research Methodology .....	50
3.3 Research Design.....	51
3.4 Location of the Study.....	51
3.5 Target Population.....	52
Table 3.1 : Target Population.....	52
3.6 Sampling Procedures and Techniques .....	52
3.7 Sample Size.....	52
3.8 Research Instruments .....	53
3.9 Pilot test .....	54
3.9.1 Reliability test .....	55
3.10 Data Collection Methods and Procedures.....	57
3.11 Data Analysis and Presentation .....	57
3.12 Ethical Considerations .....	58
<b>CHAPTER FOUR.....</b>	<b>60</b>
<b>RESEARCH FINDINGS AND DISCUSSIONS .....</b>	<b>60</b>
4.0 Introduction.....	60
<b>4.1 Response Rate.....</b>	<b>60</b>
4.2 Reliability Analysis.....	61

4.3 Demographic Profile of Respondents .....	62
4.3.2 Highest Educational level of Respondents .....	63
4.3.3 Years of work experience at Mumias Sugar Company .....	64
4.3.4 Level of position .....	64
<b>4.4 Descriptive Analysis</b> .....	<b>65</b>
4.4.1 Transformative leadership and performance of Mumias Sugar Company .....	65
4.4.2 Strategic Marketing and performance of Mumias Sugar Company .....	67
4.4.3 Employee Engagement on Performance of Mumias Sugar Company .....	69
4.4.4 Customer Retention on the performance of Mumias Sugar Company .....	70
4.4.5 Company Performance of Mumias Sugar Company .....	72
4.5 Inferential Analysis .....	73
4.5.1 Model Summary .....	73
4.5.2 Regression Analysis .....	74
4.5.3 Correlation Analysis .....	76
4.5.4 ANOVA .....	77
Table 14: ANOVA .....	77
<b>4.6 Discussion of Findings</b> .....	<b>78</b>
4.6.1 Transformative leadership on performance of Mumias Sugar Company .....	78
4.6.2 Strategic Marketing on performance of Mumias Sugar Company .....	79
4.6.3 Employee Engagement on performance of Mumias Sugar Company .....	80
4.6.4 Customer Retention on performance of Mumias Sugar Company .....	81
4.6.5 Organizational Performance of Mumias Sugar Company .....	83
<b>CHAPTER FIVE</b> .....	<b>84</b>
<b>SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS</b> .....	<b>84</b>
5.0 Introduction .....	84
<b>5.1 Summary of Findings</b> .....	<b>84</b>
5.1.1 Transformative Leadership on Organizational Performance .....	84
5.1.2 Strategic Marketing on Organizational Performance .....	85
5.1.3 Employee Engagement on Organizational Performance .....	85
5.1.4 Customer Retention on Organizational Performance .....	86
5.1.5 Performance of Mumias Sugar Company .....	86

<b>5.2 Conclusion</b> .....	87
<b>5.3 Recommendations</b> .....	89
5.3.1 Transformative leadership on Organizational performance .....	89
5.3.2 Strategic Marketing on Organizational performance .....	90
5.3.3 Employee Engagement on performance of Mumias Sugar Company .....	90
5.3.4 Customer retention on performance of Mumias Sugar Company .....	92
5.3.4 Organizational Performance of Mumias Sugar Company .....	92
5.5 Areas for Further Research .....	93
<b>REFERENCES</b> .....	94
<b>LIST OF APPENDICES</b> .....	99
Appendix I: RESEARCH TOOLS .....	100
APPENDIX II : ERC CERTIFICATE .....	101
APPENDIX III: INTRODUCTION LETTER FROM MKU .....	101
Appendix IV: NACOSTI RESEARCH LICENCE .....	103
Appendix V: FIELD ENTRY AUTHORIZATION .....	104
Appendix VI: TURNITIN REPORT .....	105
Appendix VII: MAP OF MUMIAS SUGAR COMPANY .....	106

## LIST OF TABLES

Table 3.1 : Target Population .....	52
Table 3.2 Sample Size .....	53



## LIST OF FIGURES

Figure 2.1 : Conceptual framework ..... 47



## ABBREVIATIONS AND ACRONYMNS

**EU** European Union

**GDP** Gross Domestic Product

**MW** Megawatts

**MSC** Mumias Sugar Company

**NGOs** Non-Governmental Organisations

**NTSA** National Transport and Safety Authority

**SMEs** Small and Medium Enterprises

**SPSS** Statistical Package for Social Sciences

**UAE** United Arab Emirates



## CHAPTER ONE

### 1.0 Introduction

This Chapter presents the research background the problem statement research objectives and research questions in that order. The Chapter further entails the study justification, and significance, scope, limitations and delimitations as well as assumptions made and lastly the definitions of key labels.

### 1.1 Background to the Study

The fundamental role that strategic management practices plays towards success of any given company anywhere in the world cannot be gainsaid. Organizations employ these practices that enable them navigate complex and turbulent and unpredictable markets to achieve competitive advantage (David 2015) The practices are pivotal in helping the companies respond and adapt to external changes especially changing customer needs and market demands leadership dynamics that makes them leverage opportunities towards performance in diverse industries (Scholes et al., 2013). In the African context strategic management practices have become increasingly critical as the continent experiences rapid and dynamic social-economic transformation. Nigeria, South Africa and other countries like Egypt are focusing on enhancing their strategic management capabilities like human resource planning and technology innovation towards the public sector efficiency, towards achieving sustainable development goals according to the world bank report of 2018. An organization's strategy serves as the guiding force, steering it in the right direction (Anwar & Herlina, 2022). The performance measurement system acts as the cohesive element that continuously assesses the strategy's effectiveness, even when facing unpredictable external factors. Company performance encompasses achievements aligned with regulatory compliance, waste reduction and increased production (Sinnaiah, Adam & Mahadi, 2023). A company's efficiency

throughout the production process is a key indicator of its performance. A greater output reflects a company's strong performance, achieved through enhanced and efficient production processes, which in turn provide a competitive advantage. Furthermore, superior product quality serves as another gauge of operational excellence. Operational performance metrics play a pivotal role in evaluating the overall development of a product or service from its inception to its final delivery (Martinaityte, Sacramento & Aryee, 2019). Sugar is manufactured in over 100 countries across the globe, making it one of the most widely traded commodities, with exports constituting a quarter of global sugar production. However, the global sugar market is notably imbalanced, lacking a level playing field. Four countries, namely Brazil, Australia, Cuba, and Thailand, contribute to 65% of the world's sugar trade, while Russia stands as the largest sugar importer (Agaba, Turtasingura & Kabagambe, 2023). Economically, sugar can be derived from two primary sources: sugar beet, which is grown in temperate regions, and sugar cane, cultivated in tropical areas. Sugar cane accounts for 70% of global sugar production, with the top three producers being Brazil (20.3 million metric tonnes in 2003), India (19.9 million metric tonnes), and the European Union (EU) (15.5 million metric tones) (Mazzelli, Kotlar & De Massis, 2018). Africa is endowed with abundant natural resources, including fertile soil, ample water resources, and a moderately high temperature, making it a suitable environment for cultivating sugar cane, the primary raw material in the sugar industry (Omwono, 2021). Sugar cane, being a tropical crop, typically requires two years to complete its growth cycle in African soil. Egypt, one of the oldest African countries, has a historical association with sugar processing, while Arab nations along the Mediterranean coastline have also engaged in sugar cane cultivation for an extended period (Isanya & Atieno, 2023). The sugar cane industry in sub-Saharan Africa has its roots in geographic exploration and the European presence in the southern and eastern parts of the continent. Consequently, this region has become one of the most productive areas in Africa, with colonial states establishing plantations

for various crops, including tea, coffee, cocoa, and sugar cane (Kidagisa & Mukanzi, 2021). Unlike some other continents, sugarcane cultivation in Africa heavily relies on rain-fed agriculture, with lower productivity compared to regions that employ irrigation methods. To unlock the full potential of sugar cane cultivation and the sugar industry in Africa, investment in projects such as dam construction for irrigation is essential. The productivity of sugar cane cultivation in Africa differs significantly from other sugar-producing regions like South America, the Caribbean, and Asia due to underdeveloped agricultural practices and a heavy dependence on unpredictable rain-fed agriculture (Ojra, Opute & Alsolmi, 2021).

The relationship between strategic management practices and organizational performance has been a focus of scholarly research globally. Numerous studies have demonstrated that these practices play a pivotal role in shaping and enhancing organizational performance outcomes. In Malaysia, Ziza et al. (2021) investigated the connection between strategic management practices and the performance of cooperatives. Their findings highlighted the significant impact of strategy execution and control mechanisms on cooperative performance, emphasizing that effective implementation and monitoring are essential for achieving desired outcomes.

In another study conducted by Cheng et al. (2021), the role of knowledge management as an integral aspect of strategic management practices was explored among humanitarian organizations. The research underscored the importance of knowledge sharing and exchange as critical factors that contribute to improved organizational performance. This study reinforced the notion that strategic management practices, when integrated with robust knowledge management systems, can enhance operational efficiency and decision-making within organizations.

Additionally, Sarkar and Rahman (2018) examined the influence of strategic management practices developed by top management on the performance of NGOs in Bangladesh.

Their study revealed that top management's active involvement and visionary leadership were instrumental in achieving financial stability and success. By providing clear direction and fostering a shared vision, top management was shown to significantly impact the overall performance of these organizations, particularly in the context of financial sustainability.

In the United States, research conducted by Murtaza and Austin (2011) highlighted the increasing advocacy for well-established strategic management practices at both national and international levels. These practices were deemed critical for ensuring long-term organizational success and competitiveness. David (2015) further elaborated on this by emphasizing that effective strategic management involves a combination of intent formulation, strategy development, and control mechanisms. This holistic approach enables organizations, whether public or private, to set clear objectives, devise actionable strategies, and monitor their progress effectively. Additionally, such practices are vital for organizations to adapt to external changes and remain competitive across various industries.

In the African Context research on strategic Management practices is limited and in its formative stages. However, in the recent past it has become increasingly critical as the continent continues to experience dynamic social- economic transformation. Many African countries including Nigeria, and South Africa are focusing on enhancing their strategic management capabilities to improve public sector efficiency. Strategic management in Africa involves addressing unique challenges such as infrastructure deficits, governance issues and limited access to financial resources (ECA,2013)Strategic management practices have been shown to have significant potential in driving organizational performance and improvement in service delivery. (Kourtit et al.,2013). Most of the developing countries especially those in Africa, have public sector tied to

politics. Organizations exist and interact in an increasing complex way in that public organizations are tied to political structures and government bureaucracy rather than strategy is responsible for making public sector decisions. Ezeanolue (2022) investigated the effect of Strategic management practices on Organizational performance of tertiary institutions in Delta state Nigeria ,which revealed a significant effect on Organizational performance.

The public sector in Kenya, similar to that in many developing countries, consists of a diverse array of organizations, including government ministries, departments, parastatals, and semi-autonomous government agencies and corporations. These entities operate on behalf of the government to deliver services and benefits to the general public. As noted by Ongeti (2014), these organizations have mandates that vary widely, with most of them serving a facilitative role in public service delivery. Their primary objective is to achieve socio-political, economic, and regulatory goals that align with the country's development agenda.

State corporations, such as Mumias Sugar Company, represent a significant portion of Kenya's public service framework. According to a report by the Government of Kenya (2013), state corporations constitute the largest sector within the public service landscape. However, concerns have consistently been raised regarding the efficiency and effectiveness of these entities in fulfilling their roles and meeting the expectations of Kenyan citizens. Issues such as mismanagement, financial instability, and underperformance have highlighted the need for reforms and improvements in the public sector.

In response to these challenges, the Kenyan government has implemented deliberate policies aimed at improving the efficiency, relevance, and financial viability of the wider public sector. These measures are intended to enhance the performance of public organizations, ensuring that they effectively address the needs of the population and contribute to national development. By

prioritizing service delivery reforms and fostering accountability, the government seeks to establish a more robust and reliable public sector capable of meeting its socio-economic objectives.

## **1.2 Sugar Industry in Kenya**

Kenya's sugar industry has its roots in 1922, marking the establishment of the country's first sugar factories. This sector has since become an essential component of the Kenyan economy, directly supporting the livelihoods of approximately five million people, representing about 16% of the national population (Ojera, Godrick & Ogutu, 2017). Additionally, sugarcane farming is a critical source of income for over 150,000 shareholders who depend on its cultivation for their economic sustenance. The industry's significance extends beyond individual farmers, contributing to rural development and food security in many parts of the country.

Sugarcane cultivation in Kenya is largely concentrated in the flat terrains of the Western, Nyanza, and Coastal regions, which provide favorable conditions for its growth. Notably, small-scale farmers are the backbone of this sector, supplying about 85% of the total sugarcane produced. The remaining 15% is cultivated on nucleus estates owned and operated by sugar factories, ensuring a steady supply to sustain factory operations (Simiyu, Namusonge & Sakwa, 2017). These smallholder farmers, despite their significant contribution, often face challenges related to productivity, resource access, and market stability.

Before Kenya gained independence in 1963, the sugar industry was predominantly driven by private-sector initiatives. The inception of Miwani Sugar Company in 1922 and Ramisi Sugar Company in 1927 laid the foundation for the sector's growth. These early ventures marked the beginning of a promising industry. However, post-independence, the government took on a more proactive role in the development and regulation of the sugar industry.

This shift saw the establishment of state-owned sugar factories such as Muhoroni in 1966, Chemelil in 1968, Mumias in 1973, Nzoia in 1978, and Sony in 1979, reflecting a deliberate strategy to promote economic self-reliance and enhance agricultural productivity.

To further support the industry, the Kenya Sugar Authority, later renamed the Kenya Sugar Board, was established in 1973. Initially created as an advisory body to the government, its mandate gradually expanded to include executive roles in regulating and overseeing the sugar sector. This institution was tasked with facilitating the growth of sugarcane farming and ensuring the production of high-quality white sugar to meet national demand. Over time, it played a pivotal role in addressing industry challenges, such as improving coordination between farmers and factories and advocating for policies to enhance sector performance.

The government's objectives included reducing imports to conserve foreign exchange, achieving self-sufficiency in sugar production, managing public enterprises on behalf of taxpayers, and generating employment while enhancing the socioeconomic status of sugar farmers (Kenya Sugar Board, 2019). Strategic management practices are decisions and actions that lead to the development and execution of plans aimed at achieving a firm's objectives (Eleorraga, Aracelly, Chirinos, William, Núñez, Lizarazo & Rosario, 2021). Therefore, strategic management practices involve a wide range of organizational activities that lead to the establishment of strategic goals, the development of plans, their execution, and the monitoring of performance within a business entity. Samad, Alghafis, and Al-Zuma (2018) outlined five distinct tasks essential for managers when it comes to formulating and overseeing the implementation of a strategy. These tasks encompass creating a business concept and a vision for the organization's desired future state, translating the mission into specific long-term and short-term performance goals, crafting a strategy that aligns with the organization's circumstances and can deliver the desired outcomes,

efficiently and effectively putting the chosen strategy into action, evaluating performance, and making necessary adjustments when required. It is evident that organizations, whether they operate for profit or non-profit purposes and whether they belong to the private or public sector, must engage in strategic management practices to achieve their corporate objectives (Thuku & Simba, 2023).

Sugar manufacturing companies in the western region of Kenya have consistently shown poor financial performance and accumulated substantial debts, despite their potential for overall growth. This worrying trend raises concerns that if it persists, Kenya's Vision 2030 growth projections may remain unfulfilled. Consequently, the anticipated annual GDP growth of 10 percent may prove elusive (Waswa, Mukras & Oima, 2018). It is evident that the sugar industry in Kenya has not met the government's expectations for self-revenue sustainability, contributing to a decline in productivity and unfavorable financial performance. These issues can be attributed to various risks in the production process. According to the Sugar Campaign for Change (2020) report, the Kenyan sugar industry grapples with operational challenges, including but not limited to low production volumes, substantial debts, high operating costs, and inadequate oversight (Mati & Thomas, 2019). Numerous analytical studies conducted in the sugar industry portray a sector that has been mired in crises for an extended period and has failed to progress despite multiple efforts to revitalize it. Many reports attribute these shortcomings to fundamental problems stemming from government involvement in the administration of this agricultural sub-sector (Abonyo, Bichanga & Nyakundi, 2019).

## **Mumias Sugar Company**

Mumias Sugar Company holds the distinction of being the largest sugar processor in Kenya, boasting an annual production capacity of 520,000 tons. In the year 2017, the company processed a total of 5.45 million tons of sugarcane (Kenya Sugar Board, 2018). While the majority of its output is sold within the domestic market, the company also engages in exports, primarily under regional trade agreements such as the EU quota, although this hasn't been particularly profitable in recent times. Mumias Sugar Company has embarked on a power generation project that aims to contribute an additional 34MW to the national grid. The fuel for this power plant would be derived from byproducts of the sugar mill. The generated electricity will be sold to the local power distribution network and used for the company's operations, resulting in cost savings on energy and operational expenses (Mumias Sugar, 2017). The company's performance has been unstable over the past decade. These challenges include mismanagement, financial challenges and production challenges (Okwemba & Njuguna, 2021). This study seeks to answer the question : What is the influence of strategic management practices on performance of sugar industries in western Kenya?

### **1.2 Statement of the Problem**

Many practitioners have in the recent past focused on the relationship between strategic management practices and organizational performance with a special reference on the role that companies like Mumias Sugar play in Kenya's economic growth (Waweru&Omwenga,2020).Despite the consensus on the importance of strategic management practices facets(transformational leadership, strategic marketing employee engagement, and customer retention)in driving organizational success, the literature reveals a significant gap in our understanding of how these practices are actualized and their direct impact on the performance

within Kenyan state-owned companies. Research is therefore urgently needed due to the inadequate data available in this specific area(Muriithi,2018).

The sugar subsector, which serves as the one of the main contributors to agriculture gross domestic product has been facing serious challenges over the recent past. Sugarcane is the main cash crop in western Kenya, supporting the livelihoods of more than half of the local households. The sector has faced a risk of collapse and has reported poor performance, leading to the placement of most of the sugar companies under receivership (Waswa, Mukras & Oima, 2018). The poor performance has had a significant effect on the livelihoods of more than six million Kenyans who depend directly or indirectly on the sugar industry. Mumias Sugar Company, which is considered the most successful among the seven sugar factories in western Kenya, faces uncertainties regarding its performance. In its efforts to improve efficiency, the company introduced a high-capacity processor. However, this move was met with the predicament of a cane shortage, as a substantial number of contracted farmers opted to uproot their crops in favor of alternatives they believed would yield better returns. This situation necessitated an investigative approach to identify the factors influencing the company's performance. Mumias Sugar's financial situation worsened significantly, reporting an unprecedented pre-tax loss of Sh. 15 billion (Office of the Auditor General ,2018). This loss came in the aftermath of a challenging year during which the company's plant remained closed for nearly three months. Insufficient funds left the firm unable to undertake the necessary repairs to restore normal operations, a situation that coincided with diminished confidence from its lenders. The company attributed its poor performance to a variety of factors, including competition and illegal sugar imports, which depressed the price of the commodity, as well as competition-driven cane poaching and the shutdown of its plant.

The available literature on strategic management practices and the performance of sugar industries in Western Kenya remains limited. For instance, Isanya and Atieno (2023) explored the relationship between corporate social responsibility (CSR) costs and the financial performance of sugar manufacturing companies in Kenya. Their findings demonstrated that CSR initiatives positively influence financial performance. The study recommended that sugar company management allocate more resources to community development initiatives. However, as the study's focus was on CSR as the independent variable, it left a conceptual gap concerning other strategic management practices and their direct impact on organizational performance.

Similarly, Akoko, Okibo, and Nyakundi (2019) examined the link between knowledge application and the sustainability of sugar companies in Kenya. Their findings indicated a positive relationship between the application of knowledge and sustainability. The study suggested that the government could support state-owned sugar companies by forgiving their debts and streamlining bureaucratic processes that hinder the approval of diversification initiatives. Despite these contributions, the study's broad focus on sustainability, rather than strategic management practices specific to sugar companies, highlighted a contextual gap that remains unaddressed.

Further, Jepchumba and Wagude (2021) investigated the relationship between top management change strategies and the performance of manufacturing firms. Their research revealed a strong positive correlation between changes in top management strategies and enhanced organizational performance. They recommended that companies adopt innovative strategies for negotiating and approving contracts as a means to boost performance. However, while the study provided valuable insights into strategic management, its general focus on manufacturing firms rather than the sugar industry presents a contextual gap, leaving unanswered questions about the unique challenges and dynamics of strategic management in sugar industries in Western Kenya.

A contextual gap in the study was its specific focus on manufacturing firms. Simiyu, Namusonge and Sakwa (2017) analyzed the influence of investment management practices on the financial performance of Kenya's sugar industry. They found a significant relationship between these variables. In the same vein, Ojera, Godrick and Ogutu (2017) assessed interactive control systems and competitiveness of sugar firms. The study suggested that the firms examined needed to urgently implement interactive control systems to adapt to the evolving business environment. These studies present various knowledge gaps, that the proposed study seeks to fill by incorporating variables identified as gaps uniquely affecting Mumias Sugar Company performance namely transformational leadership, strategic marketing, employee engagement and customer retention. Hence, this study examines the influence of strategic management practices on performance of sugar industries in western Kenya by examining these specific variables like transformational leadership, Strategic marketing, employee engagement and their influence on performance of Mumias sugar company.

### **1.3 Purpose of the Study**

The purpose of this study is to examine influence of strategic management practices on performance of Sugar industries in western Kenya, Case of Mumias Sugar Company.

## 1.4 Objectives of the Study

This study seeks:

- i. To Evaluate the influence of transformational leadership on performance of Mumias sugar company, Kenya
- ii. To Assess the influence of strategic marketing on performance of Mumias sugar company, Kenya
- iii. To establish the influence of Employee engagement on performance of Mumias sugar company, Kenya
- iv. To Determine the influence of customer retention on performance of Mumias sugar company, Kenya.



## 1.5 Research Questions

- i. How does transformational leadership influence performance of Mumias sugar company, Kenya?
- ii. Does strategic marketing influence performance of Mumias sugar company, Kenya?
- iii. To what extent does employee engagement influence performance of Mumias sugar company, Kenya?
- iv. What is the influence of customer retention on performance of Mumias sugar company, Kenya?
- v.

## 1.6 Significance of the Study

This study will be important to the management of Mumias sugar company. Findings of the study will guide management on the influence of transformative leadership strategic marketing, employee engagement and customer retention on performance of the company. The management could identify weaknesses in the company and develop more effective ways of engaging employees through motivation recognition and relevant training geared towards enhancing productivity leading to better performance. The recommendations for the study will form a basis upon which strategic management practices variables could be employed holistically to enhance overall performance. The recommendations stemming from the study can serve as a foundation upon which the company can build and implement the aforementioned strategies that ensure a customer base high sales volume that result in profit margins and competitive advantage due to secure and unrivaled position in the market.

The study findings would also be important to the ministry of agriculture, specifically the Kenya sugar board. The sugar subsector has had many challenges in the country, hence the policy makers at the ministry would benefit for this study's findings. The study's findings provide evidence-based insights into how different strategic management practices impact the performance of sugar companies, such as Mumias Sugar Company. These insights can guide the formulation of more effective policies that promote the industry's growth and sustainability. The sugar industry is a vital component of Kenya's economy. Policymakers can use the insights from this study to design strategies that stimulate economic growth. Improved performance in sugar companies can lead to increased production, job creation, and contributions to the gross domestic product.

The study findings will be important to scholars and academicians as it will be an important reference point in their scholarly articles.

By providing empirical data from real-world setting it will add to the academic discipline of strategic management practices and organizational performance. The study contributes to the body of knowledge on the selected variables under study namely transformational leadership, strategic marketing employee engagement and customer retention on company performance. It provides empirical evidence and insights that can be used to refine and expand existing theories and models in these domains. This enhances the depth and breadth of academic understanding. Scholars can build upon the study's methodology, concepts, and empirical data to explore more specific or nuanced aspects of strategic management practices and organizational performance. Students pursuing degrees in strategic management, finance, and related disciplines will likely find this study invaluable as a reference in their academic studies. The study's recommendations for further research provide a guide for scholars who will use the study as an important reservoir in their research.

The study will also be important to the general public. Performance of sugar industries in western Kenya has attracted a lot of public discourse. The study will provide insights into how strategies impact the sugar industry in Western Kenya. This information will enable the general public to better understand the dynamics at play in this vital sector, including the challenges and opportunities that sugar companies face. A comprehensive understanding of the relationship between strategies and sugar industry performance can empower the public to advocate for policies that support the performance of the industry, leading to potential improvements in the lives of those involved in sugar production and the broader economy. The sugar industry is a significant contributor to the local economy, providing jobs and income to many. Understanding how strategies affect the industry's performance is crucial for those whose livelihoods are tied to it.

## **1.7 Scope of the Study**

This study aimed to examine the influence of strategic management practices on the performance of sugar industries in Western Kenya, with a specific focus on Mumias Sugar Company. The target population included staff members from Mumias Sugar Company, providing insights into the organization's strategic management processes and their impact on performance outcomes.

The research covered the period from 2013 to 2022, a timeframe marked by significant challenges and poor performance at Mumias Sugar Company. This period provided a critical context for understanding how strategic management practices—or the lack thereof—have influenced the company's operational and financial performance.

A mixed-methods approach was employed for data collection and analysis. This methodology integrated both qualitative and quantitative data to offer a comprehensive understanding of the relationship between strategic management practices and organizational performance. By combining statistical analysis with in-depth interviews and case studies, the study aimed at providing robust and actionable findings relevant to the sugar industry's strategic management challenges in the region.

## **1.8 Limitations of the Study**

This study was confined to investigating the influence of strategic management practices on the performance of sugar industries in Western Kenya, specifically focusing on this geographic region. The research relied exclusively on information and data provided by the respondents, which would introduce limitations regarding the accuracy and comprehensiveness of the data collected.

A potential constraint was the respondents' ability to express their thoughts clearly in the language selected for data collection, which could affect the quality of the data. To mitigate this challenge, the researcher incorporated oral questionnaire administration as an alternative method, allowing respondents to provide their input verbally. Additionally, respondents were given ample time to consider their responses, ensuring they can provide thoughtful and accurate information. These measures aimed to enhance the reliability and validity of the data collected, ultimately contributing to the robustness of the study's findings.

### **1.9 Delimitations of the Study**

This research was limited to examining the influence of strategic management practices on the performance of sugar industries in Western Kenya. While acknowledging that other factors may also impact the performance of sugar industries in the region, the study focused exclusively on those elements that fell within its defined scope. This ensured a clear and manageable framework for analysis.

The research was conducted within a specified time frame and geographic scope, concentrating on strategic management practices relevant to the performance challenges faced by sugar industries in Western Kenya. Data collection will involve issuing questionnaires to respondents who voluntarily agreed to participate. This approach was designed to ensure both the credibility of the findings and the privacy of the participants, fostering an environment of trust and transparency throughout the research process.

## 1.10 Assumptions of the Study

This study operated under several key assumptions. First, this study assumed that the respondents had sufficient knowledge of the concept of organizational performance and are qualified to provide accurate and reliable information relevant to the study. This assumption ensured among other things that the data collected reflected an informed understanding of the issues that were being examined.

Secondly, this study presumed that the selected independent variables—strategic management practices—had a direct and measurable impact on the performance of Mumias Sugar Company. This assumption guided the study's focus on exploring how these variables influenced or contributed to performance outcomes.

Thirdly, the study assumed that the sampled respondents possessed very clear understanding of what performance entailed, including its various dimensions and indicators. More importantly It assumed that strategic management practices were evident and actively implemented at Mumias Sugar Company, therefore providing a basis for assessing their influence on organizational outcomes.

Lastly, this study assumed that the organization had the requisite skills and resources necessary to differentiate its performance metrics from other measures within the company. This distinction was critical for isolating the effects of strategic management practices from other unrelated factors influencing performance. Thus these assumptions collectively framed the scope and validity of the research findings.

## 1.11 Operational definition of Key Terms

**Organizational Performance** It is a company's capacity to reach its goals within an environment characterized by continuous change and adaptability. In a dynamic and evolving business landscape, especially where there is tight competition from similar products, the ability to consistently achieve desired outcomes while staying responsive to changing circumstances is a crucial aspect of organizational performance.

**Transformational leadership** Transformational leadership in this study is a process in which leaders and their followers work together to achieve greater levels of ethical behavior and motivation. A transformational leader embodies integrity and fairness, sets ambitious expectations, motivates others, offers encouragement and recognition, and inspires employees to pursue extraordinary goals (MacGregor, 2000).

**Employee Engagement** Employee engagement involves aligning organizational members with their work roles by fostering self-employment and self-expression in physical, cognitive, and emotional aspects of their professional lives. It represents a blend of commitment, loyalty, productivity, and a sense of ownership in the workplace (May et al., 2004).

**Strategic Marketing** Marketing strategy involves conducting thorough research and setting clear goals and objectives to enhance the effectiveness and success of a company's overall marketing efforts. It represents a

cohesive framework of decisions that define key choices related to products, target markets, marketing activities, and the allocation of resources. This strategic approach focuses on creating, communicating, and delivering products that provide value to customers (Philip Kotler, 1997; Mongay, 2006).

### **Customer Retention**

Customer retention is a metric used to assess a company's ability to maintain loyal customers over time. It provides insights into the number of dedicated customers and serves as an indicator of customer satisfaction, repurchase behavior, engagement, and emotional connection to a brand (Kotler & Armstrong, 2008).



Mount Kenya University

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter discussed theories that guided the study. Empirical studies related to the study were presented herein. This was as per the study objectives that were used to examine strategy formulation, strategy monitoring, strategy evaluation and strategy implementation on performance. The conceptual framework will be presented. The chapter then highlights gaps from literature reviewed.

#### **2.1 Theoretical Review**

The study examined how strategic management practices influenced performance of Mumias Sugar company, guided by the Transformational leadership theory, the Upper Echelons Theory and Resource based view theory.

##### **2.1.1 Transformational leadership theory**

According to the Transformational Leadership Theory, a leader collaborates with followers to determine what needs to change, inspires a vision, and then implements the change with a group of devoted supporters. Because it emphasizes charismatic and successful leadership qualities, it represents a new paradigm for leadership (PSU WC2016L10). The goal of this leadership is to provide a fresh method of leading. It emphasizes both follower growth, which need empowerment to thrive in challenging circumstances, and intrinsic employee motivation (Northouse 2016). Transformational leadership connects the roles of leaders and followers, using followers' potential and motivations to achieve team objectives. This approach demonstrates the distinction between

power and leadership. The leader works in the best interests of his followers who want to collaborate with him to achieve the organization's goals, not because of the authority granted to him by his position. Stakeholders share power under transformational leadership. The followers of a transformational leader come to an agreement with him with the intention of cooperating to achieve a certain objective. Northouse, 2016. According to Niphadkar (2017), a transformational leader confers with his team prior to starting a company planning process. Among the elements that contribute to transformational leadership are idealized influence, also referred to as charisma influence, which describes how leaders act as powerful role models for followers who look up to and emulate their behavior and character. This notion states that leaders are certain of their stance and the course they want to see the organization pursue (Achua 2015). Leaders that inspire and motivate their staff to support the goals and objectives of the company they work for are said to exhibit inspirational motivation. They encourage staff members to enhance their beliefs and self-interest by using emotional appeals. In terms of intellectual stimulation, the transformational leader encourages employees to develop fresh strategies for addressing the markets for the company's goods. Because of the shifting market dynamics and consumer tastes, he or she helps them in creative methods to guarantee more sales and better customer service. Mumias Sugar Company, which competes with comparable businesses like Chemelil, Nzoia, and others in the market, finds resonance in this. Employees are thus able to think independently about other market-related concerns, such as competition, and develop strategies to outperform it. (Achua, 2015). Individual consideration is a defining characteristic of transformational leadership, according to Lussier et al. (2015). These leaders function as coaches and advisors, helping their staff members improve in areas like as customer service, market research, sales, and advertising. In order to develop a better position that promotes reciprocal engagement in performance, the transformative leadership theory integrates the demands of the leader's team members. Servant leadership is shown by this leader's

attention to his staff's needs, empathy for them in times of need, and foresight. In contrast to other leaders, transformational leaders take the lead in encouraging their staff to develop. Because their leaders understand their wants and interests, these employees are drawn to them (Achua et al., 2015). Transformational leaders prioritize the development and progress of their staff members and provide them the flexibility to share their expertise with their peers because they care about their morals, beliefs, and needs (Niphadkar 2017).

### **2.1.2 Upper Echelons Theory**

Upper Echelons Theory puts emphasis on the significance of the company's Top Managements attributes in influencing its performance. Top Management often referred to as Upper Echelons comprises of the executives who make high level decisions in the company due to their cognitive dissonance and strong values(Kaiser et al.,2015). The Top Management possesses a profound understanding of their company strategy policies and mandates necessitating high levels of capability and principles. The Top Management effectiveness is very crucial to the company success as they must strategically implement strategic management practices to drive the company goals. Companies are as successful as the decisions made by their top management Strategic decision making and management traits intersect at the decision making and problem-solving level within the company. Addressing challenges therefore becomes pivotal to the company performance (Nielsen2010). Strategic management practices must align with the company's objectives and customer needs, inspiring and motivating employees to achieve set targets (Vroom et al.,2005) Top Management play a vital role in preparing their employees for Strategic changes to ensure successful strategy implementation for company performance. Upper Echelons theory further suggests that Top managers with business related backgrounds particularly those with innovation and sophisticated accounting skills are instrumental in profit oriented

company's such as Mumias sugar company where increasing profits while at the same time maintaining customer satisfaction is paramount (Hambrick&2015).When facing high levels of challenges and market turbulence ,Top managers may rely on their personal and professional backgrounds to make quick decisions, This reliance on challenges is high influencing companies outcomes significantly. CEOs who foster trust, support, appreciation and respect in the workplace tend to create a conducive work environment. (Judge et al.,2014).Similarly,CEOs whose emphasizes on structure and goal attainment facilitate effective communication and usage of planning and control systems in the company. Blaise et al., 2016)

### **2.1.3 Recourse Based View**

Resource based view theory posits that companies are normally heterogeneous in their resources which are not perfectly mobile according to Weiner et al., (2020). The strategy seeks to find ways to gain competitive advantage through complementing a value creation approach that other competitors are unaware or incapable of creating. Barley posits that resources are influential, rare valuable and inimitable, non-substitutable and later resources change to being valuable rare inimitable and organizational. RBV is characteristic of having an inside out approach with the main focus being on efficiency. company resources must be used efficiently to gain competitive advantage and create value for its products, goods and services. RBV contends that strategic management practices skills talents or strategic resources are the main contributors to company success. Muller and Weiner (2020) opined that strategic management involves a company's ability to use and handle both physical and intangible resources and tools to do a job for improved

performance RBV states that strategic assets like abilities and skills are most important sources of long term economic benefits. Because they are worth a lot of money. According to scholars a company's human resource and marketing policies and methods should be better than their competitors and this applies to Mumias sugar company. (Chang and Huang 2018), Other scholars argue that strategic management practices include proper planning, financing, performance and target based assessments, are important for company success (Bhartneger 2017 and Sharma 2018).and there is a positive correlation between resources like managerial especially Top leadership capabilities, human capital and company performance. Vlachos 2018 opined that job security and sustainability well engaged employment self- organized groups work better and therefore contribute to better company performance. Organizational problems in the United Kingdom can be better understood through the lens of the RBV perspective, which sheds light on problematic behaviors within organizations and allows us to analyze how these failing businesses have learned to improve their performance despite having access to abundant data on the topic.

#### **2.1.4 Empirical Review**

Beyond theoretical arguments a growing body of empirical research provides compelling evidence for the positive impact of strategic management practices on company performance. These studies delve into the mechanisms by which strategic management practices improve performance, by improving market value and ultimately leading to sustainable competitive advantage. Moreover on enhanced market value and strategic advantage, Murila (2016) in his study on East Africa Portland Cement reveals a correlation between strategic management practices and companys market value. A company that builds on customer satisfaction, positively impacts on customer royalty and retention, Onlaor et al,(2015) and significantly drives customer trust and therefore long term commitment to the company.

According to Mazzarol and Reboud (2023), strategic management refers to a series of decisions and actions undertaken by managers to shape the long-term performance of an organization. Strategic management involves vigilant assessment of external opportunities and threats, considering the organization's strengths and weaknesses (Anwar & Herlina ,2022). It essentially constitutes the maneuvers and methods employed by management to ensure an organization's successful performance, serving as the game plan for the business. Management crafts strategies to guide the organization's operations and achieve its desired objectives (Karneli ,2022). Without a well-defined strategies that are all inclusive targeting internal(company employees) and external (customers) , intended outcomes may not be achieved. The synergy of a well-crafted strategy with its proficient implementation is a tried-and-true formula for business success. Evaluating the effectiveness of organizational management hinges on the amalgamation of sound strategy and its skillful execution (Mati & Thomas ,2019 This section delves into empirical studies pertinent to the study, aligning with the specific objectives.

### **2.1.5 Transformative leadership on Organizational Performance**

The leadership of an organization is one of the key internal and external elements that have an influence on the performance of the company (Walis and Cooke, 2013). However, an organization has the ability to adapt its leadership in order to encourage better performance. Transformational leadership is a management concept that promotes and motivates people to innovate and invent new methods to expand and enhance the route to organizational success. This ideology is also recognized as "transformational leadership." Through the use of this strategy, leaders ensure that trusted workers are given the autonomy to make judgments and provide support for innovative

methods to problem-solving. It has been shown via research that transformational leaders have an impact on the results of organizations, including organizational behavior, employee commitment, and employee job satisfaction, all of which contribute to organizational performance (Nguni, Slegers, and Denessen 2006). According to Bachrach et al. (2000), this is the outcome of workers engaging in voluntary behavior that goes beyond the typical job tasks of the employees and is not related with any kind of employee perspective or system. A good example of selfless behavior on the part of leaders is the way in which workers assist one another without the expectation that those who are receiving assistance would be required to do anything in return. This is what constitutes organizational performance. 2016's Denessen release, Leaders that are capable of transformation are able to inspire their people to perform at a level that beyond what is expected of them. Bass (2015), and thus contributes to an increase in both the quality and quantity of user performance The year 2000's Fetter. According to the leadership theory proposed by Bass (2000), transformational leadership results in people who are loyal to the organization and linked to it. According to McKenzie et al. (2000), these personnel perform above and above what is expected of them. According to the findings of previous empirical study (Duffy and Tepper 2002), it was determined that transformational leadership has both a direct and indirect influence on the behavior of organizations. Through the influence it has on the organization's productivity, values, and norms, transformational leadership has an effect on the culture of the organization. Transformational leaders actively contribute to the enhancement of an organization's culture that welcomes and encourages innovation. According to Bass and Riggio (2006), transformational leaders are proactive and develop emotional bonds with their followers. They also alter the atmosphere of the business and present new realities. Transformational leaders are those who see themselves as agents of change, who are willing to take chances, who are daring, and who collaborate with their coworkers and employees on both an emotional and substantive level

respectively. The level of success that an organization has achieved as a result of putting into practice a certain set of practices is referred to as its organizational performance, and it is a reflection of the productivity of all of its members and teams. It is a notion that encompasses several aspects (Zhao et al., 2018). The efficiency and efficacy of its process of measurement and action in comparison to that of its rivals serves as the metric for evaluation. It is also possible to quantify it qualitatively and in a variety of metrics, which might range from financial operational success to environmental and business performance to organizational effectiveness (Vien et al., 2010). Team meetings are a great source of motivation for leaders who have a very clear vision. Each and every meeting is infused with a great deal of excitement and change thanks to the dynamic Manager.

#### **2.1.6 Strategic Marketing on Company Performance**

Strategic marketing is a high-level marketing approach that companies use to achieve high performance objectives. Marketing strategies are used to target unique customer needs, achieve superior brand quality and value (Song 2018). Specifically, the target group (customers), competition (other similar businesses) and new product and service improvement form the focus in which marketing strategies are based on. Marketing strategies are coordinated efforts and plans that use all knowledge, skills and resources to manufacture and sell company products. There is a strong relationship between channel management distribution strategy and various marketing strategies that are currently in place which in turn affect the company's marketing strategies and distribution options in foreign markets like Pakistan (Afzal 2019). According to Blesa and Ripolles (2018) company's marketing strategies are unique and these strategies may include but not limited to market sensing, customer connections and channel bonding in international markets. These marketing strategies allow selling companies to use new export marketing to keep up with the

changes in the global arena. Successful marketing strategy must direct the company on where it would be on the long term. According to Shane (2007), it is a process that is ongoing since it is the means by which every firm aspires to fulfill its marketing goals. The marketer is responsible for making the appropriate decisions on the four components of the marketing mix, which are price, product, place (distribution), and promotions. In the business world, there is no activity that completely eliminates the need for the marketer to make these decisions. This use of marketing strategy has evolved into a tool that is relevant in the globe for any firm that wants to continue to thrive in a market environment that is highly competitive and to grow more powerful. According to Jain (2004), a marketing strategy is a plan that a firm develops in order to separate itself in a good way from its rivals and to serve the demands of customers in a certain environment. A given market region, the appropriate deployment of resources for the purpose of gaining a competitive advantage is what is meant by the term "marketing strategy." According to the definition provided by Goi (2015), marketing strategy consist of a collection of marketing instruments that businesses use in order to achieve their marketing goals. The type, strength, direction, and interaction between the various components of the marketing mix are the functions that are performed by a marketing strategy. According to Osuagwu (2006), a company's marketing strategy is what builds and protects the company's competitive edge. Companies need to pay special attention to the happiness of their customers in order to increase their sales volumes and hence increase their profit margins. The capacity to execute strategic marketing choices and the ability to have well-conceived marketing outlines are two characteristics that distinguish excellent firms (Chris, 2016). The purpose of promotion is to provide information that is persuasive and influential in order to influence the purchase choices of customers. Specifically, it gives the audiences who are being targeted the exact information that they need in order to make judgments. In addition to advertising and personal selling, sales promotions, public relations, and direct marketing methods, promotions

also include sales promotions. Kotler (2016) discovered that promotions are a critical factor in product marketing, while Mihai Riesta (2019) posits that company performance is associated with efficiency, efficacy and economics, that a company is successful when it is efficient, effective and economical, and this underscores the vital role that strategic marketing plays in performance of a company.

### **2.1.7 Employee Engagement on Company Performance**

Employee Engagement is the company employees willingness to work beyond and above to help their company succeed. Such employees are committed to working beyond the normal working hours to ensure the company attains optimal performance. Top leadership in should adopt employee support policies that are crucial in ensuring that they perform optimally if they want to realize high profits and effective service delivery (Ryan et al., 2007). When employees are well engaged they get emotionally attracted to the works assigned to them with high eagerness to succeed and this results to improved company outcomes (Mark and Sadev 2012). Employees want to contribute to the company that recognizes and values them through positive engagements that results to Individual job satisfaction that results to high achievement of Targets (Simons 2000). In the global business environment employee engagement has emerged as a crucial influencing performance and competitiveness of companies as evidenced by empirical research conducted across different regions, for instance a study by Harter 2002 examined the relationship between high levels of employee Engagement and financial performance in multinational sample of companies including marketing companies The findings revealed a strong and positive correlation between high levels of employee engagement and financial performance in banks such as high profit margins and customer satisfaction. These results underscored the significance of fostering a supportive work environment and promoting employee wellbeing drive the company to

success. A research by Bakker (2015) synthesized findings from multiple empirical studies on the relationship between employee engagement and company performance across various sectors. The metanalysis confirmed a consistent and positive association between employee engagement and company performance indicators such as productivity innovation and financial results. These findings underscored the universal relevance of employee engagement as a key driver of firm performance and competitive advantage in the global business industry, Many scholars agree that there is no single description of employee engagement. It is characterized by presence of employees in the workplace, fulfilment of their responsibilities, leadership relationship with employees and leadership consideration of employees as focal points for the company performance (Harter et al., 2016) Employees are engaged in complex transactions that are structured in such a manner in order to have optimal performance (Lumina 2014) Engaging the right employees in demonstrating right behavior therefore remains a critical ingredient for companies looking to raise performance levels in today's challenging economic times especially in Kenyan sugar companies.

### **2.1.8 Customer Retention on Company Performance**

Over the course of many decades, the retention of customers has been at the forefront of discussions and served as a primary focus for the success of companies. According to Gupta and Zeithaml (2006), businesses would not be able to maintain and improve their performance if they did not have consumers. According to the findings of a poll that was carried out all around the globe by the Economist, about sixty-five percent of senior executives working for multinational corporations stated that the satisfaction of their customers is their top priority in order to attain the desired level of company performance over the following three years. Similarly, previous research has asserted that the primary reason for a company's existence is to establish and maintain a

mutually beneficial connection with its most valued clients. Since 2006, Buttle. It has become necessary for businesses to use client retention strategies in order to remain competitive in the face of saturated marketplaces and high levels of rivalry within distinct sectors. In addition, it has been reported that the process of acquiring new consumers is a more expensive endeavor when compared to the process of maintaining the customers who are currently in place. According to the claims made by Singh (2006), there is a considerable connection between the enhancement of firm performance and the use of client retention methods. With a single rise in customer retention rates of 5%, businesses have the potential to boost their profits by as much as 25% to 95%. Therefore, it is prudent to draw the conclusion that even a little improvement in customer retention will further accelerate the growth of corporate profits. In 2005, Knox et al., and Schefter, 2000. The retention of consumers has thus become an essential agenda item for businesses that place a strong emphasis on developing fruitful relationships with their clientele, in addition to serving as an essential tool for the generation of financial advantages. 2006 study by Kumar et al. Price insensitivity on the part of consumers is the primary factor that contributes to customer satisfaction. Consumers that remain loyal to a firm for an extended period of time are referred to as retained customers. The retention of customers may be shown via the use of purchasing actions that are repetitive and constant in character. Researchers in the past have discovered that there is a linear association between repeat purchases and customer satisfaction. Additionally, when services are provided that are above the expectations of the customer, the client is more likely to make repeat purchases and have favorable attitudes toward the company (Lopex et al., 2007). Customers that make repeat purchases at a certain company are more likely to buy at that company rather than at other firms, and they are glad to shop at that particular company. When a client feels at ease buying at a given firm for an extended period of time, they tend to make an increasing number of purchases over the course of time. In the year 2009, Trasorras et al. According to Poel (2005), customer retention rates

may be evaluated based on characteristics such as loyalty, engagement, and adherence, which are psychological and emotional attachments. Customers are more likely to recommend a certain firm when their recommendations are required, when they volunteer to be a spokesman or street ambassador for the brand, and when they disseminate favorable word of mouth about the company and its products to their social networks. For some businesses, it is common knowledge that other consumers will promote favorable word of mouth about the company. According to Kumar et al. (2007), the conduct of consumers who do not complain accounts for a significant portion of client retention. As a result of this discovery, it has been shown that happy consumers are less inclined to lodge complaints about businesses and the items they sell. According to Schefter et al. (2000), consumers who would remain loyal to the firm would never complain, even if they were required to wait in line, and they would never disseminate unfavorable remarks or rumors about the business. In most cases, these clients express gratitude for the effective services provided and the help they have gotten from the organization. Additionally, it is essential for businesses to effectively handle customer complaints since they have a beneficial impact on customer retention, which in turn has an effect on total customer satisfaction (Ang and Buttle, 2006; Trasorras et al., 2009).

### **2.1.9 Organizational Performance**

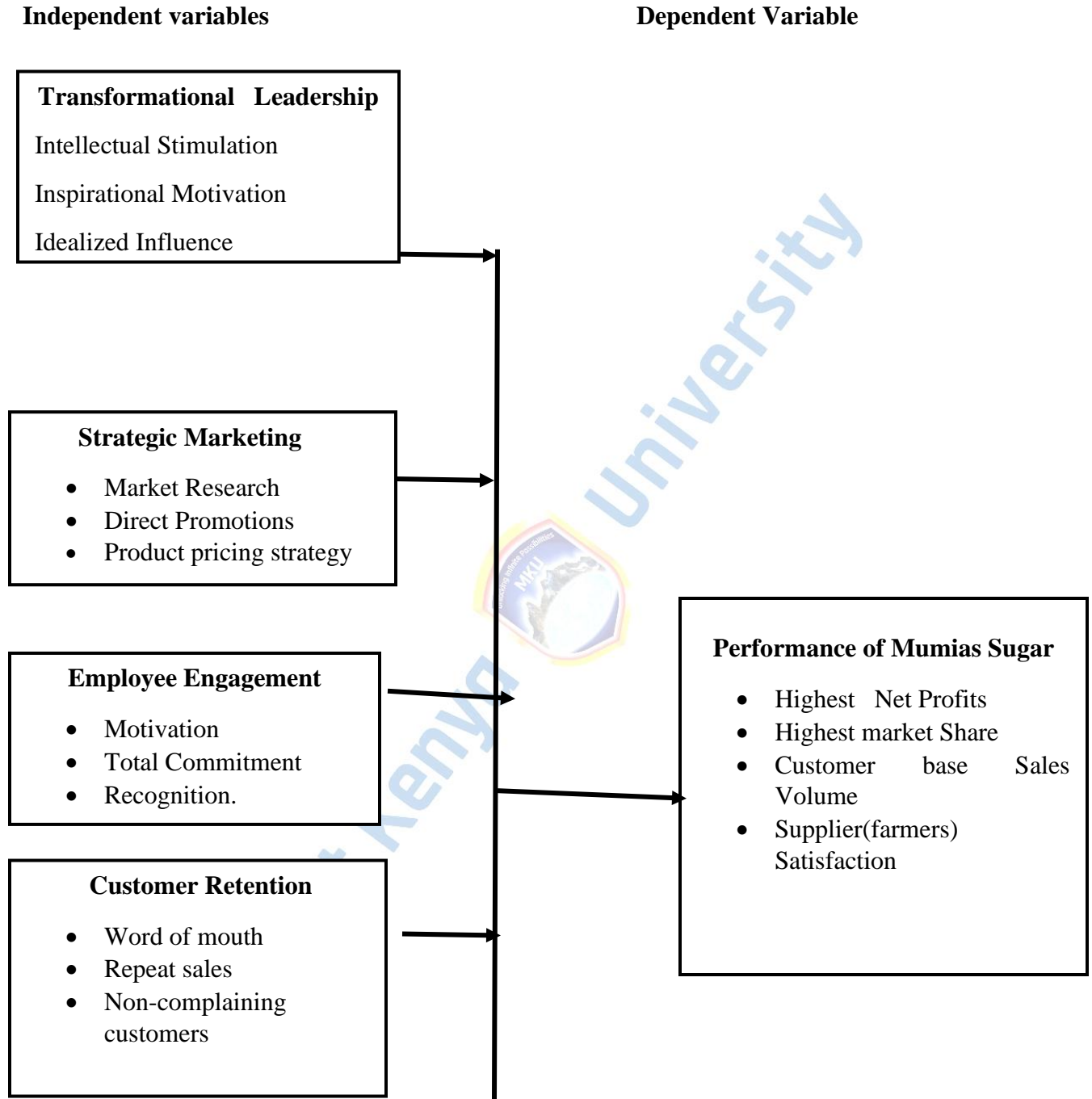
Management performance metrics, which are heavily biased toward financial success, form the basis of organizational performance evaluations at Mumias Sugar and similar organizations. Among these metrics are ROA, ROI, ROE, and ROS (Return on Assets), as stated by Mishra and Mohanty (2014), page 265. It is worth noting that financial indicators represent the fulfillment of economic objectives in financial terms, which is significant for defining the firm's success (Ritcher et al., 2017). Additionally, market-based financial indicators focus on or include risk factors, and

they take the investor's perspective as seen by cumulative returns, market-to-book ratios, and excess values. The most limited view of company success and operational performance are all included by these metrics and indications. The primary emphasis of operational indicators is on the critical success factors that have the potential to impact financial performance. Considerations for Mumias Sugar Company's success include its standing in the market, its ability to stay in business, the results it has produced, and how it compares to its rivals.

### **2.2.0 Conceptual Framework**

A conceptual framework depicts a researcher's pictorial understanding of how the research variables associate with one another (Crawford, 2019). The relationship between these variables in this study are as summarized in Figure 2.1. The conceptual framework indicates that strategic management practices directly influence performance of sugar industries. This implies that performance of sugar industries is the dependent variable, while strategic management practices are the independent variables. Figure 1 illustrates that transformative leadership (measured by idealized influence, inspirational motivation, intellectual stimulation and idealized consideration), strategic marketing (measured by market surveys, promotions, pricing and product development), employee engagement (measured by commitment, motivation, recognition and development) and Customer retention (measured by royalty, trust, repeat purchases satisfaction, quality and market share) influences organizational performance (measured by Highest profit margin, highest sales volume, strong customer base and highest market share.).

## The Conceptual Framework



**Figure 2.1 : The Conceptual framework**

**Source : Researcher (2025)**

### 2.2.1 Research Gaps

While Strategic Management practices has been linked to performance in financial and agricultural sectors through studies like Kioko and Ouma(2023) research gaps still remain in understanding how these practices translate in other sectors where performance metrics differ from those in the private sector.

Previous studies present various knowledge gaps. While studies such as that by Mwangi et al.(2022) have examined the impact of research focusing on specifically of strategic leadership in the context of Telecommunication companies in Kenya there remains a scarcity of research focusing on the unique challenges being faced by the sugar companies in Kenya. like Mumias Sugar. Applicability and specificity of strategic management practices within the context of the sugar industry have yet to be fully explored, especially with regards to transformative leadership, strategic marketing, effective employee engagement for productivity and customer retention in the face of high competition in this industry. Mumias Sugar Company(MSC) specifically has undergone challenges of business sustainability due to losses and stiff competition from cheap sugar imports from other countries, The government has tried to salvage this company severally by pumping money to resuscitate hence the problem is more than the financial aspect predominantly but has to do with lack of visionary leadership, poor marketing low customer satisfaction and retention. As a result the company has not been able to sustain itself. This is the gap from above literature that the study intends to fill by finding out how strategic management practices affect performance

Secondly while decision making has been linked to performance in the agricultural sector through studies like Kioko and Ouma (2023) research gaps still remain in understanding how these practices translate in public sector environment where performance metrics differ from those in the private sector.

Decision making in in sugar companies like Mumias sugar company involves unique stakeholder considerations like the sugar farmers and regulatory frameworks that may not be captured by the existing studies. Moreover, there is limited understanding of how strategic marketing affects internal metrics such as employee Engagement for productivity and internal policies and procedures which are critical for the overall performance of sugar companies like the Mumias Sugar Company.

### **2.2.2 Critique of Existing Literature**

Management performance metrics, which are heavily biased toward financial success, form the basis of organizational performance evaluations at Mumias Sugar and similar organizations. Among these metrics are ROA, ROI, ROE, and ROS (Return on Assets), as stated by Mishra and Mohanty (2014), page 265. It is worth noting that financial indicators represent the fulfillment of economic objectives in financial terms, which is significant for defining the firm's success (Ritcher et al., 2017). Additionally, market-based financial indicators focused on or include risk factors, and they took the investor's perspective as seen by cumulative returns, market-to-book ratios, and excess values. The most limited view of company success and operational performance were all included by these metrics and indications. The primary emphasis of operational indicators was on the critical success factors that had the potential to impact financial performance. Considerations for Mumias Sugar Company's success included its standing in the market, its ability to stay in business, the results it had produced, and how it compared to its rivals.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter provided a comprehensive explanation of the research design and the justification for its selection. It identified the target population as well as describing the procedure used to select a representative sample. Furthermore, the instruments employed for data collection were detailed, and the approach to data analysis was outlined. Ethical issues pertinent to the study were also addressed.

#### 3.1 Research Methodology

Research formed the cornerstone of designing, executing, and evaluating a study. Therefore, choosing an appropriate research methodology was vital for ensuring the study's success and achieving its intended outcomes. Employing a well-suited methodology enabled researchers to meet their objectives effectively (Timans, Wouters, & Heilbron, 2019). This study therefore adopted a mixed-methods approach, integrating both qualitative and quantitative research techniques. Qualitative methods were employed to describe and interpret relationships, while quantitative methods were utilized to analyze variables through mathematical techniques and establish correlations.

### **3.2 Research Design**

This study used a descriptive research design. This design entailed observing and examining the study variables as they naturally exist, without any intentional manipulation or alteration (Siedlecki, 2020). The primary goal was to gain the subject's comprehension, without any influence to the variables. Descriptive studies did not only involve collection of data but also entailed classification, measurement, analysis and data interpretation. The design was important to the study as it helped to examine the influence of strategic management practices on performance of sugar industries in western Kenya. Specifically, the design helped the researcher to effectively examine the influence of Transformational Leadership, strategic Marketing, Employee Engagement and effective customer service on performance of Mumias sugar company.

### **3.3 Location of the Study**

The study was carried out at the Mumias sugar company complex headquarters in Mumias. The company is located at the Mumias East Sub County in the larger Kakamega County in the Western Region of Kenya. The company was incorporated in 1971 by the government of Kenya and has been one of the Top producing sugar in Kenya before the sugar industry was liberalized, and has been facing competition from other sugar importers. Nonetheless, Mumias County has good and favorable climatic conditions that support sugarcane farming, which is the main economic activity of the inhabitants there. The county is densely populated and doubles up as both supplier and consumer of their sugarcane produce. Counties surrounding Mumias County like Trans Nzoia County has high population that serves as a ready market for sugarcane products like Sugar, Molasses and manure from the sugar cane waste.

### 3.4 Target Population

A population referred to the entire group of individuals with common characteristics within a specific geographical location (Adam, 2020). The target population for this study comprised of 362 permanent employees of Mumias Sugar Company. The distribution of the study population is presented in Table 3.1.

**Table 3.1 : Target Population**

Category	Population
Top Directors/General Managers	19
Line Managers and supervisors	28
Operations staff	315
<b>Total</b>	<b>362</b>

**Source : Mumias Sugar Company (2024)**

### 3.5 Sampling Procedures and Techniques

Sampling referred to the process of selecting a subset of individuals from a population to participate in data collection for a study (Gumpili & Das, 2022). This study utilized stratified random sampling to divide the population into distinct strata based on specific characteristics. The strata were the four categories of staff in Mumias sugar that is : heads of departments, middle level managers, supervisors and operations staff ,hence the unit of analysis was “staff” in each category. Simple random sampling was used to select middle level managers, supervisors and operations staff from the sample . This approach ensured that every individual in the population had an equal chance of being included in the sample (Gumpili & Das, 2022).

### 3.6 Sample Size

Sampling was a critical research technique used to collect information about a larger population by selecting a smaller, representative subset known as a sample. The main goal of sampling was to obtain meaningful data about a specific area of interest without analyzing every individual within the population (Maduga,H 2020). By studying the sample, the researcher drew conclusions that are generalizable to the entire population, thereby increasing the relevance and applicability

of the study's findings (Saroj & Singh, 2016). The distribution of the sample size was arrived at by the Yamane(2007) formular as stated below;

$$n = \frac{N}{1+N(e)^2}$$

N=sample size, N=Total population, e=error term

$$362/1+362(0.05)^2 = 190. \text{ Therefore the sample size was 190}$$

**Table 3.2 Sample Size**

Category	Sample size	Percentage
Top Directors/GeneralManagers	13	20%
Line Managers/Supervisors	17	30%
Operations staff	160	50%
<b>Total</b>	<b>190</b>	<b>100%</b>

### 3.7 Data Collection Instruments

Data for this study was collected using a mixed-methods approach. Structured questionnaires were administered to middle-level managers, supervisors, and operations staff selected for the study. The questionnaires consisted of five sections, covering demographic information and the variables under investigation. Clear instructions were provided to respondents to guide them in completing the questionnaires. These structured questionnaires were used to gather quantitative

data on the influence of strategy formulation, strategy monitoring, strategy evaluation, and strategy implementation on the performance of Mumias Sugar Company.

Additionally, face-to-face interviews were conducted with heads of departments to collect qualitative data. These interviews explored in-depth insights into transformational leadership, strategic marketing, employee engagement, and customer retention and their impact on the performance of Mumias Sugar Company.

### **3.8 Pilot Test**

A pilot test was conducted to assess the effectiveness, suitability, and adequacy of the data collection instruments. The primary aim of the pilot study was to refine the tools and address any potential weaknesses in their design. This pilot study took place at Chemelil Sugar Company in Kisumu County, targeting a randomly selected sample of 19 respondents. According to Connelly (2008), a pilot sample size should be approximately 10% of the anticipated sample size for the main study. This was achieved in the study. The pilot selected three directors, three general managers and four operational staff with two from customer service department.

The researcher clearly communicated the study's objectives to the pilot participants, who were then provided with questionnaires to complete. During the pilot test, the researcher evaluated the data collection procedures and activities to identify potential challenges. The time taken to complete the questionnaires was also recorded to assess their practicality and reliability. Additionally, the researcher documented any feedback from participants regarding the clarity and legibility of the questionnaire items to ensure the final instruments are clear and user-friendly.

### **3.9.1 Reliability Test**

Reliability refers to the extent to which an instrument consistently measures the variables it is designed to assess (Mohajan, 2017). As noted by Mugenda and Mugenda (2013), reliability estimated the degree to which a research instrument yielded consistent results after repeated trials. This was often evaluated by administering the same instrument to the same group of participants at different times and comparing the responses for consistency.

To ensure reliability, this study also assessed internal consistency, which examined how well the questions within the instrument align to measure the same construct. Internal consistency was evaluated using Cronbach's Alpha, with a threshold value of 0.7 or higher considered acceptable. A Cronbach's Alpha of this level indicated a reliable instrument (Cohen et al., 2007; Segal & Coolidge, 2018).

### **3.9.2 Validity Testing**

The researcher went on to evaluate whether the instruments effectively measured the intended concepts (Taherdoost, 2016). To achieve this, only questions that accurately aligned with these concepts were retained in the questionnaire. Content validity ensured that the instruments comprehensively represented the research objectives, with any irrelevant or unclear questions identified during the pilot study being revised or replaced.

Additionally, criterion validity was assessed to evaluate the reliability of the instrument. This involved analyzing the correlation between outcomes obtained from different instruments administered to participants during the pilot study. A strong correlation indicated that the instruments produced consistent and therefore reliable results.

By conducting a detailed validity assessment, the researcher aimed to refine and optimize the data collection tools, by ensuring their ability to effectively capture the intended variables and provide robust data for the main study.



### **3.1.1 Data Collection Methods and Procedures**

The study's objectives were clearly communicated to the respondents, by the researcher and those who consented to participate were provided with questionnaires along with adequate time to complete them. The questionnaires were distributed to the selected respondents, and the researcher would offer assistance to anyone encountering challenges during the completion process. Once the questionnaires were filled out and collected, they were then carefully reviewed for accuracy and completeness.

Additionally, interview sessions were conducted, starting with scheduling of appointments with heads of departments at least 14 days in advance. During these sessions, the researcher explained the study's objectives to the participants. Each interview was allocated 45 minutes to ensure comprehensive data collection (Oben, 2021). To enhance the accuracy of data analysis and reporting, the interviews were also audio-recorded, allowing the responses to be reviewed and transcribed verbatim (Al-Yateem, 2012).

### **3.1.2 Data Analysis and Presentation**

The accuracy and consistency of the questionnaires was verified before proceeding with data analysis. Data cleaning involved editing, coding, and tabulating the collected information to ensure reliability and readiness for analysis. The Statistical Package for Social Sciences (SPSS) was utilized for data analysis.

Both quantitative and qualitative data was analyzed to derive meaningful insights relevant to the research questions. Quantitative data was examined using descriptive statistics, including

frequencies, means, and percentages. These measures offered a comprehensive summary of the data's distribution and central tendencies, facilitating a clear understanding of observed patterns and trends.

Additionally, inferential statistics was employed to explore relationships between variables. Pearson correlation analysis was used to assess the strength and direction of relationships, while linear regression was conducted to examine the influence of one variable on another. This combined approach provided a robust analysis of the data, addressing the study's objectives comprehensively. The study adopted the multiple regression model:-

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

Where: Y is performance of performance of Mumias sugar company,  $\beta_0$  is a constant,  $\beta_1, \beta_2, \beta_3, \beta_4$  are Beta coefficients of independent variables,  $X_1$  is Transformational leadership  $X_2$  is Strategic Marketing  $X_3$  Employee Engagement,  $X_4$  Customer Retention and  $\varepsilon$  is the error term

Qualitative data was analyzed through thematic analysis. The responses from interviews was examined to identify recurring themes, patterns and insights. Findings for analysis were presented through graphs, narratives, and tables.

### **3.1.3 Ethical Considerations**

Permission to conduct the research was obtained from the appropriate authorities and departments. The researcher first sought approval from the School of Postgraduate Studies at Mount Kenya University whereby the ERC approval was granted. A research permit was then obtained from the National Commission for Science, Technology and Innovation (NACOSTI).

The confidentiality of the information provided by respondents was strictly upheld, ensuring the integrity of the collected data. The research objectives were clearly communicated to all participants, and they were assured that the study was solely for academic purposes. Participants were also reassured that their information would not be used to intimidate or harm them in any way.

All respondents were treated with utmost respect, and their participation was entirely voluntary. No one was coerced into providing information they were unwilling to share. This approach ensured ethical compliance and fostered trust between the researcher and participants.



## CHAPTER FOUR

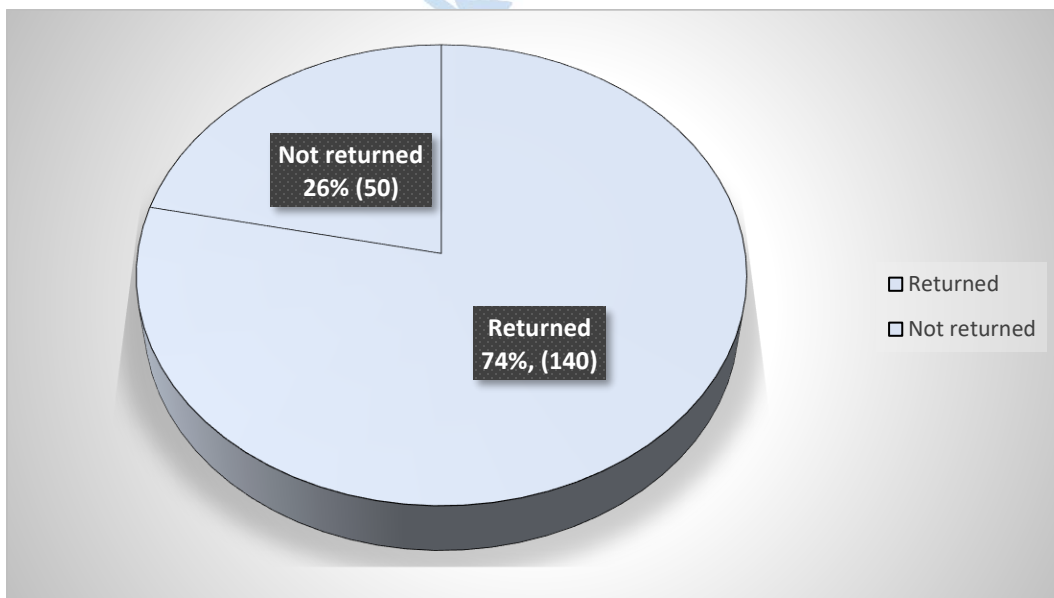
### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This section reported the findings from the principal instrument that was used to perform the research. Included in this were the answers to questions about the effect of strategic management practices on the performance of Mumias Sugar Company. For purposes of presentation and analysis, the researcher created tables that summarized the respondents' overall answers.

#### 4.1 Response Rate

The researcher delivered 190 questionnaires to the participants, and 140 of them replied with all the necessary information. This meets the acceptable threshold of 74%. A response rate of 50% may be deemed appropriate for analysis and reporting, according to Alkassim et al., 2020. Thus, this current study's response rate was commendable at 78%, which was within those limits. The results are shown in Figure 2.



## **Figure 1: Response Rate**

**Source: Field Data (2025)**

### **4.2 Reliability Analysis**

The pilot group was used to examine the research tools that had been validated. Cox (2019) states that a dependability score of 0.7 or above is considered sufficient. All constructs must have a Cronbach alpha value of 0.7 or above in order to be included for this research. Table 3 displays the results.



**Table 1: Reliability Analysis**

Parameters	No. of Items	Cronbach's alpha
Transformative leadership	5	.865
Strategic Marketing	5	.784
Employee Engagement	5	.724
Customer Retention	5	.735
Organization Performance	22	.764

**Source: Field Data (2025)**

From the results aspects of Strategic Management Practices under study were well captured in the questionnaire. In particular, the reliability of visionally led organizations ( $\alpha = 0.843$ ), ethically led organizations (0.788), business performance (0.748), strategic leadership (0.714), and lastly, strategic decision making (0.708) was the least reliable. This proved that the research tool was accurate, thus no changes were necessary.

#### **4.3 Demographic Profile of Respondents**

The purpose of the research was to use demographic profiling to learn more about the respondents. Respondents' gender, age, years of experience working for Mumias Sugar Company level of employment, and highest education level were factors in the data collection process. Tables were used to display the results for the background data.

The results showed that 39% of respondents were women and 61% of respondents were men. It is clear that the researcher did not favor one gender over the other while collecting data since all comments were considered.

#### 4.3.1 Highest Educational level of Respondents

The respondents demonstrated their different levels of educational background as listed hereunder. Study-related questions were assessed using their degree of education. Below is a summary of their feedback is presented.

**Table 2: Respondents Academic Background.**

Qualifications	Frequency	Percentage
Diploma	21	7
Degree	66	53
Masters	44	37
PHD	9	3
<b>Total</b>	<b>140</b>	<b>100</b>

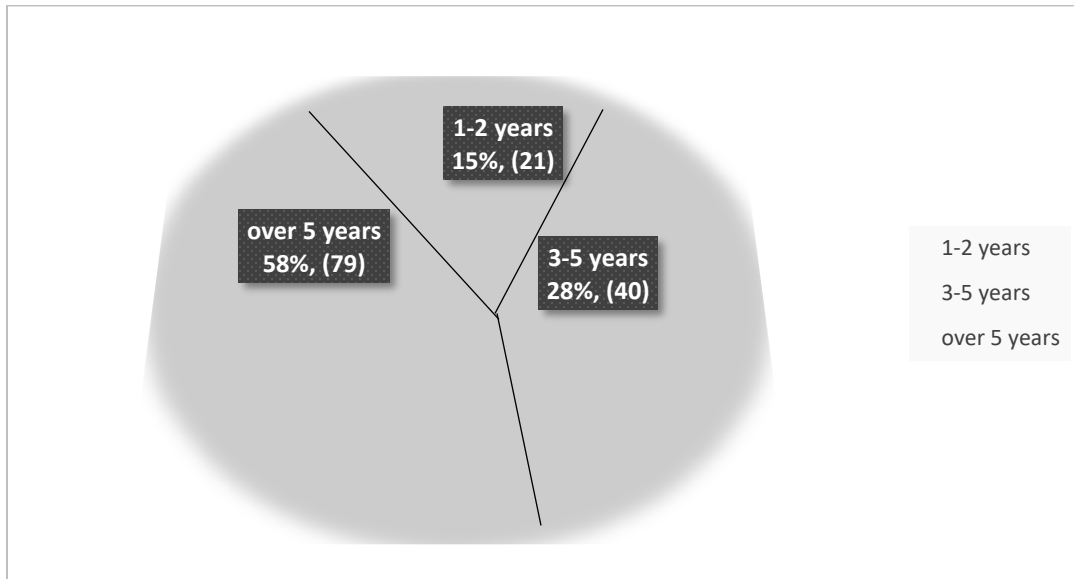
**Source:** Field Data (2025)

There were 53% with a bachelor's degree, 37% with a master's, 7% with a diploma, and 3% with a PhD, as reported in the survey. This demonstrates that every respondent who took part in the survey was knowledgeable enough to comprehend and provide accurate study-related information. Also having adequate and high academic qualifications assured access to objective and credible responses from participants.

### 4.3.2 Years of work experience at Mumias Sugar Company

The length of time respondents had spent working for the Ministry was of interest to the researcher.

The results are shown in Figure 3.below;



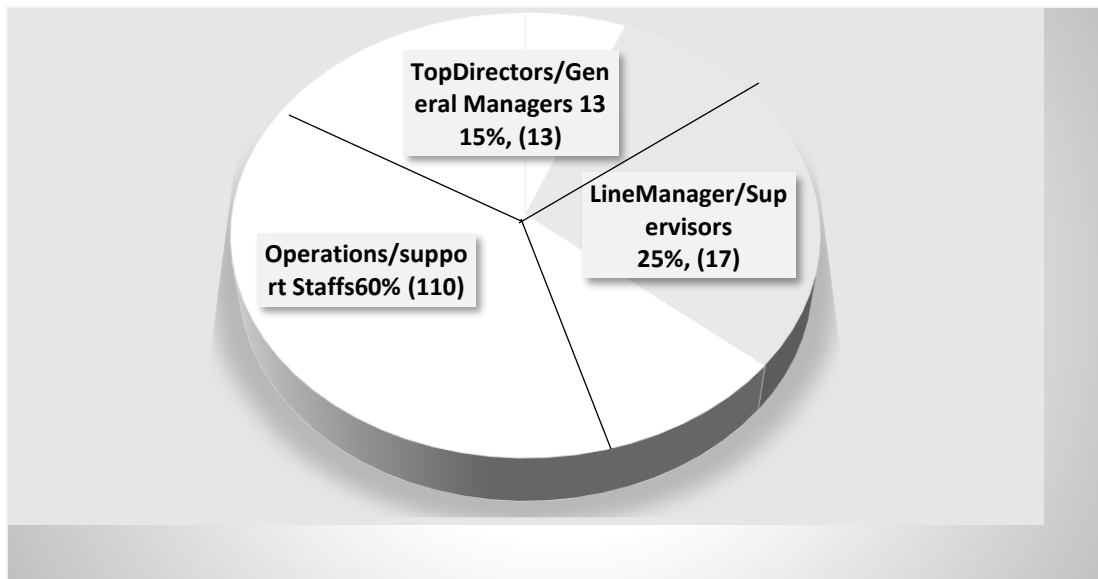
**Figure 2: Years of work experience at Mumias Sugar Company**

**Source: MSC/HR Dept (2025)**

Figure 3 above shows that most of the respondents represented by 79 (57%) had worked for more than 5 years at Mumias Sugar Company. Other respondents had worked between 3 to 5 years as represented by 41(28%), and thirdly respondents that had worked between 1 and 2 years as represented by 21(15%). That means that in order to take part in the study's data gathering, every responder had sufficient years of experience hence were eligible.

### 4.3.3 Level of position

The researcher also looked at the respondents' degree of rank. Figure 4 displays the findings.



**Figure 3: Level of Position**

**Source: Field Data (2025)**

The results showed that there were 60% Supervisors and operation staff 25% line Managers and 15% Top Managers/GeneralManagers were the respondents. This implies that the respondents were well experienced since they cut across all the level of management of the organization and could comprehend the subject understudy.

#### **4.4 Descriptive Analysis**

##### **4.4.1 Transformational leadership and performance of Mumias Sugar Company**

The effect of Transformative leadership on key performance indicators was the primary focus of this survey. To measure this effect of transformative leadership on performance of Mumias Sugar

Company, the researcher had participants mark the corresponding boxes on a Likert scale. Provided in the questionnaire Table 6 below displays the results.;

**Table 3: Transformational leadership and performance of Mumias Sugar Company**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our Top Managers express confidence on the company's goal achievement	4.348	0.676
Our CEO talks optimistically about the future of the company	4.763	0.619
Top Management emphasizes the importance of the Company's Mission and helps individual staff develop their strengths towards company success	3.447	0.718
The company has an elaborate culture of integrity and ethical behavior	3.545	0.513
Top Management regularly designs strategies for the company	3.663	0.625

**Source: Field Data (2025)**

The above results from the respondents clearly stated that the CEO in Mumias Sugar is optimistic about the future of the Company as depicted by a mean score of 4.763 and a standard deviation of 0.619. Additionally, the Top Managers of the company expresses confidence that the company will achieve the Organizations vision, as expressed by a mean of 4.763 and a SD of 0.619. This shows that leaders confidence will inspire staff to work harder given that Mumias Sugar Company has been in the past facing problems of growth and profits to achieve its vision. Further, the Top Management are regularly designing strategies for the company to revamp it to achieve success (mean of 3.663 and Std Deviation of 0.625. as concur that leadership clearly communicates long

term vision. Additionally, Mumias Sugar Company has now put in place an elaborate culture of integrity and ethical behaviour as supported by mean of 3.545 and SD deviation of 0.513 that will enable it to effectively align organizational resources to achieve intended goals. as affirmed by mean of 3.663 and SD of 0.625 meaning that the company is now leveraging on its transformative on leadership to achieve its corporate goals. Lastly under the Transformative leadership of the company the Top management are emphasizing consistently the importance of the company's mission and helping individual staff develop their strength towards company success as demonstrated by a mean score of 3.447 and a Std Deviation of 0.718. A strong sense of purpose and direction being Championed by the Top Management is transformative and critical to the performance and Success of Mumias Sugar Company.

#### 4.4.2 Strategic Marketing and performance of Mumias Sugar Company

Examining the impact of strategic marketing on organizational performance of Mumias Sugar Company was the study's second aim. On the liker scale, the respondents were asked to indicate the extent to which strategic marketing variable impacted the achievement of key performance indicators. In Table 7 below the outcomes are well demonstrated.

**Table 4: Strategic Marketing and Performance of Mumias Sugar Company**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our Company has the ability to plan marketing activities that meet and exceed customer expectations.	3.667	0.823
Our products focus on values associated with	4.603	0.980

the customers

Advertisements for our company products are frequent	4.400	0.547
Promotions carried out are meant to persuade customers to buy our products	4.775	.786
Our customers often pay for our products at a lower price than our competitors	4.456	.756

---

**Source: Field Data (2025)**

The respondents from the above findings agreed that marketing strategies like promotions are very critical and are carried out to persuade the customers to buy the company products a mean score of 4.775 and SD of 0.786 and this was agreed to a very large extent. The company products focus on values associated with the customers' demands because the customer is the reason the company is in business as shown by a mean of 4.456 and SD of 0,756. Additionally, the respondents agree that the customers often purchase the products at lower prices compared to the competitors as a strategy to market their products. Therefore the company has cost advantage over their competitors, as shown by a mean of 4.456 and SD of 0.756. Respondents strongly agree that advertisements a very critical component of strategic marketing are frequent to ensure the

products remain visible in the market as shown by a mean of 4.400. and SD of 0.546 In moreover majority of respondents stated that Mumias sugar company has the ability to plan effective marketing activities that meet and exceed customer expectations. as shown by a mean of 3.667 and Std. deviation of 0.523.

#### 4.4.3 Employee Engagement on Performance of Mumias Sugar Company

The effect of employee engagement on performance of Mumias Sugar Company is the third objective whereby the questionnaire asked respondents to rate using the 5 point Likert scale. The findings were as stipulated in the Table 8 below;

**Table 5: Employee Engagement on performance of Mumias Sugar Company**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Staff in our Organization work as a team	4.195	0.971
I understand how my role relates and contributes to Organizational success	3.777	0.683
My supervisor mentors me to succeed in my work	2.788	0.661
My job is challenging but very exciting.	2.775	0.653
Training and Development programs offered by Top Management are relevant to our work.	4.384	0.446

**Source: Field Data (2025)**

The study findings from respondents strongly agreed that in Mumias Sugar Company Training and Development programs offered by Top Management are relevant to their work and therefore are demand driven. This relevance is very critical to the performance of the company to a very large extent as it shows that employees are well engaged with skills to perform, as illustrated by a mean of 4.394 and a SD of 0,457. More importantly, respondents also agree that all staff in the organization work as a team, a very fundamental contributor to company performance as shown by mean of 4.195 and SD of 0.971, Additionally as illustrated by a mean of 3.788 and SD of 0.694 every employee individually understands how their roles relate and contributes to the overall success of the company. Furthermore, their supervisors mentor employees to succeed in their work which is important for employee performance that ultimately leads to company performance as illustrated by a mean of 2.788 and SD of, 0.661. At the same time employees agreed that though their jobs were challenging, they were also exciting, indicating that they are motivated to tackle these jobs as indicated by mean of 2.775 and a SD of 0.653 this though moderate is very important for the company given the stiff competition in the sugar industry.

#### **4.4.4 Customer Retention on the performance of Mumias Sugar Company**

The impact of Customer Retention on performance of Mumias Sugar Company performance was the third objective. Table 9 displays the results as derived from the Lickert Scale.

**Table 6: Customer Retention on performance of Mumias Sugar Company**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our Company has planned activities that met customer preferences.	4.174	0.867
Our company's products are well focused and associated with our customers	4.507	0.698
Promotions are carried out periodically to persuade new customers to buy our products and retain the old ones	3.894	0.584
Our products prices are highly competitive in the market	3.776	0.572
Our customers prefer our high quality products and are highly royal	4.483	0.937

**Source: Field Data (2025)**

Respondents agreed strongly that the Mumias Sugar Company products are well focused and associated with customers as depicted by a mean score of 4.507 and SD of 0.698. What more, customers prefer high quality products and are highly royal to such products, meaning the company retain customers who are highly loyal to the quality products that the company produces as illustrated by a mean score of 4.483 and a SD of 0.937. They also strongly agreed that Mumias Sugar Company has planned activities that meet Customers preferences with a mean score of 4.174 and a SD of 0.837. Respondents further noted that promotions are carried out periodically to persuade new customers to buy their products and retain the old ones as by a mean score of 4.174 and a SD of 0.867. Lastly, respondents were moderate that Mumias Sugar Company's products were highly competitive in the market as shown by the mean score of 3.277 and SD of 0.682. This is because the sugar industry has had an influx of cheap low cost sugar imports from outside Kenya. However, the loyal customers still prefer the products hence customer retention is certain.

#### 4.4.5 Company Performance of Mumias Sugar Company

The research set out to find a pattern in KRA's achievement during the last five years, as evaluated by several metrics. You can see the results in Table 10 listed below;

**Table 7: Organizational Performance of Mumias Sugar Company**

Variables	Mean	Std. Dev.
Our company's market share has increased rapidly	3.346	0.787
The company's customer base has increased over time	3.312	0.683
The profit Margins have almost doubled in the last five years	3.308	0.679
Our employees always surpass their individual targets	3.192	0.657
Our company surpasses its revenue all the time	3.188	0.648

**Source: Field Data (2025)**

Respondents indicated that the Mumias Sugar Company market share has increased rapidly as confirmed by a mean score of 3.346 and SD of 0.787. This shows that Mumias sugar is progressively commanding its market share and competing well with its rivals in the market as customers continue to embrace its products and services. Additionally, the respondents agreed that Mumias Sugar company's customer base has been increased progressively (mean score of 3.312 and

SD 0.787) affirming that more new customers are being brought on board due to the strategic marketing that has been adopted that have significantly shifted the company's visibility in the market. Additionally, the profit Margins of Mumias Sugar company have almost doubled in the last five years showing a mean score of 3.308 with a SD deviation of 0.679. showing a marked improvement of in Organizational efficacy and effectiveness in its overall operations over the last five years. Moreover, the respondents opined that employees have been surpassing their individual as indicated by a mean score of performance targets shown by the means core of 3.192 and SD of 0.657. which leads to overall organizational performance of Mumias Sugar Company Finally from the results, the Respondents agree that the company surpasses its revenue all the time as indicated by mean score of 3.188 and SD of 0.648. This may be moderate but very important given the high competition with cheap imports,



#### **4.5 Inferential Analysis**

This section presents the results of the inferential statistical analysis used to evaluate the relationships between the independent variables (Transformative leadership, Strategic Marketing employee engagement and Customer retention) and the dependent variable (Organizational Performance) at the Mumias Sugar Company (MSC). The key inferential methods employed include the Model Summary, Regression Analysis, Correlation, and ANOVA.

##### **4.5.1 Model Summary**

The Model Summary table below clarifies as to how well the independent variables (transformative leadership, strategic marketing, employee engagement and customer retention) explains adequately the variation in the dependent variable (Organizational Performance). The most important values to report are the R, R<sup>2</sup>, and Adjusted R<sup>2</sup> values.

R<sup>2</sup> (Coefficient of Determination) shows the proportion of variance in the dependent variable explained by the independent variables. A higher value of R<sup>2</sup> indicates a better fit of the model.

Adjusted R<sup>2</sup> adjusts the R<sup>2</sup> value for the number of predictors in the model to prevent overfitting.

**Table 8: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.839	0.704	0.696	0.315

**Source:** Field Data (2025)

The R<sup>2</sup> value of 0.704 means that approximately 70.5% of the variation in organizational performance is explained by the strategic leadership practices being studied.

#### 4.5.2 Regression Analysis

Regression analysis assesses the relationship between the independent variables and organizational performance. The regression coefficients ( $\beta$ ) indicate the direction and magnitude of the relationship for each independent variable.

The general regression equation for this study is:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon$$

Where:

- $Y$  = Organizational Performance
- $X_1$  = Transformative leadership
- $X_2$  = Strategic Marketing

- $X_3$  = Employee Engagement
- $X_4$  = Customer Retention
- $\beta_0$  = Constant (Intercept)
- $\beta_1 \dots \beta_4$  = Coefficients for the independent variables
- $\epsilon$  = Error term

**Table 9: Regression Coefficients**

Variable	B	Std. Error	t	Sig.
Constant	1.110	0.220	4.670	0.000
Transformative leadership	0.340	0.087	3.840	0.001
Strategic Marketing	0.280	0.095	3.413	0.002
Employee Engagement	0.280	0.093	3.034	0.004
Customer Retention	0.260	0.080	3.249	0.003

**Source:** Field Data (2025)

All independent variables are positively related to organizational performance, with Transformative Leadership having the highest impact ( $\beta=0.340$ ), followed by Strategic Marketing (0.280) Customer ( $\beta=0.260$ ).

### 4.5.3 Correlation Analysis

Correlation analysis measures the strength and direction of the linear relationships between the independent variables and organizational performance. Correlation coefficients ( $r$ ) range from -1 to +1, with positive values indicating a positive relationship, negative values indicating a negative relationship, and values close to 0 indicating no relationship.

**Table 10: Correlation Matrix**

<b>Variables</b>	<b>Transformative Leadership</b>	<b>Strategic Marketing</b>	<b>Employee Engagement</b>	<b>Customer Retention</b>	<b>Organization Performance</b>
Transformative Leadership	1.000				
Strategic Marketing	0.644	1.000			
Employee Engagement	0.593	0.612	1.000		
Customer Retention	0.605	0.608	0.578	1.000	

Variables	Transformative Leadership	Strategic Marketing	Employee Engagement	Customer Retention	Organization Performance
Organization Performance	0.715	0.684	0.677	0.640	1.000

Source: Field Data (2025)

The strongest positive relationship is between Transformative and Organizational Performance ( $r=0.715$ ), followed by Strategic Marketing and Organizational Performance ( $r=0.684$ ).

#### 4.5.4 ANOVA

ANOVA tests the overall significance of the regression model, indicating whether the independent variables, taken together, have a statistically significant impact on organizational performance. The F-statistic and the corresponding p-value are the key indicators.

Table 11: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.743	4	4.198	22.743	0.000
Residual	6.978	95	0.073		
Total	23.730	99			

Source: Field Data (2025)

The p-value (0.000) is less than 0.05, therefore indicating that this model is statistically significant. This shows that the independent variables (Transformative leadership Strategic Marketing, Employee Engagement and Customer Retention) are confirmed to significantly predict organizational performance at Mumias Sugar Company

The inferential analysis shows that all four Strategic Management Practices (namely Transformative Leadership, Strategic Marketing, Employee Engagement, and Customer Retention) have a positive and significant effect on organizational performance. The overall model is a good fit, thereby explaining a significant portion of the variance in performance, and all variables are correlated with the dependent variable.

## **4.6 Discussion of Findings**

### **4.6.1 Transformative leadership on performance of Mumias Sugar Company**

Transformational leadership at Mumias sugar company is revealed to be fundamental in inspiring employees to strive for excellence in their day to day endeavors in the workplace. It is evident that the CEO is optimistic about the future of the company (mean of 4.763). This agrees with findings from Bass and Avolio (2016), who posit that transformative leadership is responsible in instilling a culture of achievement through encouragement and motivating employees to commit work towards organizational goals achievement through communicating long term vision and goals now and into the future. Transformational leadership style, characterized by inspirational motivation, is instrumental in encouraging employees to look beyond their individual focus and align strategically with the vision of the organization for success. Similar studies by Wu et al. (2020) demonstrate that transformative leaders who articulate a compelling vision for their organization can increase employee engagement and performance tremendously. Top managers also express confidence on the company's goal achievement (mean of 4.348). This clearly underscores the importance of top management teams being confident that the company will achieve its short term and long term goals and objectives therefore they will strategically guide and rally their workers towards goal achievement. Top management then regularly designs

strategies that resonate with the company's corporate goals and cascades the same to all staff clearly in a way that every staff understands which aligns with studies done by Alghamdi (2020), emphasizing on the critical role of clear communication in transformative leadership.

Regarding integrity and ethics the study revealed that the Mumias Sugar Company has an elaborate culture of integrity and ethical behavior to a large extent (mean of 3.545), which can guide the company in its ethos and pathos. Furthermore, the respondents agree that ethics promotes a culture of transparency integrity and accountability which is needed in a company like MSC that is profit driven. Transformative leadership ensures that all parts of the company are working synergistically towards a common objective, thus enhancing overall performance (Northouse, 2018).

Moreover, Top Management emphasizes the importance of Mumias Sugar Company's mission by helping individual staff develop their strengths towards MSC success (mean of 3.447). Additionally, Leaders who promote creativity to staff typically see improvements in organizational adaptability and problem-solving capabilities, supporting Mumias Sugar Company's in its mission in its service delivery to their customers, stakeholders' shareholders as well as the general public. This score also shows room for improvement compared to other areas, given that Mumias Sugar Company has had leadership issues before and was undergoing losses due to huge sugar imports.

#### **4.6.2 Strategic Marketing on Performance of Mumias Sugar Company**

The high mean score of 4.775, indicates that strategic marketing is critical to the performance of Mumias Sugar Company in that promotions carried out are meant to persuade customers to buy MSC products encourages employees to speak up about ethical concerns, aligns with the work of Brown and Treviño (2016), who argue that ethical leaders promote open communication and a

culture of trust, empowering employees to voice concerns without fear of retribution. This supports the notion that ethical leadership creates a psychologically safe environment where employees can engage in constructive dialogue on ethical matters.

The view of ethical leadership as fundamental in decision-making (mean of 4.603) also aligns with Mayer et al. (2018), who suggest that ethical leadership enhances decision-making by embedding ethical considerations into organizational processes. Leaders who incorporate ethical principles into decision-making promote a sense of fairness and justice within the organization, which is crucial for long-term success.

The clear ethical guidelines agreed upon by respondents (mean of 4.546) support findings from Kalshoven et al. (2019), who emphasize that ethical guidelines are essential for aligning employees' actions with the organization's values. When everyone in the organization adheres to ethical standards, it strengthens organizational cohesion and ensures consistency in behavior across all levels of the organization.

#### **4.6.3 Employee Engagement on performance of Mumias Sugar Company**

The high feedback that Top management offer training programs that are relevant to employees work is highly rated meaning it is crucial to employees advancement and performance used in informing future strategic decisions (mean of 4.384). More importantly employees in MSC are working as a team and this team culture is very critical in the performance of the company (mean of 4.195). This means that employees are willing to work beyond their individual interests and focus on the success of the company and aligns well with Ryan et al (2007) who emphasize the significance of teamwork and organizational performance and success. Organizations that incorporate teamwork and top management support in a company like Mumias Sugar Company

into their decision-making processes tend to adapt better to changes in their environment, leading to more informed and effective strategic choices. Additionally a successful organization is one where every employee understands their work and how this work contributes to organizational success. Respondents agreed that they understand how their individual roles contribute to Mumias Sugar company success, shown by a mean of 3.777. This is achieved through employee involvement in the corporate strategy and where their supervisors explain to them how each individual employee is important and valuable to the success of the company. Mentorship is very crucial to any company that aspires to be successful especially in the competitive market, and more so if the company is profit focused like Mumias Sugar Company. In this company respondents agreed that each employee is mentored to succeed in their jobs(mean of 2.788) and employee success is Company success. Mumias Sugar is on its way to success if this strategy is sustainably applied in all the departments. Respondents also agree that their jobs are challenging but exciting. Challenging because of the stiff competition being encountered in the Sugar industry, but exciting because the employees are being motivated by their supervisors and Top Management to succeed. However, there is still room for improvement given that Mumias Sugar Company has had problems before where it made losses. Nonetheless, Staff are optimistic that with they are on the way to success and this agrees with Mark and Sadev(2012) who posits that when employees are well engaged, they get emotionally attracted to the works assigned to them with high eagerness to succeed and this results to improved company outcomes.

#### **4.6.4 Customer Retention on Performance of Mumias Sugar Company**

The affirmation that “the Customer is King and our employer and prefers high quality goods and services” applies very well in Mumias Sugar Company, whereby their products are now well focused more than before and associated with their customer needs(mean of 4.507).Staff believe that it this serves as a primary focus for the success of the company. Respondents agreed that

their customers prefer high quality sugar from their company.(mean of 4.483) and therefore they have planned activities that meet their customer preferences. This is commendable because they will work to ensure that they meet customer expectations and thereby retain these customers for the success and sustainability of the company which well aligns with Buttle et al (2006) who emphasize that it is necessary for businesses to use client retention strategies in order to remain competitive in the face of saturated market place and high levels of rivalry within distinct sectors. Sugar industry is one of the distinct sectors whereby cheap sugar has saturated the Kenyan market and rivalry among competing company has been witnessed in the recent past thus it is crucial for Mumias Company to device strategies to retain their customers and also increase their customer base through providing incentives and excellent customer service. According to Singh (2006) there is considerable connection between the enhancement of company performance and the use of Customer retention methods. Moreover, even a little improvement in customer retention in customer retention will further accelerate the growth of corporate profits by a considerable percentage rise.

Customers that make repeat purchases from a company are more likely to buy from that company rather than that of other companies and are always happy buying from that company. Respondents agreed that that the Mumias Sugar Company carries out promotions are carried out periodically to persuade new customers to buy their products and retain the old ones. However, a lot of effort needs to be put in place to make these products highly competitive in the market(mean of 3.776)

#### **4.6.5 Organizational Performance of Mumias Sugar Company**

The most encouraging fact regarding performance in Mumias Sugar Company is that the company is on its way to success because the respondents affirm that their customer base is increasing. (Mean of 3.312). This is commendable. Respondents agreed that more importantly profit margins have almost doubled in the last five years, which is expected to improve further as time goes on due to improvement in organizational performance over the last five years, reflecting improved service provision, individual employees are now surpassing their targets (mean of 3.192) is consistent with Anderson et al. (2019) who noted that continuous improvements in efficiency in public Companies will lead to enhanced service delivery and greater trust especially from the farmers who supply cane to the company and other stakeholders. Mumias Sugar Company's recently improved efficiency may stem from investments in Transformative leadership and Strategic marketing, as well as and qualified and well engaged human resources. This is supported by the study with studies like Mihret and Woldeyohannis (2017), which suggest that improved operational systems drive efficiency in state owned companies.

The strong standing of Mumias Sugar Company in the sugar industry is in line with Fombrun and Van Riel (2017), who posit that a company's reputation is built on consistent service quality, customer satisfaction, and operational efficiency. Mumias Sugar Company has the ability to maintain a solid reputation and bring back its profits through improvement in the aforementioned variables. A strong reputation in the service industry is also a critical competitive advantage, as noted by Davies et al. (2018), contributing to customer loyalty and long-term success.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter provides a summary of the entire research on the influence of strategic management practices influence performance of Mumias Sugar Company. Conclusions and recommendations therein are based on the findings that are presented along with proposed areas for further study.

#### 5.1 Summary of Findings

The summary of the results derived from the objectives of the study are provided accordance with the aims of the study as appropriated below;

##### 5.1.1 Transformational Leadership on Organizational Performance

According to the research, Top management talk optimistically about the future of the company Mumias Sugar Company's performance because being relatively new to the company and transformative, they understand well the vision of the company. Additionally, they are willing to work qualitatively towards achieving that vision. Moreover, they are confident of the company's goal achievements because being transformative they must set corporate goals that are achievable. Top Management emphasizes the importance of the Mumias Sugar company's Mission and helps individual staff develop their strengths towards success This inspires staff to work harder and thus translate the problems the company has been having before into positive outcomes. More importantly it is evident from the study that the Top Management designs strategies for the company and reviews them regularly to ensure that they are relevant and aligned to the corporate goals and ultimately to the success of the company. Top Management ensures that Mumias Sugar

Company has an elaborate culture of integrity and ethical behavior. This is an ongoing process given that the company has recently been revived through financial boost by the Government and inculcating integrity and ethical culture will ensure staff adopt ethical culture and integrity in all their day to day activities and intolerance to corrupt activities if the company can achieve success.

### **5.1.2 Strategic Marketing on Organizational Performance**

The study's second objective was to find out how strategic marketing affected performance of Mumias Sugar Company in Kenya. The study found that Marketing strategies employed by the company like promotions are fundamentally carried out to establish company visibility and with a view of persuading the customers to buy the company's products. The company's products were well positioned and focused on customer values and demands because the company views the customer as their employer, and sometimes the company sometimes price reduction strategy as a "give back" to the customers and this gives them an edge in the market and cost advantage against their competitors in the Market. Moreover, the study found that advertisements were used as a critical and strategic marketing tool that ensure continued visibility of the company products in the markets. The study also found out that Mumias sugar company has the ability to plan effective marketing activities that meet and exceed customer expectations which is critical for increased sales volume of their products.

### **5.1.3 Employee Engagement on Organizational Performance**

Evaluating the effect of employee engagement on performance of Mumias Sugar Company was the third aim of the study. According to the research, The company ensures that all the training and development programs and courses offered through the Top Management are relevant to their work and emanates from the need to improve individual performance. This provides its employees with opportunities to learn new skills through a variety of job-specific training programs.

Furthermore, employees are engaged in that every employee individually understands how their roles relate and contributes to the overall performance of the company. Employees are valued by their supervisors in that the supervisors mentor them to succeed in their work. This works well for improved employee performance which leads to company performance. The study found out from employees that though their jobs were challenging given the stiff competition in the sugar industry, they were also exciting, indicating that they are highly motivated to tackle and perform to the best of their abilities.

#### **5.1.4 Customer Retention on Organizational Performance**

According to the research, the fourth aim was to examine the effect of Customer Retention on the performance of Mumias Sugar Company. The study found out that customers are happy with the products produced by the company and associated themselves with these products. The customers prefer the high quality products manufactured by the company and they are highly loyal to these products. The Company has planned customer retention activities that meet and are favorable to the customers and therefore retain them and also offer after sales service especially to the farmers who double up as customers as well as cane suppliers. Moreover, the study found out that promotions are carried out periodically to gain more new customers and also to retain the old customers which improves on the sales volumes and ultimately improves overall performance. Consequently, the study revealed that the company products are high quality and highly competitive in the market meaning more customers are buying them at a high rate.

#### **5.1.5 Performance of Mumias Sugar Company**

The study pursued to find out the performance trend in the past five years of the performance of Mumias Sugar Company when assessed on numerous indicators of performance. The study found that the company's market share had improved tremendously in the last five years. More

encouraging is the fact that the Customer base had increased rapidly and sustainably over the same period thereby indicating increased performance. over time. Profit margins had more than doubled in the recent years and that the Organization has consistently met its mandate and had improved its efficiency levels progressively, Employees have indicated that they are now surpassing their individual targets which is highly encouraging and given time the company may be a leading sugar seller in the market.

## **5.2 Conclusion**

From the study results state-owned companies like the Mumias Sugar company would benefit immensely from having Transformational leaders with a vision and strategic direction for the future. The research found that state companies like the Mumias Sugar Company in Kenya are greatly transformed by Top Managers who constantly show a strong sense of purpose and direction for the organization. Additionally, Transformative leaders inspire and transform employees to strive for excellence in achieving the Company's vision this significantly and positively contributes to the success of the companies they lead like Mumias Sugar. Moreover, Transformative leadership effectively aligns Organizational resources to achieve Strategic Company goals and use those goals to translate to organizational performance into future company success. More importantly, transformative leaders are not only innovative encourage creativity in alignment with organizational vision but also lead from the front as they encourage performance in the organizations they lead.

Secondly from the evidence adduced from the study it is evident that Strategic Marketing is very fundamental and boosts Mumias Sugar Company Performance to a very high scale ;Strategic Marketing is a high level marketing approach that Mumias Sugar Company should use to target

unique customer needs, to achieve super brand quality and value(Song2018).Product improvement form the focus in which marketing strategies are coordinated. Mumias Sugar Company should put in place clear strategic marketing guidelines for all staff and ensures that they are followed by all employees including the senior officers.All staff in the company should be also be doing marketing for the company. They should be given marketing targets that they should accomplish on monthly basis. These strategies should include market sensing, customer connections and channel bonding among others. Successful marketing strategies must direct Mumias Sugar Company on where it should be in the long term.

Thirdly the research found that Employee Engagement is very fundamental in Mumias Sugar Company. It is evident that employees in the company want to contribute to the company that recognizes and values them individually and collectively. These positive engagements result to individual job satisfaction that results to high achievement of targets which benefit the company immensely, This meant that they were attracted to the company in terms of wanting to give their all for the success of the company-their employer. Mumias Sugar Company Top Management should additionally encourage their employees to speak up of issues affecting them, the research found that Mumias Sugar Company should continue making strategic choices are Employees motivating for performance and in line with the ethos of the company's long-term strategic objectives. Additionally, there is a clear process for strategic decision-making that involves employees and is positively influences of performance of the company..

Also, the research found that Customer retention significantly and positively affected the performance of Mumias Sugar Company. The company products were associated and focused to the customer preferences. Thereby reducing customer complaints. The conduct of customers who do not complain accounts for a significant portion of customer retention in Mumias Sugar

Company. Additionally, the survey found that the company staff were aware that customers preferred high products and more importantly they were loyal to the products because the products met their preferences. To be closer to their customers Mumias Sugar Company carries out promotions periodically so as also to persuade new customers to buy their products and to retain old ones. This should be done sustainably if Mumias Sugar has to have competitive advantage over its competitors in the sugar market because though their products are competitive the economic situation and the low purchasing power of customers may force them to settle for cheaper and low quality sugar being sold in the market.

### **5.3 Recommendations**

From the study's results and conclusions, the researcher suggests the following recommendations and changes to Mumias Sugar Company's performance-enhancing factors. The factors considered were Transformative leadership, Strategic Marketing, Employee Engagement and Customer retention.

#### **5.3.1 Transformational leadership on Organizational performance**

Transformative leadership was seen to be very critical to performance of Mumias sugar, and the study recommends that leadership of this company should continue transforming this company given that it has had a history of leaders who have not transformed the company. The present leadership should continue inspiring employees to strive for excellence in achieving the organizational vision and success. The reason for this is because in order to realize the organization's mission, it is essential to inspire and encourage workers, who are its most valuable asset, to serve the stakeholders and the public on a daily basis. Furthermore, Leadership should clearly communicate the Organizations long term goals so that employees are clear and well prepared on how to get there. Leadership should continue consistently demonstrate a strong sense

of purpose and direction for the organization. The leaders should continue encouraging creativity in alignment with the organizations vision through training, for continuous improvement information flow that is useful to the departments units where it is most valuable to improve performance.

### **5.3.2 Strategic Marketing on Organizational performance**

The study recommended that Mumias Sugar Company should continue marketing its products strategically using the conventional means like telemarketing and venturing into New markets outside Kenya leveraging on any unexplored market in Sudan and West Africa with a view of increasing their market share for organizational success. Moreover, the company should enhance quality by producing high quality sugar and other products like molasses to compete effectively in the turbulent sugar market. The company would achieve this by equipping its Research and Development department that would help in carrying out market research, feasibility study and collecting market intelligence reports on market dynamism so as to be well informed of the best methods and places of marketing their products and to create guidelines for better marketing performance. and integrate that knowledge into operational procedures market forecasts. Strategic Marketing is the company's building block that should be embraced by Mumias Sugar Company even in its operations towards performance in and serving the stakeholders like the farmers who produce the sugarcanes and is pivotal in building their trust and ensuring the company gets revenue to pay the farmers in a timely manner,

### **5.3.3 Employee Engagement on performance of Mumias Sugar Company**

The study recommended that Mumias Sugar Company should continue leveraging on employees for organizational success and inspiring them for excellence in achieving the organizational Success. Employees are the most valuable assets in any organization and therefore the company

should invest in engaging employees through involving them in strategic decision making, training attractive compensation and other motivating enhancing initiatives for them for excellent performance. Employee recognition and involvement is paramount. At the same time staff should be encouraged to give feedback especially valuable feedback that translate into better organizational performance and which can be used to inform future strategic decisions that benefits Mumias Sugar Company. The Top leadership should create a favorable ambience for all employees in the company without undue discriminative policies that may lead to unrest. Performance Management policies, Promotions and Career progression should be well understood by all and these should be reviewed from time to time by a high-level monitoring and evaluation tools that employees understand.



Mount Kenya University

### **5.3.4 Customer Retention on Performance of Mumias Sugar Company**

The study encourages continuous improvement in the area of Customer retention for the company to widen its customer base and increase its market share in the changing market. To start with staff in the company should be well versed about the new products, educate the public and customers at large on how to access vital products services the company offers like fertilizers for farmers who double up as their suppliers and customers(they buy fertilizers from the company at subsidized rates).The company should offer after sales services to its customers and incentives like free transport after they buy sugar and other products from the company to enhance royalty. The company should carry out all forms of promotions that involve giveaways and attractive sales meant to retain the Customers. Company Products should be well focused and tailored towards the local customer needs and their buying power like the company should sell 2kgs packets,1kg,0.5kg,0,25kg depending on what the customers can afford in these hard economic times. This will target even the lowest income areas like the slums and other parts of the country. This affordability target will increase the customer base and also will ensure that a broad spectrum of the customer fraternity is maintained without compromising on quality of the products.

### **5.3.4 Organizational Performance of Mumias Sugar Company**

This study recommends that for Mumias Sugar Company to continue to perform all rounded maximum efficacy should continuously be enhanced in all its operations. The company being a state-owned corporation should be protected from competing with cheap imports that are brought to the market and customers buy them as alternatives to the high quality sugar produced by Mumias Sugar Company. More importantly, the government should support farmers adequately so that they produce high quality canes that will produce high value sugar products. Mumias Sugar

Company should also consistently and effectively continue to ensure visibility in the market through aggressive and strategic marketing of its products to widen its customer base. It should also market and sell its products outside Kenya and leverage on increased customer base to increase its Profit Margin.

### **5.5 Areas for Further Research**

Mumias Sugar Company as a state corporation in Kenya's Sugar Industry is competing with rivals in a volatile and liberalized sugar industry. This informed the study that has been carried out to assess how strategic management practices are influencing its performance. The variables chosen therein were carefully evaluated as they are critical to the performance of the company. However, other variables like Organizational Agility and Technological innovation was found as new area that would be a great leverage for the company's success. What's more, the effect of government policies and legislation issues in the wider external environment would also be investigated on how they impact on performance of Mumias Sugar Company.

## REFERENCES

- Adam, A. M. (2020). Determining sample size in survey-based research. *Journal of Scientific Research and Reports*, 90-97.
- Addae-Korankye, A., & Aryee, B. A. (2021). Examining strategic management practices and their impact on SME growth in Ghana. *Business: Theory and Practice*, 22(1), 222–230. <https://doi.org/10.3846/btp.2021.12549>
- Agaba, A. M., Turtasingura J. B., & Kabagambe J. D. (2023). Strategic planning and organizational effectiveness. *International Journal of Islamic Business and Management Review*, 3(1), 50–60. <https://doi.org/10.54099/ijbmr.v3i1.625>
- Al-Yateem, N. (2012). Reflecting on the effect of recording interviews on data quality. *Nurse Researcher*, 19, 31-35. <https://doi.org/10.7748/nr2012.07.19.4.31.c922>
- Anwar, S., & Herlina, E. (2022). Strategic HR management and its impact on organizational outcomes. *Jurnal Indonesia Sosial Teknologi*, 3(12), 1303–1309. <https://doi.org/10.36418/jist.v3i12.555>
- Barabási A. L. (2018). Success laws and patterns in life and business. New York: Little, Brown and Company.
- Boniface Ojera, P., Godrick Mathews, B., & Ogutu, M. (2017). Influence of control systems and strategic direction on competitiveness of sugar companies in Kenya. *International Journal of Business and Management Invention*, 6(4), 2319–8028.
- Casper M. O. (2019). Situating cognitive processes in social movements. Berlin: De Gruyter.
- Connelly, L. M. (2008). Understanding pilot studies in research. *Med Surg Nursing: Official Journal of the Academy of Medical-Surgical Nurses*. <https://doi.org/10.1145/3081016.3081020>
- Crawford, L. M. (2019). Using theoretical frameworks for research design. *Research Design and Methods: An Applied Guide for the Scholar-Practitioner*, 35–48. Retrieved from [https://uk.sagepub.com/sites/default/files/upm-binaries/105274\\_ch03\\_14.pdf](https://uk.sagepub.com/sites/default/files/upm-binaries/105274_ch03_14.pdf)
- Cruz, A. M., & Haugan, G. L. (2019). Evaluating performance determinants using theoretical perspectives. *Journal of Engineering and Technology Management - JET-M*, 51, 33–47. <https://doi.org/10.1016/j.jengtecman.2019.03.001>
- Daudi, A., & Mbugua, D. (2018). Strategic management in SACCOs: Impacts on performance. *International Journal of Social Sciences and Information Technology*, 4(9), 37–50. Retrieved from <http://www.ijssit.com>

- Demir, A. L. (2022). Strategic management effects in the banking sector in Turkey. *Journal of Strategic Management*, 6(2), 1–10. <https://doi.org/10.53819/81018102t5049>
- Eleorruga, J., Aracelly, K., Chirinos, C., William, J., Núñez, M., Lizarazo, C., & del Rosario, N. (2021). Implementing the 5S method to optimize warehouse efficiency in a sugar firm. *UCV - HACER: Revista de Investigación y Cultura*, 10(1), 59–69. Retrieved from <https://orcid.org/0000-0003-2777-4041>
- Farid, O. (2022). Conceptualizing strategic management identity. *American Journal of Industrial and Business Management*, 12(05), 995–1005. <https://doi.org/10.4236/ajibm.2022.125051>
- Genc-Tetik, E. (2022). Linking culture, strategy implementation, and performance in public organizations. *Public Administration Issues*, 2022(6), 33–52. <https://doi.org/10.17323/1999-5431-2022-0-6-33-52>
- Gökçeka, E., & Karakayab, A. (2023). Strategic management practices in public institutions: Evidence from development agencies. *Public Money and Management*, 43(6), 602–609. <https://doi.org/10.1080/09540962.2022.2037268>
- Gumpili, S. P., & Das, A. V. (2022). Sample size evolution and its implications in research. *IHOPE Journal of Ophthalmology*, 1, 9–13. [https://doi.org/10.25259/ihopejo\\_3\\_2021](https://doi.org/10.25259/ihopejo_3_2021)
- Hieu, V. M., & Nwachukwu, C. (2019). Evaluation processes and performance outcomes in strategic management. *Business Management*, 1(1), 43–55. Retrieved from <http://dlib.univ-svistov.bg/handle/10610/4052>
- Isanya, F. A., & Atieno, M. (2023). Corporate responsibility costs and financial outcomes in Kenya's sugar sector. *European Journal of Economic and Financial Research*, 7(2). <https://doi.org/10.46827/ejefr.v7i2.1476>
- Jaoua, F. (2018). Middle management roles in strategy success and organizational performance. *International Journal of Business Performance Management*, 19(4), 476–499.
- Jepchumba, J., & Wagude, J. (2021). Impact of top management changes on manufacturing firm performance: Evidence from public sugar companies in Kenya. *International Journal of Research in Business Management*, 9(8), 25–34.
- Karanja, M., & Juma, D. (2020). Strategic management and its effect on service delivery in parastatals in Kenya: A case of NTSA. *The Strategic Journal of Business & Change Management*, 7(4), 1247–1259.
- Kariuki, D. N., Kitonga, D. M., & Arasa, R. (2023). The role of strategy formulation in the performance of Catholic parishes in Kenya. *Journal of African Studies and Development*, 15(1), 1–13. <https://doi.org/10.5897/jasd2022.0668>

- Karneli, O. (2022). Strategic HR management in volatile environments to enhance organizational outcomes. *Eduvest - Journal of Universal Studies*, 2(4), 704–709. <https://doi.org/10.59188/eduvest.v2i4.381>
- Kidagisa, F. C., & Mukanzi (PhD), Dr. C. (2021). The impact of recruitment practices on employee performance in selected Kenyan sugar companies. *Strategic Journal of Business & Change Management*, 8(3). <https://doi.org/10.61426/sjbcm.v8i3.2032>
- Kihara, P., Bwisa, H., & Kihoro, J. (2018). The influence of technology on strategic execution and performance in SMEs in Thika, Kenya. *International Journal of Business and Social Science*, 7(7), 156–165.
- Knyazeva, H. (2020). Managing complexity through dynamic strategies. *Foresight and STI Governance*, 14(4), 34–45. DOI: 10.17323/2500-2597.2020.4.34.45
- Langat, M., & Wainaina, L. (2019). Strategic practices and organizational outcomes in deposit-taking SACCOs in Kericho County. *Journal of Strategic Management*, 4(1), 1-15.
- Lundberg, J. (2022). Pension fund decision-making through the lens of agency theory. *Sustainability (Switzerland)*, 14(22). <https://doi.org/10.3390/su142214801>
- Maduga, H. (2020). The critical role of population sampling in social sciences. *Global Journal of Political Science and Administration*, 3(3), 49–57. Retrieved from [www.eajournals.org](http://www.eajournals.org)
- Maina, P. N., Njeru, E., & Munga, J. (2020). The effect of strategy formulation on the performance of Kenyan state corporations. *Strategic Journal of Business & Change Management*, 7(2). <https://doi.org/10.61426/sjbcm.v7i2.1647>
- Marlina, E., & Tjahjadi, B. (2020). Linking strategic accounting practices to university outcomes. *Academy of Strategic Management Journal*, 19(2), 1–5.
- Martinaityte, I., Sacramento, C., & Aryee, S. (2019). Creativity-focused work systems and their impact on customer satisfaction. *Journal of Management*, 45(2), 728-751.
- Mati, B. M., & Thomas, M. K. (2019). Current state and future prospects of Kenya's sugar industry. *Agricultural Sciences*, 10(11), 1477-1485.
- Mazzarol, T., & Reboud, S. (2023). Understanding the strategic management cycle in small firms. In *The Strategy of Small Firms* (pp. 149–176). Edward Elgar Publishing. <https://doi.org/10.4337/9781035305001.00011>
- Mazzelli, A., Kotlar, J., & De Massis, A. (2018). Introducing new products while conforming selectively in family firms. *Entrepreneurship Theory and Practice*, 42(2), 206-230.

- McAdam, R., Miller, K., & McSorley, C. (2019). Quality management perspectives for aligning strategy with performance. *International Journal of Production Economics*, 207, 195–209. <https://doi.org/10.1016/j.ijpe.2016.07.003>
- Mohajan, H. (2017). Ensuring validity and reliability in research measurements. *Munich Personal RePEc Archive*, 83458.
- Mohamed, A. O., & Mohamud, S. A. (2021). Strategic practices and organizational outcomes in Somali NGOs. *EPRA International Journal of Multidisciplinary Research*, 13(2), 76–89. <https://doi.org/10.36713/epra2013>
- Mohamed, F., & Ameen, A. (2019). Understanding the connection between strategic planning and organizational success. *Test Engineering and Management*, 81, 1914–1920.
- Mugenda, O. M., & Mugenda, A. G. (2003). Research methods: Comprehensive approaches in quantitative and qualitative studies. Nairobi: ACTS Press.
- Mutunga, J. M., & Wainaina, L. (2019). Relationship between strategy execution and organizational success at Kenya Wildlife Service. *International Journal of Current Aspects*, 3(IV), 32–51. <https://doi.org/10.35942/ijcab.v3iiv.45>
- Nyamurangwa, E. (2023). The impact of strategy planning on performance: A case study of a Rwandan state corporation. *Journal of Strategic Management*, 7(4), 23–41. <https://doi.org/10.53819/81018102t2158>
- Oben, A. I. (2021). Tools for investigating higher education goals and national vision realization in Cameroon. *European Journal of Education Studies*, 8(7). <https://doi.org/10.46827/ejes.v8i7.3808>
- Odhiambo, E., & Njuguna, R. (2021). Strategic practices and their influence on NGO performance in Nairobi. *Journal of Strategic Management*, 6(1), 1–16. <https://doi.org/10.47672/jsm.669>
- Ojra, J., Opute, A. P., & Alsolmi, M. M. (2021). Reviewing strategic accounting practices and their performance implications. *Future Business Journal*, 7(1). <https://doi.org/10.1186/s43093-021-00109-1>
- Okwemba, J. A., & Njuguna, N. (2021). Environmental scanning and its effect on organizational success: A case of Chemelil Sugar Company. *Journal of Strategic Management*, 5(4), 57–69. <https://doi.org/10.53819/81018102t5037>
- Ombui Obiero, O. (2018). Strategic execution and performance at Kenya Revenue Authority. *International Academic Journal of Human Resource and Business Administration*, 3(3), 15–30. Retrieved from [http://www.iajournals.org/articles/iajhrba\\_v3\\_i3\\_15\\_30.pdf](http://www.iajournals.org/articles/iajhrba_v3_i3_15_30.pdf)

- Omwono, G. A. (2021). Working capital practices and financial outcomes in Mumias Sugar Company. *International Journal of Advanced Social Science Research*. Retrieved from <https://www.ijassrnet.com/uploads/volumes/1614871200.pdf>
- Ongongo, L. A., & Mang'ana, R. (2022). Strategic practices and commercial performance in Kenya. *Journal of International Business, Innovation and Strategic Management*, 6(1), 58–72. Retrieved from [http://www.jibism.org/core\\_files/index.php/JIBISM/article/view/180](http://www.jibism.org/core_files/index.php/JIBISM/article/view/180)
- Onkoba, E. A. (2022). Recruitment and selection practices: Their impact on South Nyanza Sugar Company's performance. *International Journal of Progressive Sciences and Technologies*, 35(2), 160–164.
- Owich, S., Katuse, P., & Ngari, J. (2018). The effects of strategic planning on firm performance: Evidence from companies listed at the Nairobi Securities Exchange. *International Journal of Novel Research in Marketing Management and Economics*, 5(2), 33–49.
- Panda, B., & Leepsa, N. M. (2017). Agency theory: Challenges, insights, and perspectives. *Indian Journal of Corporate Governance*, 10(1), 74–95. <https://doi.org/10.1177/0974686217701467>
- Petera, P., Wagner, J., & Šoljaková, L. (2020). Linking strategic accounting and management with performance evaluation. *International Journal of Industrial Engineering and Management*, 11(2), 116–132. <https://doi.org/10.24867/IJIEM-2020-2-258>
- Phina, O. N. (2020). Strategic management practices and their effect on manufacturing firms in Nigeria. *Asian Journal of Economics, Business and Accounting*, 24–31. <https://doi.org/10.9734/ajeba/2020/v15i230211>
- Samad, S., Alghafis, R., & Al-Zuman, A. (2018). Examining the effects of strategy and culture on organizational outcomes. *Management Science Letters*, 8(12), 1363–1374. <https://doi.org/10.5267/j.msl.2018.9.003>
- Saroj, D., & Singh, K. (2016). Reviewing sampling methods for social science studies. *Business Sciences International Research Journal*, 4(1).
- Segal, D., & Coolidge, F. (2018). Exploring the concept of reliability in research. *SAGE Research Methods*.
- Siedlecki, S. L. (2020). Descriptive research methods and their practical applications. *Clinical Nurse Specialist: The Journal for Advanced Nursing Practice*, 34(1), 8–12.
- Simiyu, F. R., Namusonge, G., & Sakwa, M. (2017). Strategic investment practices and financial success in Kenya's sugar sector. *IOSR Journal of Business and Management*, 19(01), 05–14. <https://doi.org/10.9790/487x-1901070514>

- Sinnaiah, T., Adam, S., & Mahadi, B. (2023). Decision-making styles and their role in strategic management and organizational outcomes. *Journal of Work-Applied Management*, 15(1), 37–50. <https://doi.org/10.1108/JWAM-10-2022-0074>
- Sopia, S. K., & Chepkilot, R. K. (2021). Evaluating human resource strategies and performance in Kenyan universities. *Journal of International Business and Management*. <https://doi.org/10.37227/jibm-2021-05-832>
- Sugar Campaign for Change. (2020). Recommendations for improving Kenya's sugar industry: A review of task force outcomes. Retrieved from [www.kenyalink.org/sucam](http://www.kenyalink.org/sucam)
- Taherdoost, H. (2016). Methods for testing the validity and reliability of research instruments. Retrieved on December 18, 2019, from <https://ssrn.com/abstract=3205040>
- Thuku, R. W., & Simba, F. (2023). Change management strategies and performance at Mombasa Port. *Strategic Journal of Business & Change Management*, 10(2). <https://doi.org/10.61426/sjbcm.v10i2.2648>
- Timans, R., Wouters, P., & Heilbron, J. (2019). Mixed methods research: Concepts and potential applications. *Theory and Society*, 48(2), 193–216. <https://doi.org/10.1007/s11186-019-09345-5>
- Tolici, D. (2021). Strategic initiatives for enhancing organizational performance. *Management Dynamics in the Knowledge Economy*, 9(2), 165–176. Retrieved from [www.managementdynamics.rohttps://content.sciendo.com/view/journals/mdke/mdke-overview.xml](http://www.managementdynamics.rohttps://content.sciendo.com/view/journals/mdke/mdke-overview.xml)
- Waswa, C. W., Mukras, M. S., & Oima, D. (2018). Competitiveness and its influence on the financial outcomes of Kenya's sugar sector. *International Journal of Education and Research*, 6(6), 1–14.
- Zhang, Y., Li, L., & Lu, X. (2022). Evaluating leadership theories: Contingency and trait perspectives in organizational contexts. *Journal of Environmental Management*.
- Zogning, F. (2017). A critical review of agency theory: Challenges and solutions. *European Journal of Business and Management*, 9(2), 1–8. Retrieved from <https://www.researchgate.net/publication/364812853>

**Appendix I: QUESTIONNAIRE**



## APPENDIX II : ERC CERTIFICATE



REF: MKU/ISERC/4732

Date: 28 January 2025

TO: FELIX MURUNGA LILECHI

REG: MBA/2021/86649

Dear Sir/Madam,

**RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF MUMIAS SUGAR COMPANY**

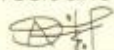
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3454**. The approval period is **28/01/2025 - 27/01/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



Dr. Alfred Owino, PhD  
Chairman, Mount Kenya University ISERC



## APPENDIX III:INTRODUCTION LETTER FROM MKU



### DIRECTORATE OF GRADUATE STUDIES

---

MBA/2021/86649

29<sup>th</sup> January, 2025

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,


**RE: FELIX MURUNGA LILECHI - REGISTRATION NO. MBA/2021/86649**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Influence of Strategic Management Practices on Performance of Mumias Sugar Company.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **February, 2025 and April, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
**Dr. Samuel M. Karenga, PhD**  
**Director, Graduate Studies**

Mount Kenya University  
P.O. Box 342 - 01000, THIKA  
Office of the Director  
Graduate Studies

Enc.



## **Appendix V: FIELD ENTRY AUTHORIZATION**

The Human Resources Manager  
Mumias Sugar Company  
P.O.Box 285,  
Kakamega  
KENYA

Felix Murunga Lilechi  
P.O. Box 8420-00200  
Nairobi  
0729094851  
Ref/03/2025

**Dear Sir/Madam,**

### **REF ; PERMISSION TO CONDUCT RESEARCH**

My name is Felix Murunga Lilechi. I am a master's student from Mount Kenya University pursuing a master's degree. As part of the requirements for graduation from the university every student is supposed to conduct a research project on a topic of choice from an institution.

My project is to Find out the **Influence of Strategic Management Practices on the performance of Mumias Sugar Company**. It is purely for academic purposes and the findings therein will not be disclosed to any third party whatsoever.

I am therefore kindly requesting you for authorization to conduct the study in your institution. Attached please find the questionnaire for the study.

I look forward for your favourable response to my request.

Thanking you in advance.

Yours Faithfully,






**Felix Murunga Lilechi.**

## Appendix VI: TURNITIN REPORT

**FELIX MURUNGA LILECHI**

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON  
PERFORMANCE OF MUMIAS SUGAR COMPANY**

 MBA 2025  
 MASTERS  
 Mount Kenya University

---

### Document Details

Submission ID  
trn:oid::1:3212076881

Submission Date  
Apr 10, 2025, 11:26 PM GMT+3

Download Date  
Apr 10, 2025, 11:30 PM GMT+3

File Name  
FELIX\_MURUNGA\_LILECHI\_2.docx

File Size  
219.2 KB

77 Pages

22,903 Words

136,562 Characters



Page 1 of 89 - Cover Page

Submission ID trn:oid::1:3212076881

MOUNT KENYA UNIVERSITY

# 15% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

## Filtered from the Report

- ▶ Bibliography

## Exclusions

- ▶ 1 Excluded Source

## Match Groups

- 266** Not Cited or Quoted 14%  
Matches with neither in-text citation nor quotation marks
- 37** Missing Quotations 2%  
Matches that are still very similar to source material
- 1** Missing Citation 0%  
Matches that have quotation marks, but no in-text citation
- 0** Cited and Quoted 0%  
Matches with in-text citation present, but no quotation marks

## Top Sources

- 14% Internet sources
- 6% Publications
- 6% Submitted works (Student Papers)

## Integrity Flags

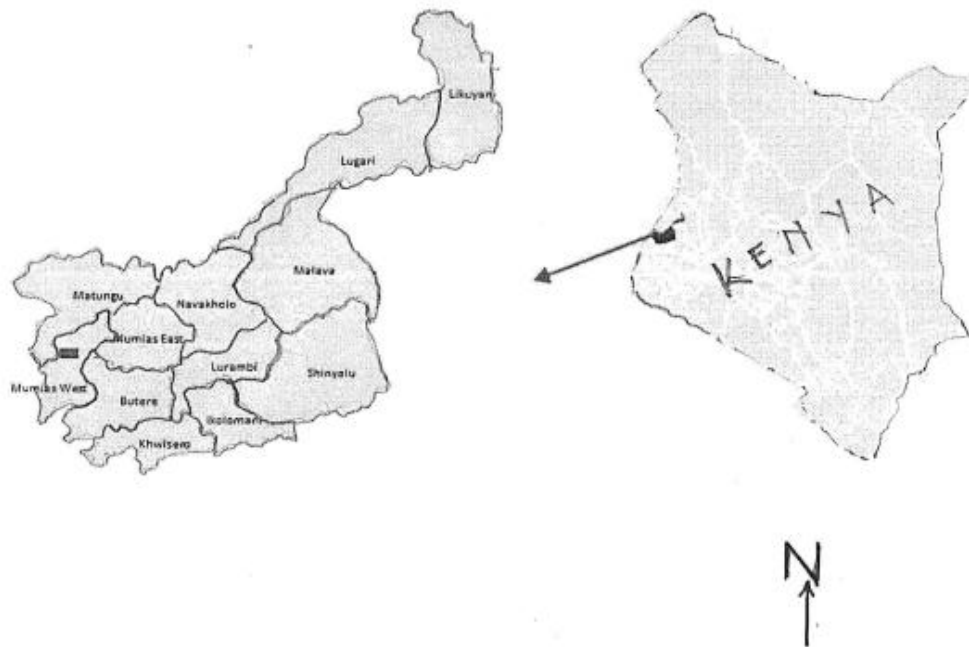
### 1 Integrity Flag for Review

- Hidden Text**  
186 suspect characters on 3 pages  
Text is altered to blend into the white background of the document.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

**Appendix VII: MAP OF MUMIAS SUGAR COMPANY**



**KEY**

■ - MUMIAS SUGAR COMPANY

MOA