

**INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF
MULTINATIONAL FLOWER FIRMS IN KENYA**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been submitted for examination in any university.

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DEDICATION

I dedicate this research to my parents, Fatuma Khalif and Abdi Sirat, for their unwavering support, encouragement, and inspiration throughout my academic journey.



AKNOWLEDGEMENT

I am deeply grateful to God for the gift of life, wisdom, and divine guidance throughout my academic journey. His grace has been my constant source of strength and clarity, especially during challenging times. I sincerely thank my supervisor, Dr. Francis Mutegi Kabisani, for his unwavering support, patience, and professional guidance. His insightful feedback and encouragement greatly shaped and refined this study. I also extend my appreciation to the faculty and staff of Mount Kenya University for their dedication to academic excellence, which enriched my learning experience. Special thanks to my parents for their sacrifices, encouragement, and belief in the value of education despite cultural and financial challenges. To my friends and classmates, thank you for your support, camaraderie, and contributions during group work and discussions. Lastly, I extend heartfelt thanks to everyone who contributed to the success of this research. May the Almighty God bless you all abundantly.

ABSTRACT

Multinational flower export firms are key players in Kenya's horticultural industry, contributing significantly to the country's gross domestic product and foreign exchange earnings. Despite their economic importance, many of these firms face persistent performance challenges. These include erratic customer orders, volatile market conditions, unrealistic delivery schedules, premature harvesting, and high freight costs. Such challenges have resulted in financial losses and, in some cases, the closure or exit of firms from the market. In light of these concerns, this study examined the influence of strategy implementation on the performance of multinational flower firms in Kenya. Specifically, it aimed to assess the effect of strategic resource allocation, top management commitment, organizational structure, and organizational culture on firm performance. The study was anchored on several theoretical frameworks, including the Resource-Based View (RBV), Institutional Theory, Upper Echelons Theory, Cameron and Quinn's Organizational Culture Theory, and the Economic Model of Firm Performance. A descriptive research design was adopted to provide detailed insight into the phenomenon under investigation. The target population consisted of 455 departmental heads from 91 multinational flower firms certified by the Flower Council of Kenya. Using Taro Yamane's formula, a sample of 213 respondents was selected through purposive sampling. Data was collected using structured questionnaires. To ensure instrument quality, validity was assessed through content and construct validity, while reliability was tested using Cronbach's alpha coefficient. A pilot study involving 10% of the sample was also conducted to refine the tools. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS). Descriptive statistics (such as means and percentages) and inferential statistics (including regression analysis) were employed to test relationships among variables. Out of the 213 questionnaires distributed, 197 were returned, resulting in a response rate of 92.5%. The results indicated that all four variables strategic resource allocation, top management commitment, organizational structure, and organizational culture had a statistically significant positive influence on the performance of multinational flower firms. Based on these findings, the study concluded that effective strategy implementation is driven by prudent resource management, committed leadership, well-structured organizational systems, and a culture that supports innovation and adaptability. The study recommends that multinational flower firms invest in robust strategic resource planning, cultivate strong and visionary leadership, establish clear and responsive organizational structures, and foster inclusive and performance-oriented cultures. These elements are vital for building resilience and enhancing competitiveness in the ever-evolving global flower export market. Lastly, the study suggests that future research could adopt longitudinal approaches to examine the long-term impact of strategy implementation on firm performance and consider contextual factors such as government policy, climate change, and global trade shifts that may affect strategic outcomes.

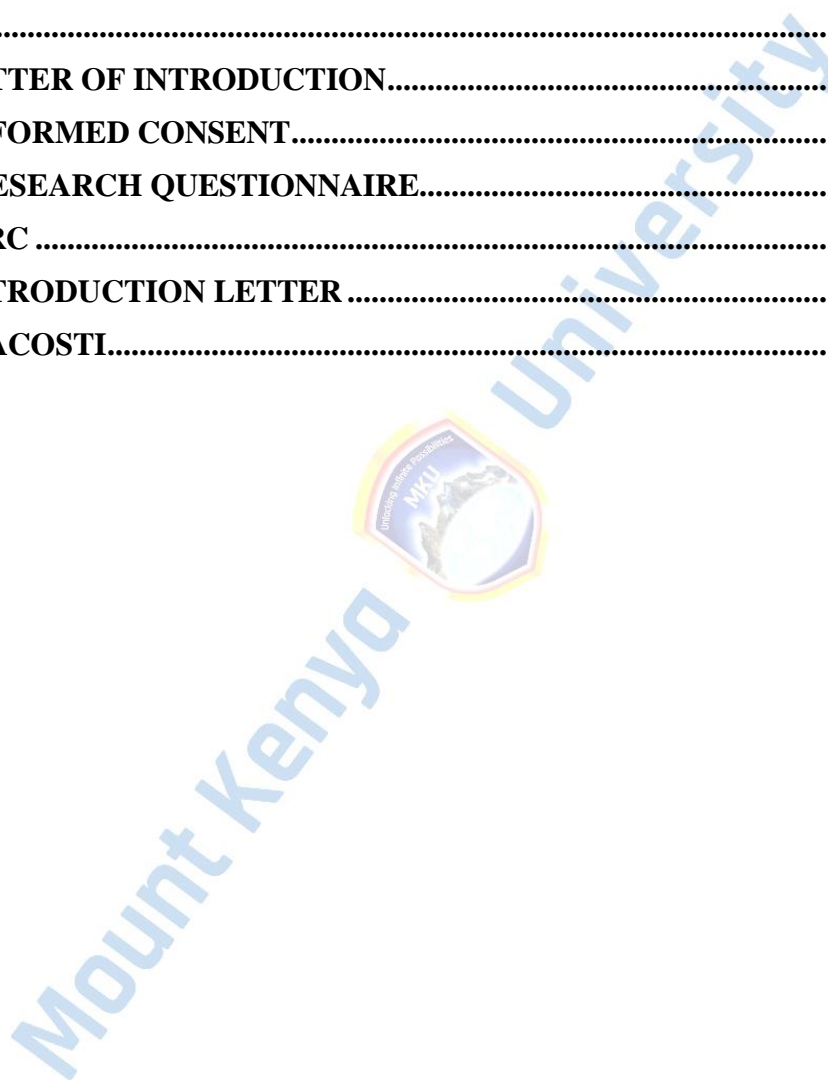
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LIST OF ABBREVIATIONS AND ACRONYMS

CEO:	Chief Executive Officers
EU:	European Union
GDP:	Gross Domestic Product
ISO :	International Organization for Standardization.
ITC :	International Trade Center
KNBS:	Kenya National Bureau of Statistics
RBV :	Resource Based View Theory
SMEs :	Small and Medium Enterprises

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides a comprehensive overview of the study, including the background and context, the problem statement, research objectives, and research questions that guided the investigation. It also outlines the rationale for conducting the study, its scope and limitations, the assumptions made, and definitions of key terms used throughout the research process.

1.1 Background of the study

Globally, floral industries have had substantial growth over the last decade. For instance, when the Australian market is restricted, other routes are opened from elsewhere, such as the American sector, favored by Kenya Airways' direct flights, and the Asian market, which aims to create direct connections and increase access to cut flower distribution centres. China's new export strategy in Australia. Flower exporters also use technologies such as rapid cooling, refrigerated storage, food storage and repurposing to hinder waste and marketing flower exports are expected to increase by 20% in 2019 compared to 2018 (Xinhua, 2019).

In Sub-Saharan African countries, floriculture has become one of the sectors that increase the gross domestic product (GDP) of countries in East Africa. The high demand for flowers in developing countries in Europe, America and Asia has increased the interest of many countries in the flower market. However, flowers are a luxury that has great value in society and are rarely used as food, so with the worldwide demand for luxury goods, especially in developing countries, floriculture is deemed essential in many developing countries in the sub-regions. Saharan Africa (Frank and Cruz, 2019).

A World Bank study of sub-Saharan African countries (Mozambique, Zambia, Malawi and Zimbabwe) shows that floriculture suffers from inadequate financing, low demand, weak competition and a major economic impact is on the way (World Bank, 2019).

In East Africa, Mwase (2015) examined the performance of the flower industry in Kenya and Tanzania. This analysis relies on pre-existing datasets and literature sourced from the International Trade Center (ITC), prior assessment data, and various national frameworks and action plans. The findings show that Kenya outperforms Tanzania regarding the volume of cut flowers dispatched to different regions globally and the amount of money earned from exporting these flowers. Although the floriculture market has expanded in both nations in the last nine years, it was observed that Kenya is in a better situation than Tanzania.

Kenya is home to over 150 flower producers, including numerous medium and large-sized businesses, and more than 120 flower producers who export most of the year. EU cut flower and retailers have agreements with Kenyan producers to guarantee sufficient supply and on-time delivery (Kenya Flower council, 2020).

Key flower cultivation zones include Naivasha, Thika, Limuru, Nairobi, and the Athi River Plain in the west, as well as Nakuru, Nanyuki, the Mount Kenya region, and Eldoret in the north. Situated approximately hundred kilometres northwest of Nairobi, Naivasha has approximately fifty percent of all flower-cutting land and approximately one-third of flower exporters in the region (Nzomo, Mutua, Kiprop, and Kathambi (2022).

Kenya's flower export industry has faced some issues in recent years regarding the standards it must adhere to when exporting to Australia (Kenya Flower Council, 2018). Further the sector faces increasing competition from emerging flower-producing countries such as Ethiopia, Zambia, Tanzania, Egypt, and Uganda, which benefit from similar growing conditions. Kenya is now contending not only with

competitors from South America and South Africa but also with its neighboring countries, all aiming to export to key markets like the Dutch florist conglomerate. While Kenya remains a major global flower producer, its position fluctuates due to evolving market dynamics and other factors, highlighting the need for well-developed strategies (Horticultural Crops Directorate, 2019).

In this regard, Mintzberg, Quins, and Ghoshal (2014) assert that 90% of well-designed ideas fail during implementation, and only 10% of well-designed ideas succeed. The effectiveness of the strategy relies on the collaboration of all parties involved in the organization; thus, effective strategy implementation can be achieved through organizational culture, organizational structure, resource allocation and top management support (Yang, 2018).

Mendy (2018) also reinforces that, a well-designed and effective organizational structure can significantly affect the organization's capacity to execute strategic plans successfully and achieve its goals. In Uganda, Ampela (2021) determined that organizational structure determines the flow of decision-making and the level of accountability within social service institutions. A clear and well-defined structure ensures that decisions are made efficiently and responsibilities are assigned appropriately. This can lead to faster and more effective implementation of strategic initiatives. Besides, Hillary (2019) highlighted that an efficient organizational structure fosters better communication and coordination among different departments and units within a firm and all the culture and structure related approaches cannot successfully influence firm performance without input of strategic resources and top management commitment to implementation.

1.2 Statement of the problem

Flower exporting companies play a vital role in Kenya's economy as a major source of foreign exchange. According to the Kenya National Bureau of Statistics (KNBS, 2020), the performance of this sector is

essential to the sustainability and growth of the country's export economy. In 2015, flower exports contributed USD 523 million, representing 69% of total horticultural export income. This figure rose to Kshs 115 billion (approximately 1 billion euros) in 2017 and reached Kshs 151 billion in 2020, despite the COVID-19 pandemic, with flowers alone earning Kshs 108 billion (KNBS, 2020). These figures demonstrate the sector's economic significance and its potential for growth.

However, flower export firms in Kenya continue to face persistent performance challenges, including fluctuating customer orders, unpredictable global market demand, unrealistic client timelines, and high freight costs. These challenges often lead to immature crop harvests and substantial financial losses. Additionally, limited cargo space contributes to increased freight charges, further undermining profitability and reducing export volumes (Kenya Flower Council, 2022). These issues are compounded by global competition and non-tariff trade barriers, which threaten the competitiveness and sustainability of Kenya's floriculture industry (Nzomo et al., 2022).

While strategy implementation has been identified as a critical determinant of firm performance, several conceptual, knowledge, and geographical gaps persist in the existing literature. Conceptually, although factors such as resource allocation, organizational structure, top management commitment, and culture have been recognized as influencing strategy implementation (Mintzberg, Quinn, & Ghoshal, 2014), there is limited research that holistically examines these elements together in the context of Kenya's flower export firms.

From a knowledge gap perspective, many prior studies have either focused broadly on horticulture or generalized strategy implementation across industries without isolating the unique dynamics of the flower export sector. Furthermore, some existing studies (e.g., Mwase, 2018) have examined strategy implementation in other sectors but not in Kenyan floriculture specifically.

There is also a geographical gap. Empirical studies on strategy implementation and firm performance in Kenya's flower export industry are highly localized and lack national scope. For instance, Chepngeno et al. (2019) and Nyoike (2018) focused on single firms (Winchester Kenya Ltd and Oserian Company, respectively), while Maroa and Muturi (2018) concentrated on flower firms in Kiambu County, and Kurere (2018) and Mongina (2018) studied firms in Nakuru County. These localized studies limit the generalizability of findings to the broader population of flower firms across the country.

Therefore, this study addresses the fluctuating performance of flower export firms in Kenya by bridging the identified knowledge, conceptual, and geographical gaps. It investigates the influence of strategy implementation specifically strategic resource allocation, top management commitment, organizational structure, and organizational culture on the performance of multinational flower firms across Kenya. By doing so, the study provides broader empirical insights and practical recommendations for enhancing the competitiveness and sustainability of the flower export sector.

1.3 Purpose of the study

The purpose of this study was to determine the influence of strategy implementation on performance of multinational flower firms in Kenya

1.4 Objectives of the study

1.4.1 Specific objectives of the study

- i. To determine the influence of strategic resource allocation on performance of multinational flower firms Kenya
- ii. To examine the influence of top management commitment on performance of multinational flower

firms Kenya

- iii. To assess the influence of organizational structure on performance of multinational flower firms Kenya
- iv. To evaluate the influence of organizational culture on performance of multinational flower firms Kenya

1.5 Research questions

- i. What is the influence of strategic resource allocation on performance of multinational flower firms Kenya?
- ii. What is the influence of top management commitment to strategy implementation on performance of multinational flower firms Kenya?
- iii. How does organizational structure influence performance of multinational flower firms Kenya?
- iv. How does organizational culture influence performance of multinational flower firms Kenya?

1.6 Significance of the study

Flower Producers:

The study offers actionable insights into strategy-driven quality improvement. Producers involved in cultivation and primary production will gain practical guidance on aligning operations with international standards. This will enhance flower quality, boost market competitiveness, and support long-term sustainability in global horticulture markets.

Flower Exporters:

Exporters will benefit from a clearer understanding of critical strategic implementation factors—namely resource allocation, top management commitment, organizational structure, and organizational culture.

These insights will help streamline operations, reduce losses, improve profitability, and strengthen market positioning in the competitive export sector.

Policy Makers and Development Partners:

The findings provide an evidence base for developing policy frameworks that support strategy implementation in the flower export industry. This includes formulating targeted regulations, institutional support mechanisms, and incentive structures to enhance the performance of multinational flower firms and drive sector-wide growth.

Scholars and Researchers:

Academics will gain empirical data that contributes to the literature on strategy implementation and firm performance, specifically within the floriculture export sector. The study serves as a reference point for future research, theory development, and scholarly discussions in strategic management and organizational performance.

1.7 Scope of the study

This study specifically focused on 91 certified multinational flower firms regulated by the Flower Council of Kenya (KFC) and targeted 455 heads of departments within these firms. The decision to limit the research to these companies was based on their operational experience, adherence to international certification standards, and consistency in strategic practices, which make them ideal for examining the link between strategy implementation and firm performance. These firms represent a structured and professionally managed segment of the floriculture industry, thereby offering a reliable basis for generalizable findings.

The choice of heads of departments as respondents was deliberate. These individuals hold strategic and operational leadership roles and are therefore best placed to provide informed insights on the internal

dynamics of strategy implementation and how these influence organizational performance. Their perspectives are critical for assessing the effectiveness of resource allocation, structural design, cultural alignment, and leadership commitment—core variables in this study.

Geographically, the study was confined to certified multinational flower firms with head offices located in key horticultural hubs such as Nairobi, Naivasha, Nakuru, Thika, Athi River, and Nanyuki, as detailed in the appendix. These regions were chosen because they host the majority of Kenya's large-scale flower export firms and provide a representative national sample across different ecological and logistical zones.

Conceptually, the scope was limited to four key dimensions of strategy implementation: strategic resource allocation, organizational structure, organizational culture, and top management commitment. These dimensions were selected based on their theoretical significance and practical relevance in driving firm performance. The selection was guided by established theoretical frameworks, including the Resource-Based View Theory, Institutional Theory, Upper Echelons Theory, Cameron and Quinn's Culture Theory, and the Economic Model of Firm Performance. These theories provided a multidimensional lens through which to assess how internal capabilities and strategic behaviors shape organizational outcomes.

Finally, the sample size of 213 respondents was derived using Taro Yamane's formula, ensuring that the sample was statistically representative and methodologically sound. This approach enhanced the reliability and validity of the study findings, while maintaining manageability within the available resources and time constraints.

1.8 Limitations of the study

Study was subject several limitations that may have influenced the scope and generalizability of the findings. Firstly, research focused exclusively multinational flower firms licensed and regulated by the

Flower Council result, firms that operate independently or are not registered with the council were excluded. This limitation may introduce a degree of population and sample bias, potentially restricting the diversity and representativeness of the data.

Secondly, the nature of the flower export industry is highly competitive and commercially sensitive. Many firms are known to maintain strict confidentiality regarding their financial performance, strategic plans, and internal operational processes. This reluctance to disclose detailed company information accuracy, particularly on issues related to organizational performance and strategic implementation.

Thirdly, the study faced challenges related to respondent cooperation. Due to the perceived sensitivity of the information requested especially data that could be construed as exposing weaknesses or internal inefficiencies some respondents were hesitant or unwilling to provide detailed or truthful responses. This hesitation may have introduced response bias, affecting the overall reliability of the data collected.

Lastly, the geographical dispersion of multinational flower firms posed logistical challenges during data collection. These firms are spread across multiple counties in Kenya, including remote and hard-to-reach areas. As a result, the researcher required significant time and resources to reach the various locations, which occasionally delayed the data collection process and may have limited the inclusion of all targeted Participants. Despite these limitations, the study employed rigorous methodology and ethical considerations to ensure integrity, relevance, outcomes.

1.9 Delimitations of the study

Delimitations refer to limits instituted by a researcher to define what will be included or excluded from the study. These boundaries help focus the research, making the process more manageable (Kothari, 2007).

To overcome the fearing of respondents to give out data, the researcher had ethical considerations by

assuring the respondents of confidentiality through filling of study consent forms; the researcher allowed those being surveyed to take part in the study willingly. That is; to guarantee respondents of their confidentiality, they were not allowed to write any of their names, email addresses or contact mobile numbers on the questionnaire.

More so, the delimitation of only focusing on 91 flower firms (sample bias); is that, these are certified multinational flower firms regulated by the flower council of Kenya, and the researcher targeted population is 455 heads of departments as unit observation with a representative sample size of 213 which is enough to generalize study findings to a wider population.

Thirdly, in the case that flower firms are scattered across counties in Kenya, the researcher allocated adequate time for the study and also recruit research assistants so as to collect data from all sampled flower firms.

1.10 Assumptions of the study

First, expected heads who are the targeted respondents fully understands strategy implementation approaches that can enhance performance of the targeted multinational floriculture firms. This is because head of departments are the key strategic decision makers at any firm, thus understand parameters of strategy implementation at both decision making and operational level.

Secondly the targeted firms were assumed to be certified flower firms registered with Kenya flower council thus data collected from those firms is assumed valid and reliable because the firms are certified, regularly audited, monitored and controlled to adhere to ISO standards. Secondly, use of registered flower firms guided in identifying target population, sampling frame and calculation of sample size than use of unregistered firms whose listing cannot be accounted for and could also be operating with informal operational framework.

1.11 Operational Definition of Key Terms

Organizational culture encompasses common beliefs, norms that govern conduct of employees in a firm and therefore need to be regulated and upheld by an organization Sinaga et al. (2018)

Organizational performance refers to an amalgamation of Financial and non-financial metrics that offer understanding of how effectively objectives and outcomes are being attained (Teguh et al., 2020).

Organizational structure is the grouping of employees, resources, and activities into units designed to Support the flow of information, coordination, formulation of decisions, and smooth functioning (Teguh et al., 2020)

Top management commitment refers to level of dedication, guidance as well as leadership of senior managers in achieving company goals (Teguh et al., 2020).

Strategic resource allocation pertains to the alignment of an organization's current resources (financial assets, personnel, and human capital) with its vision and strategic goals (Sitzmann and Bell, 2019).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This involves assessing relevant theories that inform research, outlining conceptual framework, reviewing study variables, examining existing empirical studies, providing a critique of reviewed literature, identifying research gaps, and summarizing key insights from literature review.

2.2 Empirical Review

This segment covers empirical literature review plus a critique of the empirical findings highlighting research gaps.

2.2.1 Strategic resource allocation and performance

Antonia and Alonso (2019) studied on how strategic resource allocations for competitive affect social networks in general flower firms in France. The study analysed the difficulty of marketing plans that simultaneously decide how much resources to allocate to potential customers to promote their products in France. However, the study linked strategic resource allocation with firm competitiveness in marketing campaigns and not organizational performance.

Sitzmann and Bell (2019) examined how Unconscious goal pursuit affects resource distribution, performance, and the probability of goal abandonment. Findings show that aiming to achieve goals leads to positive performance, while goal failure leads to goal abandonment, and these effects diminish depending on the allocation of resources and time to achieve the goal. Research also shows that resources are considered assets that can be used for the purpose of managing production and performance, and dispersion

of assets focuses on facilitating the optimal use of existing resources are allocated efficiently and competently to ensure that aims and targets are achieved. However, the research only measured organizational performance in terms of task performance while not performance of the organization overall. Kogan, Papanikolaou, Seru, and Stoffman (2019) studied the relationship between Advancements in technology, allocation of resources, and development. This study shows that how resources are identified and allocated will lead to good outcomes for the organization. This part must be planned carefully because sometimes the process can be complicated. It has been observed that when capital is not allocated according to need, it's very hard for the organization to execute its frameworks. However, the examination did not show direct influence of resource allocation on overall organizational performance.

Chi and Bump (2018) explored the resource allocation processes within a range of healthcare organizations. The study revealed that recipient countries have minimal control over the allocation process but do have some impact on its scope. This indicates that managers can review employees' task lists to determine workload distribution. However, the analysis primarily concentrated on the connection between resource allocation and employee performance, rather than organizational performance.

Dominic and Theuvsen (2018) Analyzed the connection between firm capital, governance and firm performance in small-scale businesses in Tanzania. This study focused on 331 agricultural holdings in Tanzania and collected data through interviews and surveys. The results indicate that company resources alone are insufficient to enhance performance unless accompanied by strategic management practices. This suggests that management should adopt effective practices in utilizing company resources to boost overall performance.

A study by Babatunde and Adebisi (2019) confirmed that the technological process in Nigeria involves the use of technology such as R&D activities, automation, technological support and technology transfer. That

is, technological innovation can change the demand for an organization's or business's product or service. However, the study did not link strategic technological factors with organizational performance.

In Kenya, Wanjiru, Abayo, and Kibuine (2020) investigated how organizational resource allocation affects effective communication and its effect on business effectiveness. The research utilized a descriptive study approach, focusing on 27 retail stores in Nairobi County and their respective managers, including operations and human resources administrators. The focus group consisted of 54 participants, with two representatives per store. A census approach was used to include all 54 participants. However, study based on supermarkets and not flowers firms that could adopt a different strategic resource allocation approach.

Owako and Nyangara (2021) examined the impact of resource allocation and productivity on Kisumu's water and sewerage companies. The sample size was 68 participants and metrics were gathered through a semi-structured survey. The findings show that resource allocation ($p < 0.001$) exerts a substantial influence on organizational performance. However, performance was only measured in terms of envisioned targets and not overall performance in both fiscal and non-fiscal terms.

Chepngeno, Wasike, and Mote (2019) analyzed influence of best practices on operational performance of a floriculture enterprise, by use of Winchester Farms Limited. The plan encompasses 180 employees and 26 managerial personnel. The sample size consisted of 54 employees and 26 managers. The results showed that resource allocation ($r=0.114$, significance at $p \leq 0.05$) asserted a substantial impact on the performance of Winchester Farm.

Lemarleni, Ochieng, and Mwaura (2019) explored the influence of assets distribution on executing strategies within Kenya Police Service Nairobi County, revealing a robust, favorable association exists among skills, human resources, and monetary resources in relation to strategic implementation. The study categorizes organizational resources into three types: personnel, monetary, and technological assets. It

operates on the premise that resources are essential to successfully carrying out an organization's planned activities. However, the study focuses solely on the connection between resource allocation and strategy implementation.

2.2.2 Top management commitment and performance

Chen et al. (2023) assessed how contract management and supply chain integration affect innovation performance of (SMEs) China. Analysis leadership dedication affects three dimensions of SMEs (internal, customer and partner) and innovation. Mediation integration a partial effect on customer and supplier management commitment and performance of the SME. However, the study only measured performance in terms of innovation only.

Novia, Zeplin, and Hotlan (2021) examined the impact of high performance on corporate performance via environmentally conscious purchasing and social management in a three-star hotel in Surabaya, Indonesia. This study conducted a public survey in all 71 three-star hotels in Surabaya City. Information was collected by employing five-point Likert scale survey. The investigation revealed a path coefficient of 0.544 for the connection between management-level commitment and management relations. Additionally, the path coefficient for the impact of senior leadership commitment on company performance was 0.281. But investigation was done three-star hotels and not flower firms, thus the need for a similar study to compare empirical findings.

Lee's (2019) study focused on management commitment and leadership, including participation in quality improvement, provision of appropriate resources, and commitment to availability. The results obtained using different analysis methods show differences between the two organizations in the level of management commitment to ISO 9001:2008 management and TQM processes & practices. Participants in the first company evaluated its senior management positively.

Fernaldi, Hotlan, and Selvie (2020) evaluated the impact of maximum performance on work engagement by utilizing information technology and managing the supply chain. Researchers obtained data from 55 participants from companies in East Java, Indonesia. The outcomes of the investigation signaled that senior leadership commitment is linked with the implementation of the supply chain and application of information technology. The commitment of senior leadership directly affects the company's performance. However, study only analyzed operational performance.

Tzempelikos (2018) examined the role of senior managers in linking performance between key management areas. The target group includes 304 suppliers from different sectors in Turkey. In this study, a survey form was adopted during the data collection process. Examination outcomes reveal that executive leadership commitment demonstrate a favorable influence on the effectiveness of key management ($\beta=0.347$, $p\leq 0.05$). However, the study did not link top management commitment with organizational performance.

Iden and Eikebrokk (2018) examined the influence of senior leadership involvement, organizational commitment, and team effectiveness on the effectiveness of the implementation process in a Nigerian horticultural company. According to statistical data, the most participants (79%, mean 3.69, standard deviation 0.117) generally believe that the work of top managers is more diverse and designed to follow the institution's goals, objectives, strategies and business process to achieve success. However, the study did not link senior leadership commitment with organizational performance.

In Kenya, Korir and Kilika (2023) studied the influence of cultural practices within the horticulture sector, specifically focusing on flower farms. The research involved a sample of 43 flower farms, and primary data were collected through surveys targeting Chief Executive Officers, as well as other senior executives and operations managers. Exporting the length of the culture increased the productivity of the flower farm by improving its ability to achieve a growth rate of 15-20%. This study concludes that leadership influences the

allocation of attention and shows implications for the distribution of attention in organizations facing challenges and crises. The research recommended a further study to explore the commitment aspect of strategic leadership, thus the need for this study.

Jemutai, Misoi, and Omillo (2019) examined the commitment and motivation performance of top managers of companies in Nandi County, Kenya. This analysis adopted a research method behind the concept. The target group included 177 employees of commercial banks in Nandi District. Using the simple random sampling technique, a group of 123 employees was selected for the study. Statistical analysis shows that leadership support in the banking industry has a beneficial effect on business performance ($\beta=0.371$, $p<0.05$). However, research was only based on commercial banks and not flower firms, thus the need for a similar study to compare empirical findings.

Kimani and Kipkorir (2022) investigated how top tier leadership influences the performance of Flamingo Flower Company located in Nakuru County, Kenya. Focus was on Flamingo Flowers in Nakuru County, where 15 senior leaders as well as 125 support staff were interviewed. A stratified random sampling method was deployed to choose 94 respondents for the investigation. Research has shown that leaders' leadership, management practices, strategic planning, and human capital development all influence organizational performance. However, the research only focused on top leaders' direction and not overall commitment, a gap that will be filled by this study.

2.2.3 Organizational structure and performance

Ibrahim et al. (2019) studied the relationships among formal structure, strategy implementation, and performance. The research included a sample of 164 CEOs from Indonesia's manufacturing sector. A survey employing a 5-point Likert scale was utilized, along with various data analysis methods. The outcomes revealed a positive interrelation between the use of business models for Execution of strategic plans and

organizational outcomes ($r = 0.459, p \leq 0.05$).

Hilman and Siam (2019) examined the organization's impact on the work and communication skills environment of Palestinian universities. This study used a multi-method approach with 255 participants from the senior management group, for example. The collected information was examined using partial least squares structural equation modeling. However, investigation was informed by educational institutions and not flower firms, thus need for this study so as to compare empirical findings.

Mabotuwana (2020) conducted a survey of 383 SME owners in Sri Lanka. An analysis on the impact of seven dimensions represented by organizational structure found that only the five dimensions of specialization, function, control, hierarchy and empowerment influence the market the most, while entrepreneurship and collaboration do not have a notable effect on the market. The influence of the five dimensions of organizational structure on SME performance is considerable ($\beta = 0.411, p \leq 0.05$), but the influence of the dimensions of formalization and cooperation is not significant. A further empirical study is needed to evaluate the insignificant and significant results.

Muhammad, Farida, and Arafah (2019) examined firm structure and firm performance. The population and participants of this study are managers/engineers, managers, managers and directors of manufacturing companies in Ghana. Research findings indicate that the influence of employees' working style is not substantial ($\beta=0.113, p=0.719, p \leq 0.05$). In this case, researchers contend that the design only outlines the company's internal characteristics. While organizational success is linked to commitment, structure serves a central function in influencing organizational commitment. However, there is a need for continued inquiry into why organizational structure has a minimal impact on firm performance.

In Kenya, Nguku, Ombui, and Iravo (2018) explored how organizational structure affects the execution of strategies within the floriculture sector in Naivasha. They employed a descriptive research design, focusing

on decision makers at the upper, middle, and lower levels of flower farms in Naivasha. Significance tests using least squares regression and correlation analysis ($r = 0.483$, $p \leq 0.05$) reveal that these differences are significant on their own and when combined with the difference. The effects of hierarchy, organizational communication ($\beta = 0.116$ $p = 0.511$, $p \leq 0.05$) as well as decision-making model ($\beta = 0.107$ $p = 0.621$, $p \leq 0.05$) on strategy use are not significant.

2.2.4 Organizational culture and performance

Fakhar et al. (2022) performed a meta-analysis examining how organizational culture relates to performance metrics through corporate values in specific European countries. Research indicates that organizational culture considerably affects organizational processes, employees, as well as their performance, while also shedding light on societal differences. Research shows that if workers are committed as an organization and share common standards and values, performance in achieving overall corporate goals can be increased. Further research in this field is recommended to comprehend the essence and potential of culture in managing organizational performance. However, meta-analysis was just based on general dimension of organizational culture.

Dandira et al. (2020) investigated how corporate affects business effectiveness, deriving insights from Zimbabwe's consumer goods sector. In the research, executive management, information exchange, staff commitment and third-party stakeholders' collaboration has a beneficial effect on company performance. However, the analysis was done on retail firms and not flower firms, thus the need for a similar study so as to compare empirical findings.

Saad et al. (2018) examined organizational culture related to performance. An appropriate survey was used

to gather metrics. Organizational culture favorably influences performance. Although the positive impact on business may be at different levels. However, research linked organizational culture and job performance only.

Mohammadi (2020) investigated leadership and its effect on corporate performance in the Denison model applied to District 19 of Tehran City, Iran, explaining the relationship between the population, including workers in Tehran City, using a survey questionnaire to be collected. Raw data. The research revealed a favorable correlation between changes in corporate culture ($\beta=0.233$, $p\leq 0.05$) and corporate productivity. However, the study only measured organizational performance in terms of employee productivity.

In Kenya, Nguku, Ombui, and Iravo (2018) assessed the impact of an institution's norm on the execution of strategies in a flower farm in Naivasha, Kenya. The focus of this study is on the upper, central and lower-level leaders of flower farming in Naivasha. The outcomes indicate that norms of an institution have a negative effect on the strategic use of Naivasha Flower Farm in Kenya ($\beta=-0.377$, $p\leq 0.05$). Evidence indicated that only organizational culture influences the implementation of strategies at Naivasha Flower Farm in Kenya. The study did not link organizational culture and performance of an organization.

India et al. (2018) executed a correlational investigation designed to analyze the influence of corporate norm culture on organizational performance of public universities in Kenya. study involved 215 individuals at the management level. In this study, the census method was utilized to gather significant data through a survey. The research findings indicate a favorable relation between norm and organizational performance ($r=0.527$, $p\leq 0.05$). Surveyors determined that corporate culture positively influences the organization's performance and suggested that tertiary institutions should secure that goodwill comes voluntarily to improve the organization's work. However, study targeted non-profit making organizations (public universities) thus the need for a similar study on flower firms (profit making firms) so as to compare empirical results.

Okwata, P. A., Wasike, S., and Kifleyesus, A. (2022) carried out a study examining how changes in the effect of corporate norm on the effectiveness of the Kenya Wildlife Service (KWS) at Nairobi National Park. Descriptive statistics indicated that a significant portion of respondents (35.9%) believed management actively eliminates ineffective old practices. The results indicated that KWS management guarantees the institution's norm is conforming to the institution's vision, objectives, and strategies. Additionally, 40.5% of respondents concurred that supervisors motivate staff to embrace change, and 35.9% acknowledged that employees are encouraged to care for colleagues, customers, and stakeholders. Correlation analysis demonstrated that culture influences performance both explicitly and implicitly, but the research did not establish a clear connection between organizational culture and firm performance.

Owino and Kibera (2019) investigated connection between corporate culture and the effectiveness of financial entities in Kenya. A descriptive cross-sectional study design was employed, and the metrics were assessed by use of factor analysis as well as hierarchical regression techniques. The outcomes demonstrated that corporate norms negatively impacted business efficiency ($\beta=0.449$, $p\leq 0.05$). Nevertheless, since the study was conducted in financial institutions rather than interest rate companies, this study should be conducted to compare the empirical results.

Namuswa and Mutinda (2020) investigated the connection between corporate culture and performance at Mumias Sugar Company in Kakamega County, Kenya. study concluded that organizational culture establishes expectations for individual behavior, teamwork, and collaboration. However, it suggested conducting a similar study to compare empirical results, highlighting the necessity for the current research.

2.3 Theoretical review

This entails theories that inform the predictor variables and the model that guide the outcome variable.

2.3.1 Resource Based View theory

The Resource-Based View (RBV), initially introduced by Penrose in 1959, suggests that a company's available and untapped resources are key to its potential for growth. Gaining prominence among researchers between the 1970s and late 1980s, RBV continued to evolve until 1999. Barney's 1991 work is widely regarded as pivotal in the field, emphasizing the importance of resources in ensuring business survival. From this perspective, an organization's resources are essential for driving performance and securing a competitive edge over its rivals (Zhang et al., 2019).

The resource-based view posits that companies that effectively allocate resources tend to outperform those that overlook this aspect. Resource allocation plays an essential function in influencing decision-making processes and overall organizational results. It affects how a business invests in and capitalizes on new opportunities. As a result, to achieve better performance and maintain a competitive edge, an organization must focus on efficient resource allocation that sets it apart from its competitors (Zhang et al., 2019). Application to the study: This theory underpins the strategic resource allocation variable. It posits that firms that efficiently allocate and utilize their internal resources (e.g., human capital, financial inputs, logistics, and technology) are more likely to achieve enhanced performance. In the context of flower export firms, proper allocation of inputs like greenhouses, cold storage, skilled labor, and export logistics is crucial for meeting international standards and improving market performance.

Pertaining to this study, the Resource-Based View (RBV) demonstrates that organizational governance should ensure the provision of sufficient resources, such as physical assets, raw materials, and human resources, to support work processes and achieve positive outcomes. This line of thought is pertinent to the research as it underscores the importance of deployment of assets in decision-making, which directly influences organizational performance. Proper distribution and effective utilization of resources are key to

driving organizational growth, particularly in the context of flower companies.

2.3.2 Institutional theory

Institutional theory, introduced by Scott (1987), seeks to clarify what way an organization's setting shapes its structure. The manner in which a model is introduced can significantly impact how critical information, necessary for strategy implementation, is communicated and understood. Established design rules and procedures significantly contribute to directing the information's flow as well as the corresponding actions that will be taken during strategy execution (Shou et al., 2018).

For example, according to organization theory, communication patterns affect the performance of the organization by helping to establish expectations among different stakeholders using the idea. Rules and regulations help determine how information flows, how it is used, and what staff should do if problems arise at a particular time (Lammers and Barbour, 2018).

Most researchers argue that organization theory works as a tool of change that incorporates various interests and characteristics of the organization and that clarity about the success of the organization can only be achieved by examining the patterns, cultures, values, beliefs and norms transmitted throughout the organization. country. organization. employees (Lammers and Barbour, 2018).

Application to the study: This theory relates directly to the variable organizational structure. A well-designed structure helps flower export firms conform to both domestic and international regulatory and market requirements. For example, having defined reporting lines, decentralized decision-making, and functional departments enables the firms to respond effectively to industry standards and global export protocols, thereby enhancing performance.

In this context, the theory stresses the crucial role of strategy communication within the organization's structure, noting that the communication paradigm has a substantial influence on overall performance. Proper coordination between different units during strategy implementation is facilitated by clear communication channels and a well-established chain of command.

2.3.3 Upper Echelons theory

This theory was proposed by Donald C. Hambrick and P. Mason in 1984. Mason believes that there are employees at different levels based on different positions in the organizational hierarchy (Carpenter, Pollock, & Leary, 2004). The position is thought to be responsible for the flow of information and implementation of strategies in organizations (Hambrick and Mason, 1984); and relevant staff members in strategy implementation need to understand formulated strategies (Opong, 2014).

Upper Echelon framework is pertinent to this analysis since it says that business outcomes (ideas and performance) are related to outcomes and that the knowledge base of people who are top leaders in organizations has power. In essence, the way top executives perceive their organizational setting impacts the judgements they render, subsequently influences the corporate's performance. This theory provides an understanding of the role of the highest level of commitment management in an organization, which truly determines the implementation of strategy.

Application to the study: This theory is central to the top management commitment variable. The involvement of senior executives in strategy implementation including setting clear priorities, allocating resources, and fostering accountability is critical to driving performance. In multinational flower firms, leadership commitment ensures timely planting, harvesting, quality control, and meeting global shipment schedules.

2.3.4 Cameron and Quinn's culture theory

This framework was introduced by Cameron and Quinn in 1999 and is founded on the constructs of consistency versus adaptability and the dimensions of dynamics versus environmental focus (Cameron and Quinn, 1999). These variables intersect to produce four analytical quadrants that symbolize four distinct norms: clan, market, hierarchy, and adhocracy culture (Kusumadmo, 2019). In summary, these cultures encompass business, hierarchy, temporary organizations, and clan (Cameron and Quinn, 2005; 2011).

Thus, this theory provides insights into organizational culture, as the culture within an organization influences employee well-being and is crucial for enhancing productivity and job satisfaction. Organizations that establish processes, beliefs, and values can cultivate a culture of creativity, innovation, teamwork, and a commitment to quality, which encourages employees to exceed expectations and drive improvements in organizational performance.

Application to the study: This theory informs the organizational culture variable. A supportive and adaptive culture whether innovative (adhocracy) or collaborative (clan) can strengthen employee alignment with firm goals, encourage innovation, and improve responsiveness to market dynamics. In flower export firms, a culture that fosters teamwork, compliance with export quality standards, and continuous improvement directly supports strategic execution and competitiveness.

2.3.5 Economic model of firm performance

The dependent variable (performance of multinational flower firms) is guided by the Santos and Brito's (2012) model which believes that although there are specific patterns, the key determinants of business performance include: (1) characteristics of the markets in which companies compete; competitors; (3) The quality or quantity of the company's assets. These are also based on business variables (growth, growth,

investment and advertising) and firm variables (size, diversity).

In this regard, the model explains that corporate results can be evaluated in terms of profit, business/value growth, employee satisfaction, employee satisfaction, and work environment and relationships. Based on the model, this study analyzes The firm's performance measured through its economic or revenue growth, customer growth, and market share growth.

Application to the study: This model integrates all the study's independent variables by providing a performance-centered lens. It allows the study to assess how strategic resource allocation, organizational structure, culture, and leadership collectively influence measurable outcomes such as export volumes, revenue, customer satisfaction, and profitability in flower export firms.

2.4 Conceptual framework

Section presents a diagrammatic representation of conceptual framework guiding the study. Framework illustrates hypothesized direct influence of predictor variables on perceived outcome variable. Specifically, it demonstrates how strategic resource allocation, top management commitment, organizational structure, and organizational culture each contribute to shaping and enhancing organizational performance of multinational flower firms Kenya.

Framework is grounded in relevant theoretical foundations and empirical literature, highlighting the interconnectedness between strategic implementation components and performance outcomes. Each of the independent variables is assumed to have a measurable and significant impact on the dependent variable, with the combined effect expected to explain variations in organizational performance. This visual model not only provides clarity on the direction of relationships being studied but also serves as a guide for the formulation of research hypotheses and data analysis.

As shown in Figure 1 below, the arrows indicate the presumed direction of influence from each of the four

strategic implementation variables toward organizational performance. The framework serves as a logical structure for examining the extent to which each factor individually and collectively affects the performance of multinational flower companies, thereby offering insights into effective strategy implementation in the horticultural export sector.



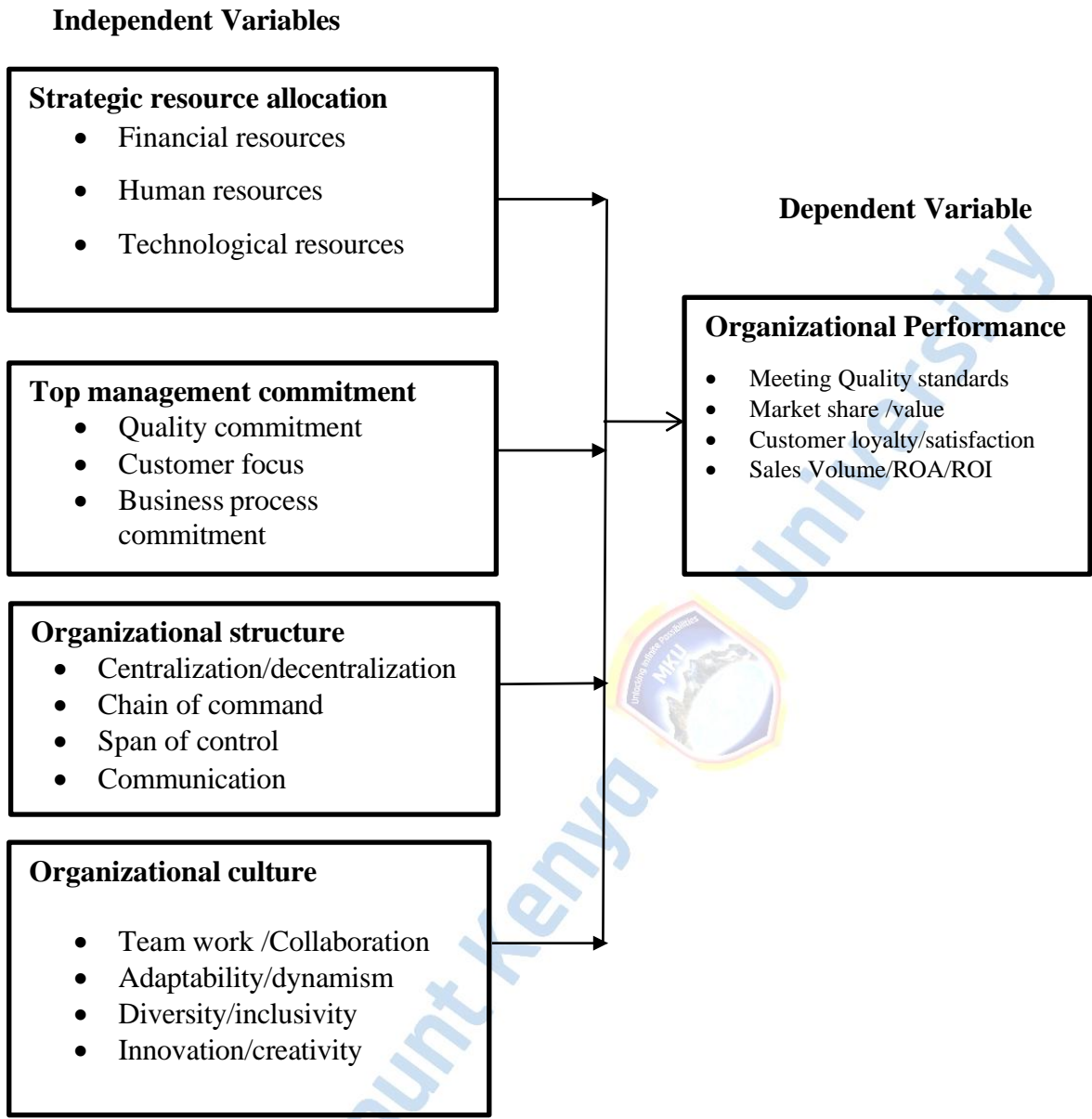


Figure 1: Conceptual framework

Source: Author, 2025

2.5 Conceptual review of study variables

This reviews the study's independent variables (strategic resource allocation, top management commitment, organizational structure, organization culture and dependent variable (organizational performance).

2.5.1 Strategic resource allocation

The distribution of resources within an organization generally includes budgeting, financial planning, and the efficient utilization of available assets (Barnat, 2016). As a result, strategically assigning resources is a crucial aspect of operational management and significantly contributes to strategy implementation (Hrebiniak and Joyce, 2018). Barnat (2016) states that the strategic deployment of resources is assessed based on how well an organization achieves its goals. However, many organizations struggle with strategic execution which is often compromised by the scarcity of available resources, capital, and capacity. Therefore, strategic resource allocation is a key factor that influences and eventually shapes a firm's strategic direction, which can significantly impact organizational performance.

Resource allocation in this research will have indicators such as financial, human and technological resources allocation.

2.5.2. Top management commitment

Senior managers require dedication and individual investment and involvement to establish and execute effective outcomes and targets aligning with the company's goals. They must also develop and implement clear processes, methods, and performance metrics to achieve these targets (Tarigan et al., 2017). In this regard, the top management in the organization leads the responsibility for effective management with the participation of all employees in the organization (Teguh et al., 2020).

In this study top management commitment indicators include, stringent focus on customer needs and preferences and commitment to business processes of the flower firm they are managing so as to realize the

firm's mission and vision.

2.5.3 Organizational structure

Mansoor and colleagues (2012) describe the notion of an organization as the sequence of assembling individuals, assets and responsibilities are grouped into units to enhance communication, collaboration, decision-making, as well as action. Understanding the complexities that drive an organization requires recognizing the interconnectedness of processes occurring in the organization; and adoption of dynamic structures is the most ideal for addressing unforeseen changes (Musyimi, 2016) and integrating with global changes (Awino, 2015).

In this study organizational structure has been operationalized to mean centralization/decentralization of decision making, chain of command showing authority, span of control and communication flows within the firm.

2.5.4 Organizational culture

Organizational culture includes elements like collaboration, consistency, flexibility, and accountability. From this viewpoint, organizational culture varies between organizations, influenced by unique principles and standards. Over time, culture evolves as individuals' exchange experiences, respond to comparable situations, as well as engage with their tangible and societal surroundings (Sinaga et al., 2018). This research evaluates organizational culture based on teamwork, collaboration, adaptability, diversity, inclusivity, and innovation.

2.5.5 Organization performance

Cascio (2014) describes it as the magnitude of an organization fulfilling its mandate and includes indicators such as assets, service quality, technical performance, and customer relationships. Kaplan and Norton (2001) characterize it as the organization's capability to effectively utilize its personnel and resources to

achieve its objectives. Kotter (2012) states that it is assessed by revenue, operational size, profit, financial stability, and physical growth. Meanwhile, Richard (2013) suggests that it can be assessed through return on assets, revenue, and shareholder value returns, profits, and return on investment.

This research measures it in terms of meeting Quality standards, market share /value, customer loyalty/satisfaction, brand dominance/loyalty sales volume, return on assets or investment.

2.6 Recap of Literature

First, strategy implementation, include among others, strategy itself, allocation of resources, organization structure, culture and management team but existing empirical findings mostly been done outside Kenya and outside the context of floriculture industry thus raising contextual gaps to be addressed by the study.

Secondly, existing empirical studies done in Kenya raise methodological gaps because most reviewed studies have focused on one firm only thus the results face generalizability challenges. That is, results from a small population and sample size cannot be generalized to wider populations hence the need of this study that targets a number of flower firms, thus the study's findings are applicable to all certified and regulated multinational flower firms in Kenya.

2.7 Research Gap

Conceptual Gap

Most existing studies on strategy and performance adopt a broad and generalized approach, often failing to disaggregate the specific components of strategy implementation. There is limited conceptual clarity on how individual drivers such as strategic resource allocation, organizational structure, top management commitment, and organizational culture each uniquely influence firm performance. This study addresses

this gap by examining the distinct influence of these variables within the context of multinational flower firms.

Theoretical Gap

While multiple theories such as the Resource-Based View (RBV), Institutional Theory, and Upper Echelons Theory have been applied in strategic management research, there is limited theoretical integration in explaining firm performance in the floriculture export sector. This study fills the gap by aligning multiple theories to the respective strategic drivers, offering a multi-theoretical lens to better understand the complexities of strategy implementation in export-oriented agribusinesses.

Empirical Gap

There is a lack of empirical studies focused on the flower export industry in Kenya, particularly those that examine strategy implementation in certified multinational flower firms. Prior studies (e.g., Chepogeno et al., 2019; Nyoike, 2018) focused on single firms or small geographical areas, limiting the generalizability of findings. This study addresses this gap by using a broader and statistically representative sample of 91 certified multinational flower firms and analyzing responses from 213 departmental heads.

Contextual Gap

Most strategy-performance studies have been conducted in the manufacturing, service, and financial sectors, often in Western or Asian contexts. These findings are not fully applicable to the Kenyan horticultural export environment, which is characterized by unique challenges such as perishability of products, global quality compliance, seasonality, high freight charges, and market volatility. This study bridges the contextual gap by focusing specifically on multinational flower firms operating within the Kenyan export environment.

Knowledge Gap

There is insufficient knowledge on how strategy implementation affects performance in the horticultural sector, particularly in export-driven agribusinesses in Sub-Saharan Africa. This study contributes new knowledge by generating evidence-based insights on the strategic drivers of performance in Kenya's floriculture export industry. It also broadens the academic discourse on strategic management in non-traditional and under-researched sectors.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents a comprehensive explanation of the methodology used to conduct the study. It begins by detailing the research design, which outlines the overall strategy adopted to integrate the different components of the study in a coherent and logical way. Next, it describes the **study area**, providing geographical and contextual information to situate the research within a specific location.

The section also explains the target population, identifying the group of individuals or entities from which the sample was drawn. This is followed by the determination of the sample size and the sampling procedures used to select participants, ensuring that the sample accurately represents the population.

The data collection tools used in the study are described in detail, including their design and administration. To ensure the quality of the data, the validity and reliability of the research instruments are addressed, highlighting the steps taken to test and refine them during pilot studies.

The section also covers the data collection procedure, outlining how the tools were administered, the timeline followed, and the steps taken to ensure respondent cooperation. The data analysis techniques are then discussed, including both descriptive and inferential statistical methods used to interpret the collected data. Finally, ethical considerations are presented to demonstrate how the study ensured the protection of participants' rights, including informed consent, confidentiality, voluntary participation, and adherence to institutional and professional ethical standards.

3.1 Research methodology

This section outlines the comprehensive approach and strategy adopted to conduct the study. It details the systematic procedures and methodological choices employed to ensure collection of credible, reliable, valid data necessary for addressing research objectives and answering the formulated research questions.

Chapter begins by describing the research design, which provides the overall structure and blueprint for the study, guiding how data was collected, measured, and analyzed. Design is selected to align with the study's objectives and the nature of the research problem.

Section also discusses the study location, which refers to the geographical areas in Kenya where the research was conducted, specifically focusing on counties hosting multinational flower firms licensed by the Flower Council of Kenya. Target population is clearly defined and includes all individuals or entities relevant to the research primarily departmental heads within the multinational flower firms.

Further, chapter outlines the sampling procedures and techniques select portion.

It includes the sampling frame, sampling method (e.g., purposive sampling), and calculation of the sample size using statistical formulas such as Taro Yamane's.

The methodology section outlines the pilot study conducted to test the research instruments for effectiveness, validity, and reliability. Content and construct validity were used to ensure the tools captured relevant variables, while Cronbach's alpha measured internal consistency. It also details the ethical and systematic procedures used in data collection. The section further explains the data analysis methods, including both descriptive and inferential statistics, and the use of SPSS for data entry, coding, and interpretation. Finally, it highlights measures taken to uphold ethical standards and ensure the scientific credibility of the research.

3.2 Research design

This analysis enacted descriptive research design which cross sectional survey approach that Entails gathering information that addresses inquiries concerning the target population (Cooper and Schindler 2014), and it is suitable when the researcher aims to offer a precise depiction of individuals, occurrences, or conditions and draw conclusions about the intended population (Saunders et al. (2012).This design was therefore sense guide the research in getting the sampled respondents' opinions, knowledge and perceptions on how identified strategy implementation dimensions' influence performance of multinational flower firms in Kenya.

3.3 Study location

The study specifically focused on certified multinational flower firms with head offices located in key horticultural towns across Kenya, including Nairobi, Naivasha, Nakuru, Thika, Athi River, Nanyuki, and others as listed in the appendix. This selection was guided by both strategic and practical considerations relevant to the objectives of the study.

First, these towns represent Kenya's major floriculture production and export hubs, hosting a high concentration of multinational flower firms that are actively engaged in the global flower market. Their geographical distribution ensures diversity in operational environments, agro-climatic conditions, and infrastructure, providing a comprehensive understanding of how strategy implementation varies across contexts.

Second, the study focused on firms certified by the Kenya Flower Council (KFC) to ensure consistency in quality standards and operational practices. Certification implies adherence to global export requirements,

sustainability protocols, and organizational compliance—making these firms more suitable for examining strategic management processes within a structured, competitive, and internationally regulated environment.

Third, by selecting multinational firms, the study targeted organizations that operate under formalized structures, have access to international markets, and are likely to employ documented strategies and performance monitoring systems. These characteristics make them ideal for assessing the influence of strategic resource allocation, organizational culture, structure, and top management commitment on performance.

Lastly, the inclusion of head office locations rather than farm-level operations was deliberate. Strategic decisions are typically made and implemented at the organizational leadership level. Focusing on departmental heads at these offices provided access to respondents with deeper insights into the strategy-performance nexus, enabling the study to meet its analytical objectives effectively.

In summary, the choice of these firms and locations enhances the reliability, relevance, and generalizability of the findings to Kenya's export-oriented floriculture sector.

3.4 Target population

According to Cooper and Schindler (2014), target population is defined entire group of subjects, cases, or events that researcher intends to study, while a population element refers to specific unit from which data is collected. The study focused on certified multinational flower firms in Kenya, specifically those with head offices situated in major horticultural centers such as Nairobi, Naivasha, Nakuru, Thika, Athi River, and Nanyuki, among others. The choice of this population was influenced by its strategic alignment with the study objectives, its importance in Kenya's horticultural export sector, and its ability to provide credible and

insightful information on strategy implementation practices. Unit of Observation: The study observed departmental heads within these certified multinational firms, as they play a key role in strategic decision-making and execution. Their perspectives were vital in understanding how strategic implementation affects firm performance. Unit of Analysis: The multinational flower firms themselves formed the unit of analysis, as the research aimed to evaluate organizational-level outcomes, including strategic practices, structural dynamics, and overall performance. The selection of these firms was justified by several factors: Economic Importance: Kenya's flower export sector is a major contributor to foreign exchange earnings, with multinational firms leading in production and international trade, making them critical players in the industry. Strategic Capability: These firms typically employ formalized strategic management systems, enabling them to effectively implement and monitor complex strategies, which aligns with the core focus of the study. Standardization and Compliance: Certification by the Kenya Flower Council (KFC) ensures that these firms adhere to uniform standards in operations, environmental practices, and labor management. This consistency makes them ideal candidates for evaluating the effects of strategy implementation on firm performance. Regional Representation: The geographic spread of these firms across diverse ecological and logistical regions provides a rich basis for understanding how location-specific factors may influence strategic behavior and organizational outcomes.

Table 1: Target population

No	Towns	Number of Certified Multinational Flower Firms	Estimated Number of Departmental Heads
1	Nairobi	15	75
2	Naivasha	20	100
3	Nakuru	12	60
4	Thika	10	50
5	Athi River	14	70
6	Nanyuki	10	50
7	Other regions	10	50
Total		91	455

3.5 Sample and Sampling techniques

A gathering data from a specific subset of the population, chosen through sampling techniques and methods (Mugenda & Mugenda 2012); while the sampling frame is a compilation of the complete set of individuals analysis this comprised 5 heads of departments of 91 multinational flower firms totaling to 455 (5*91) respondents. That is the researcher purposively selected at least 5 heads of departments (marketing, sales, finance/accounts, human resource, product development)) from each of the 91 targeted certified multinational flower firms in Kenya. More so, the unit of analysis pertains to the primary entity being examined in a study; it is the group from which data is collected and conclusions are drawn concerning the main research issue. This unit may be classified into persons, collectives, or institutions (Cole, 2018). In this analysis therefore, the unit of analysis was 91 certified flower firms whereby their performance serving as the central research problem and the research's outcome will be extrapolated to

these firms.

Further, a survey identifies 'who or what' from which information is gathered, as outlined by the data collection techniques (Cole, 2018) forms unit of observation. In this study, the unit of observation comprised of at least 5 heads of departments (marketing, sales, finance/accounts, human resource, product development) from each of the 91 multinational flower firms; that is $5 \times 91 = 455$ as targeted respondents.

3.6 Sample Size

According to Cooper and Schindler (2014), a sample population refers to the selected subset of elements such as individuals, subjects, or participants that are chosen from the target population to participate in a research study. These elements are intended to represent the larger population and provide data from which conclusions can be drawn.

In this study, the sample population consisted of departmental heads drawn from the 91 multinational flower firms licensed and regulated by the Flower Council of Kenya as of September 2023. These individuals were selected based on their strategic responsibilities within their organizations, making them appropriate respondents for evaluating the influence of strategy implementation on firm performance.

To determine the appropriate sample size, the Taro Yamane (1967) formula was applied. This formula is widely used for calculating sample sizes when the total population is known and the desired level of precision is specified. The formula is stated as follows:

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

Where n = Sample size

N = population under study

e = margin error (0.05)

I = constant

Therefore;

$$n=455/ (1+455 (0.05)^2)$$

$$n=455/ (1+455(0.0025))$$

$$n=455/ (1+1.1375)$$

$$n=455/2.1375$$

$$n=212.865 \text{ rounded off to } 213$$

Therefore 213 was the sample size where respondents were purposefully selected from each firm.

Table 2: Sample Size

Towns	Number of Certified Multinational Flower Firms	Estimated Number of Departmental Heads	Sample Size
Nairobi	15	75	35
Naivasha	20	100	47
Nakuru	12	60	29
Thika	10	50	23
Athi River	14	70	33
Nanyuki	10	50	23
Other regions	10	50	23
Total	91	455	213

3.7 Data collection Instruments

These are data collection tools (Kothari, 2007) which include questionnaires, interviews and observations. Structured questionnaire was adopted to gather primary metrics capturing a respondent's perception of how strategy implementation dimensions (strategic resource allocation, organizational structure, organizational culture, top management commitment) influence performance (market value, customer and brand loyalty, meeting quality standards) of multinational flower firms operating in Kenya.

3.7.1 Questionnaires

Study employed questionnaires as primary collection instrument. Questionnaires provided structured and consistent method for collecting standardized information from a broad range of respondents. Their design allowed for the systematic gathering of both quantitative and qualitative data related to strategy implementation and organizational performance across multinational flower firms in Kenya.

According to Gay and Diehl (1992), questionnaires are particularly effective in research due to their practicality and ease of administration. One of their main advantages is the ability to be distributed to a large number of participants simultaneously, making them highly suitable for studies involving sizable and geographically dispersed populations, such as the multinational flower firms targeted in this research. This efficiency in administration enabled the researcher to collect a substantial amount of data within a relatively short timeframe.

Moreover, questionnaires offer respondents the flexibility to complete them at their convenience, without the pressure of a face-to-face interview setting. This flexibility not only increases the likelihood of participation but also enhances the accuracy of responses, as participants are given time to reflect on the questions before answering. Additionally, the anonymity assured by self-administered questionnaires

encourages honest and candid responses, particularly when dealing with sensitive topics such as internal organizational strategies and performance metrics.

To ensure the effectiveness of the tool, the questionnaire was carefully designed to align with the research objectives and variables under investigation. It included both closed-ended and scaled items to facilitate quantitative analysis, while some sections incorporated open-ended questions to capture more detailed insights where necessary.

In summary, the use of questionnaires proved to be an efficient, reliable, and cost-effective approach to data collection, contributing significantly to the robustness and credibility of the study findings.

3.7.2 Interview Schedule

An interview schedule refers to a pre-prepared, structured set of questions designed to guide the interviewer during the data collection process (Flick, 2009). In this study, the interview schedule was used as a supplementary research instrument to gain deeper insights into the perspectives of key informants, such as senior managers and departmental heads within selected multinational flower firms.

The use of an interview schedule enabled a systematic and focused exploration of specific themes and variables central to the research namely, strategic resource allocation, top management commitment, organizational structure, and organizational culture. Unlike questionnaires, which are more rigid and standardized, the interview schedule allowed for greater flexibility in probing complex issues, clarifying ambiguous responses, and following up on emerging themes during the conversation.

This approach proved particularly valuable for understanding contextual and experiential dimensions of strategy implementation that could not be fully captured through structured questionnaires. Through face-to-face interactions or guided conversations, the researcher was able to explore how key strategic decisions are

formulated, implemented, and monitored in real organizational settings. The ability to ask follow-up questions based on respondents' initial answers enabled a more nuanced and comprehensive understanding of the challenges, enablers, and outcomes related to organizational performance.

Additionally, the use of interview schedules ensured consistency in the data collection process across different interviews, thereby enhancing the reliability and comparability of qualitative data. This tool also contributed to building rapport and trust with respondents, which encouraged more open and honest sharing of information, especially on sensitive or strategic matters.

Overall, the interview schedule was an essential tool for complementing quantitative data and enriching the study with qualitative depth and contextual relevance.

3.8 Pilot study

To verify the soundness and appropriateness of the research instrument, a pilot study was conducted. The pilot targeted 10% of the total sample size that is, 21 respondents (10% of 213) and was carried out in a selected established flower firm located in Nairobi. This firm was chosen due to its accessibility, certification status, and similarity in structure to the broader study population.

Validity was assessed in two ways. First, content validity was ensured by evaluating whether each component of the questionnaire accurately represented the intended constructs, with expert review as recommended by Babbie and Mouton (2018). Second, construct validity was tested using principal component analysis (PCA). With the aid of SPSS, communalities and orthogonal rotation (Varimax) were applied to evaluate the factor structure. A factor loading of 0.5 or higher was considered the minimum threshold for acceptable validity (Cooper & Schindler, 2014).

To determine the reliability of the research tool, Cronbach's alpha coefficient was employed. This measure

reflects the internal consistency of the instrument. In line with Hair et al. (2013), a Cronbach's alpha value of 0.7 or above was considered acceptable for reliability.

Importantly, to prevent response bias, the respondents involved in the pilot study were excluded from the final sample used in the main study.

3.9 Testing for Validity and Reliability

In this section, reliability, validity, credibility and dependability will be tested.

3.9.1 Instrument Reliability

The reliability of the research instrument was evaluated using the Split-Half method, a standard approach for testing internal consistency. This technique involved dividing the questionnaire into two parts and calculating the correlation between the two sets of responses. A strong correlation signified that respondents interpreted and answered the questions consistently, confirming the instrument's reliability.

During the pilot study, the questionnaire was tested on a small sample (10% of the target population) to detect any unclear, insufficient, or misleading items. Feedback from the pilot participants led to a careful review and revision of several questions to enhance clarity, accuracy, and alignment with the study objectives. This process involved refining vague wording, correcting confusing items, and ensuring the questions properly reflected the intended variables. These revisions improved the instrument's coherence, readability, and overall reliability, helping ensure that the data collected in the main study would be accurate, consistent, and suitable for analysis.

3.9.2 Instrument Validity

Validity refers to the extent to which a research instrument accurately captures the specific concepts it is intended to measure and supports appropriate, meaningful conclusions (Gerring, 2014). In this study, establishing validity was crucial to ensure that the data collection tools effectively measured the constructs of strategy implementation and organizational performance.

To strengthen validity, both content and construct validity were emphasized during the design and pilot testing of the questionnaire. Content validity was achieved by ensuring that each item aligned with the study's objectives and conceptual framework, and by integrating expert feedback from academic supervisors and professionals in the field. Construct validity was addressed by critically assessing whether the questions accurately represented the core dimensions of the independent and dependent variables, ensuring the tool measured the intended theoretical concepts.

During the pilot study, special attention was given to identifying ambiguous, unclear, or misleading items. Questions that were found to be vague or open to multiple interpretations were revised for clarity, precision, and relevance. This refinement process helped ensure that each item was understandable to respondents and closely aligned with the underlying research constructs.

By taking these steps, the study ensured that the research instrument would yield accurate, valid, and meaningful data capable of supporting sound conclusions and recommendations.

3.10 Data collection Methods and Procedures

These are the actions and process the researcher undertakes before embarking on data collections. First, the researcher had an introductory letter explaining to those being surveyed that the research is intended solely for academic intentions, secondly a study authorization letter from MKU, Kenya. Therefore, with requisite

authorization letters, the researcher approached management of the targeted multinational flower firms in Kenya to allow collection of data from purposefully selected heads of departments who understand strategy implementation.

3.11 Data analysis and presentation

To begin with, primary data was analyzed using SPSS computer software, where descriptive statistics will be employed to condense data through frequencies, percentages means (measures of central tendency) and inferential statistics used for variable relationships (correlations, linear and multiple relationships using regression analyses).

Further, there was multiple linear regression which is based on correlation principle whereby cross-sectional categorical data on each study variable is transformed by SPSS into continuous data-a condition of running multiple linear regression analysis (Hair et al., 2013). The multiple linear regression analysis pursued to ascertain the variance of the outcome variable (y) in accordance with the predictor variables (X₁, X₂, X₃, X₄) as shown in the multiple linear regression model.

Multiple linear regression model;

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

Whereby;

Y = organizational performance of multinational flower firms

X₁ = Strategic resource allocation

X₂ = Top management commitment

X₃ = Organizational structure

X₄ = Organizational culture

ϵ : = Error term, representing the variation in Y

3.12 Ethical considerations

To uphold ethical standards in the research process, several measures were undertaken to ensure rights, dignity, confidentiality all participants were protected.

Firstly, researcher obtained all necessary research authorization documents, including clearance letters from relevant institutional and regulatory bodies, before commencing data collection in the field. This step ensured compliance with national and institutional research guidelines and legitimized the study within the targeted organizations.

Secondly, informed consent was a fundamental principle in the study. The researcher prepared and distributed consent forms to all selected participants, clearly outlining the purpose, procedures, potential risks, and benefits of the study. These forms allowed participants to voluntarily agree to take part in the research, with the understanding that their participation was entirely optional and that they could withdraw at any time without penalty.

Thirdly, participants were informed that the study was conducted strictly for academic purposes, and that the information they provided would not be disclosed to their employers or used against them in any way. To reinforce this assurance, anonymity and confidentiality were guaranteed. No names, staff numbers, or personally identifiable information were recorded on the questionnaires. Instead, respondents were coded numerically to protect their identities and ensure that data could not be traced back to individual participants.

By adhering to these ethical procedures, researcher ensured that study was conducted with integrity, respect, and full compliance with ethical research standards.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This presents both descriptive inferential statistical analyses collected, structured organized according to study's thematic framework. The findings are displayed in tabular form for clarity and ease of understanding, while the corresponding interpretations and discussions are provided in narrative (prose) form to offer in-depth explanations and contextual insights.

The analysis follows the research objectives and questions, structured around key themes from the conceptual framework. Descriptive statistics summarize sample characteristics and response trends, while inferential statistics test hypotheses and examine the significance of relationships between the independent variables (strategic resource allocation, top management commitment, organizational structure, and organizational culture) and the dependent variable (organizational performance).

By adopting a thematic analytical structure, the chapter provides a logical flow that links empirical findings with theoretical perspectives and previous studies. This approach not only enhances the coherence of the presentation but also facilitates critical reflection on the implications of the results for practice, policy, and future research.

4.1 Response rate


Of the 213 questionnaires administered for data collection, an aggregate of 197 questionnaires were duly filled and submitted, yielding a participation ratio of 92.5% This high rate augments the stability as well as generalizability of the empirically-derived insights to larger population. The study author employed several

strategies to achieve this outcome, including allowing respondents sufficient time to complete the questionnaires, engaging research assistants effectively, and utilizing email distribution where necessary.

4.2 Reliability of research instrument

Ascertain internal coherence of research tool, Cronbach’s alpha coefficient was applied, a statistical measure of internal consistency that evaluates the level to which a collection of variables are interrelated. A reliability coefficient of 0.70 or above on Cronbach’s alpha is typically regarded as acceptable. As shown in Reliability Table 1, all the coefficient values exceeded the 0.70 threshold, thereby confirming the instrument’s reliability.

Table 3: Reliability Statistics Summary



<i>Variable</i>	<i>No.of items</i>	<i>Cronbach's Alpha</i>
Strategic Resource Allocation	6	0.717
Top management commitment	6	0.831
Organizational structure	6	0.743
Organizational culture	6	0.729
Organizational performance	6	0.791

Source; Researcher (2025)

4.3 Descriptive statistics

The following are descriptive statistics derived from the study's independent variables namely strategic resource allocation, top management commitment, organizational structure, and organizational culture as perceived to affect the performance of multinational flower firms in Kenya, which is the dependent variable. The summarized data reflects responses captured using a Likert scale and Comprises summary statistics that capture the average performance (mean) and the degree of data dispersion (standard deviation and variance), along with indicators of distribution shape such as skewness (asymmetry) and kurtosis (degree of peakedness).

In summary, the mean scores for the independent variables—strategic resource allocation, top management commitment, organizational structure, and organizational culture—were close to 4 on the Likert scale, corresponding to the "agree" category. These results reveal a broad consensus among respondents regarding the significant effect of these variables on the operational outcomes of multinational flower firms in Kenya. The dataset appears to follow the data exhibit a normal distribution, as a large proportion of the values are concentrated within one standard deviation of the average. This suggests a symmetrical distribution with limited dispersion and no significant outliers. The closeness of the values to the mean further indicates low variability, resulting in relatively small variance and standard deviation measures.

Moreover, with skewness and kurtosis values remaining within the ± 1.96 range, the data show minimal departure from normality. The presence of both positive and negative skewness suggests slight asymmetry in the data, with some variables exhibiting mild right-skewness and others mild left-skewness. Additionally, kurtosis values ranging between -1 and +1 imply that there are few extreme deviations from the mode, further supporting the assumption of a near-normal distribution.

Table 4: Descriptive Statistics

	N	Range	Min	Max	Mean	Std. Deviation	Variance	Skewness	Kurtosis
strategic resource allocation	197	4	1.00	5.00	3.5617	1.02499	1.051	-.521	-.494
top management commitment	197	4	1.00	5.00	3.7292	.92737	.860	-.690	.078
organizational structure	197	4	1.00	5.00	3.6130	1.10736	1.226	-.610	-.567
organizational culture	197	4	1.00	5.00	3.7587	1.23814	1.533	-.425	-.836
Performance of multinational flower firms in Kenya	197	4	1.00	5.00	3.6953	1.07837	1.163	-.747	-.308

Source; Researcher (2025)

4.4 Linear regression analysis

Linear regression analysis was computed to examine direct influence of research's conceptualized study variables (strategic resource allocation, top management commitment, organizational structure, and organizational culture) on the dependent variable (performance of flower firms in Kenya).

4.4.1 Linear influence of strategic resource allocation on performance of multinational flower firms in Kenya

The model summary displayed in Table 4.3 indicates that the R-squared value is 0.484, proposing that

strategic resource allocation accounts for 48.4% of the variation in the performance of multinational flower firms in Kenya. The residual 51.6% of the variation is attributed to alternative elements not included in the model. Additionally, coefficient analysis illustrates a statistically notable and favorable correlation was observed between the effective deployment of strategic resources and firm performance, with a standardized beta coefficient of $\beta = 0.622$ (SE = 0.046), significant at the $p < .01$ level.

The results therefore imply that an individual enhancement in efficient strategic resource allocations will lead to 0.622 unit performance growth of multinational flower firms in Kenya. Hence, the linear regression equation model is;

$$(i) Y = 0.938 + 0.622X_1$$

Where:

Y = performance of multinational flower firms in Kenya

X₁ = strategic resource allocation

Table 5: Linear influence of strategic resource allocation on performance of multinational flower firms in Kenya

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F	Sig. F Change	df1	df2
1	.720 ^a	.518	.515	.61519	.518	209.524	1	195	.000
Coefficients^a									
Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.		
		B	Std. Error	Beta					
1	(Constant)	.938	.172			6.042	.000		
	Strategic Resource Allocation	.622	.046	.696		13.526	.000		

a. Dependent Variable: performance of multinational flower firms in Kenya

Source; Researcher (2025)

4.4.2 Linear influence of Top Management Commitment on performance of multinational flower firms in Kenya

As displayed in Table 4.4, the model summary reveals an R-squared value of 0.518, signifying that top management commitment explains 51.8% of the variance in the performance of multinational flower firms in Kenya. The residual 48.2% is ascribed to auxiliary indicators not captured in the framework. Further analysis of the regression coefficients shows a favorable and statistically notable impact of senior leadership commitment on firm performance, with a standardized beta coefficient of $\beta = 0.755$ (SE = 0.052), significant at the $p < .01$ level. These findings suggest that a one-unit refinement in top management commitment is linked to a 0.755-unit performance increase. Accordingly, the estimated linear regression equation is as follows:

$$(ii) Y = 0.703 + 0.755X_2$$

Where:

Y = performance of multinational flower firms in Kenya

X₂ = top management commitment



Table 6: Linear influence of Top Management Commitment on performance of multinational flower firms in Kenya

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F	Sig. F Change	df1	df2	Sig. F Change
1	.720 ^a	.518	.61519	.518	209.524	.000	1	195	.000

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.703	.183		3.840	.000
	Top Mgt Commitment	.755	.052	.720	14.475	.000

a. Dependent Variable: performance of multinational flower firms in Kenya

Source; Researcher (2025)

4.4.3 Linear influence of Organizational Structure on performance of multinational flower firms in Kenya

Table 4.5 details the model summary, indicating an R-squared value of 0.511. This means organizational structure accounts for 51.1% of the fluctuation in performance levels of multinational flower firms in Kenya, while the residual 48.9% is attributed to factors outside the model. The regression coefficient analysis further reveals a favorable and statistically meaningful association between organizational structure and firm performance was observed, with a beta coefficient of $\beta = 0.689$ (SE = 0.048), significant at the $p < .01$ level. These findings suggest a one-unit improvement in institutional structuring would contribute to a 0.689-unit increase in the performance of multinational flower firms in Kenya. Thus, the linear regression equation model is;

$$(iii) Y = 0.980 + 0.689X_3$$

Where:

Y = performance of multinational flower firms in Kenya

X₃ = organizational structure



Mount Kenya University

Table 7: Linear influence of Organizational Structure on performance of multinational flower firms in Kenya

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change		
				R Square Change	F Change				
				df1	df2				
1	.715 ^a	.511	.61991	.511	203.388	1	195	.000	

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.980	.167		5.870	.000
	Organizational Structure	.689	.048	.715	14.261	.000

a. Dependent Variable: performance of multinational flower firms in Kenya

Source; Researcher (2025)

4.4.4 Linear influence of organizational culture on performance of multinational flower firms in Kenya

According to the model summary in Table 4.6, the R-squared value is 0.417, proposing that organizational culture accounts for 41.7% of the variance in the performance of multinational flower firms in Kenya. The residual 58.3% is explained via different variables not included in the framework. Further assessment of the regression coefficients demonstrates a favorable and statistically notable impact of culture of an organization on firm performance, with a beta coefficient of $\beta = 0.636$ (SE = 0.054), significant at the $p < .01$ level. These results suggest that a one-unit enhancement in organizational culture is corresponding to a 0.636-unit growth in the performance of multinational flower firms in Kenya. Thus, the linear regression equation model is;

$$(iv) Y = 0.996 + 0.636X_4$$

Where:

Y = performance of multinational flower firms in Kenya

X₄ = organizational culture



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Table 8: Linear influence of Organizational Culture on performance of multinational flower firms in Kenya

Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
1	.645 ^a	.417	.67678	.417	139.249	.000

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.996	.199		4.998	.000
	Organizational Culture	.636	.054	.645	11.800	.000

a. Dependent Variable: performance of multinational flower firms in Kenya

Source; Researcher (2025)

4.6 Multiple linear regression analysis

Multiple regression analysis in table 4.8 demonstrates an R square of 0.807, This suggests that conceptual variables incorporated in study model (strategic resource allocation, top management commitment, organizational structure, and organizational culture) account for 80.7% of variation in the performance of multinational flower firms in Kenya. Remaining 19.3% is attributable to other factors not captured within the model, suggesting that the proposed model demonstrates strong explanatory power

Table 10: Multiple regression results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.898 ^a	.807	.800	.48246	.807	112.885	4	192	.000
ANOVA^a									
Model	Sum of Squares		Df	Mean Square	F	Sig.			
1	Regression	105.103	4	26.276	112.885	.000 ^b			
	Residual	25.139	192	.233					
	Total	130.242	196						

Table 4.4 Coefficients^a

Model		Unstandardized		Standardized		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	.199	.055			3.615	.000
	strategic resource allocation	.175	.074	.171		2.384	.019
	top management commitment	.452	.087	.389		5.201	.000
	organizational structure	.203	.054	.208		3.787	.000
	organizational culture	.257	.050	.295		5.105	.000

a. Dependent Variable: performance of multinational flower firms in Kenya

Source; Researcher (2025)

Furthermore, the ANOVA results presented in Table 4.8 indicate that the F-statistic is statistically substantial ($F = 112.885$, $p < .01$), thereby affirming the overall suitability of the regression model. Specifically, the relevance of the F value ($F = 112.885$; $p = 0.000$) suggests that the four independent variables—strategic resource allocation, top management commitment, organizational structure, and organizational culture—are distinct constructs and exert varying influences on the dependent variable, which is the performance of multinational flower firms in Kenya.

Lastly, in accordance with unstandardized regression coefficients and their associated standard errors (as presented in parentheses) in Table 4.8, all four independent variables were found to be statistically relevant determinants of the performance of multinational flower firms in Kenya. Specifically, strategic resource allocation ($\beta = 0.175$, $SE = 0.068$, $p < 0.05$), senior leadership commitment ($\beta = 0.452$, $SE = 0.087$, $p < 0.05$), organizational structure ($\beta = 0.203$, $SE = 0.054$, $p < 0.05$), and organizational culture ($\beta = 0.257$, $SE = 0.050$, $p < 0.05$) each demonstrated a meaningful input to the variation in the dependent variable.

(v) The study's final multiple linear regression equation;

$$y = 0.199 + 0.175X_1 + 0.452X_2 + 0.203X_3 + 0.257X_4$$

Where;

y = performance of multinational flower firms in Kenya

X_1 = strategic resource allocation

X_2 = top management commitment

X_3 = organizational structure

X_4 = organizational culture

4.7 Discussion of study findings

The first objective of the analysis was to determine impact of strategic resource allocation on performance of multinational flower firms in Kenya. From descriptive statistics, the mean response of strategic resource allocation was 3.5617 rounded off to 4 which agree on likert scale of measurement, suggesting that majority of participants concurred that strategic resource allocation influenced performance of multinational flower firms in Kenya.

Multiple regression outcomes also indicated that there exists a favorable and substantial effect of strategic

resource allocation on performance of multinational flower firms in Kenya ($\beta = 0.175$ (0.068) at $p < 0.05$). The outcomes therefore imply that a individual improvement in effective strategic resource allocations will bring about 0.175 unit increase in performance of multinational flower firms in Kenya.

Thus, both descriptive statistics and multiple linear regression observations implies strategic resource allocation directly impacts multinational flower firms' performance in Kenya by optimizing the distribution of critical inputs enabling efficient production, cost management, as well as Strategic edge in the international cut-flower industry.

These results are supported by Antonia and Alonso (2019) study on how strategic resource allocations for competitive affect social networks in general flower firms in France and revealed the difficulty of marketing plans that simultaneously decide how much resources to allocate to potential customers to promote their products in France.

The results are also consistent with Chepngeno, Wasike, and Mote (2019) assessment on influence of good practices on the performance of a floriculture enterprise using Winchester Farms Limited where the results showed that resource allocation ($r=0.114$, significance at $p \leq 0.05$) a notable effect on the performance of Winchester Farm.

However, these results differ with Dominic and Theuvsen (2018) study that analyzed the association between firm capitals, governance and firm performance in small-scale businesses in Tanzania, and established that corporate assets by themselves do not enhance effectivity except if complemented by strategic management practices. It suggests that to boost company performance, management should apply sound strategies in resource utilization.

The second specific objective of the analysis was to examine influence of top management commitment on performance of multinational flower firms in Kenya. From descriptive statistics, the mean response of

strategic resource allocation was 3.7292 rounded off to 4 which concur on likert scale of measurement, conveying that a greater part of those surveyed concurred that top management commitment influenced performance of multinational flower firms in Kenya.

Multiple regression outcomes also implied that there exists a favorable and notable influence of top management commitment on performance of multinational flower firms in Kenya ($\beta = 0.452 (0.087)$ at $p < 0.05$). The outcomes thus suggest that an individual improvement in effective top management commitment will contribute to 0.452 unit enhancement in performance of multinational flower firms in Kenya.

Therefore, both descriptive statistics and multiple linear regression outcomes implies that top management commitment notably impacts organizational performance of multinational flower firms in Kenya by providing clear strategic direction, ensuring allocation of necessary resources, fostering a performance-driven culture, and implementing effective policies that align with international flower market demands and local operational requirements.

The results are supported by Fernaldi, Hotlan, and Selvie (2020) study on companies in East Java, Indonesia where findings showed that commitment of top management directly affects the company's performance. More so, Kimani and Kipkorir (2022) analyzed the impact of strategic leadership on the performance of Flamingo Flower Company in Nakuru County, Kenya and found that that top management practices have an impact on organizational performance.

The third specific objective of the analysis was to assess influence of organizational structure on performance of multinational flower firms in Kenya. From descriptive statistics, the mean response of organizational structure was 3.6130 rounded off to 4 which agree on likert scale of measurement, denoting that majority of the participants concurred that organizational structure influenced performance of

multinational flower firms in Kenya.

Multiple regression observations also indicated that there exists a beneficial and important influence of organizational structure on performance of multinational flower firms in Kenya ($\beta = 0.203$ (0.054) at $p < 0.05$). The findings therefore denote that an individual improvement in effective organizational structure will cause a 0.203 unit increase in performance of multinational flower firms in Kenya.

Therefore, both descriptive statistics and multiple linear regression results implies that a well-designed organizational structure significantly influences performance of multinational flower firms in Kenya by enabling effective coordination, clear reporting lines, efficient decision-making processes, and optimal workflow management across various departments involved in flower production, processing, and export operations.

The results are supported by Nguku, Ombui, and Iravo (2018) who assessed the impact of organizational structure on the implementation of floriculture strategy in Naivasha, Kenya where the focus was on upper, middle and lower-level leaders of flower farming in Naivasha. Significance tests using least squares regression and correlation analysis ($r = 0.483$, $p \leq 0.05$) showed that the differences are important on their own and when combined with the difference. However, the effects of hierarchy, organizational communication ($\beta = 0.116$ $p = 0.511$, $p \leq 0.05$) and decision-making model ($\beta = 0.107$ $p = 0.621$, $p \leq 0.05$) on strategy use were not significant.

However, the results differ with Mabotuwana (2020) who conducted a survey of 383 SME owners in Sri Lanka and found that while the effect of the five dimensions of organizational structure on the performance of SMEs was substantial ($\beta = 0.411$, $p \leq 0.05$), effects of structure dimensions of formalization and cooperation was not significant.

The fourth specific objective of the analysis was to evaluate influence of organizational culture on

performance of multinational flower firms in Kenya. From descriptive statistics, the mean response of organizational structure was 3.7587 rounded off to 4 which agree on likert scale of measurement, noting that majority of those surveyed concurred that organizational culture influenced performance of multinational flower firms in Kenya.

Multiple regression results also implied that there exists an important and favorable impact of organizational culture on performance of multinational flower firms in Kenya ($\beta = 0.257$ (0.050) at $p < 0.05$). The findings therefore suggest that an individual improvement in effective organizational culture will lead to 0.257 unit increase in performance of multinational flower firms in Kenya.

Therefore, both descriptive statistics and multiple linear regression outcomes implies that organizational culture significantly influences performance of multinational flower firms in Kenya by shaping employee behavior, work ethics, innovation practices, and commitment to quality standards, which collectively impact productivity, product quality, and market competitiveness in the global flower industry.

The results are supported by Nguku, Ombui, and Iravo (2018) who examined the impact of organizational culture on the implementation of strategies in a flower farm in Naivasha, Kenya and found that while only organizational culture influences the implementation of strategies at Naivasha Flower Farm in Kenya, empirical results showed that culture of an organization has a negative impact on the strategic use of Naivasha Flower Farm in Kenya ($\beta = -0.377$, $p \leq 0.05$).

The outcomes however differ with Owino and Kibera (2019) study that examined the correlation between institutional culture and the performance of financial companies in Kenya where outcomes implied that culture of an organization had a negative effect on business performance ($\beta = 0.449$, $p \leq 0.05$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Summarizes outcomes, draws conclusions and recommendations plus finally, areas further. To guide chapter presentation, a topical approach has been adopted

5.2 Summary of study findings

This section presents a summary of results derived from both descriptive and inferential statistical analyses, focusing on respondents' views regarding how strategy implementation affects the performance of multinational flower firms in Kenya. The study was guided by four main objectives: to assess the impact of strategic resource allocation on firm performance, to evaluate the role of top management commitment, to analyze the effect of organizational structure, and to examine the influence of organizational culture on the performance of multinational flower firms in Kenya.

5.2.1 Strategic resource allocation and performance of multinational flower firms in Kenya

The first specific objective of the study was to determine influence of strategic resource allocation on performance of multinational flower firms in Kenya. Descriptive statistical analysis, particularly mean responses, revealed that efficient allocation of strategic resources generally has a positive impact on performance of these firms.

Both linear and multiple regression analysis also indicated that strategic resource allocation had direct and combined with others linear substantial positive influence on the performance of the surveyed multinational

flower firms in Kenya. That is effective allocation of financial resources, human resources and technological resources had a substantial influence on performance of the surveyed multinational flower firms in Kenya. This summarily implies that effective strategic allocation of resources significantly influences the performance of multinational flower firms in Kenya through several interconnected mechanisms. That is, financial resources, when optimally distributed, enable firms to invest in modern greenhouse technology, efficient irrigation systems, and cold chain infrastructure necessary for preserving flower quality from farm to export. Strategic human resource allocation ensures skilled workers are deployed across critical operations like cultivation, harvesting, and post-harvest handling, while also maintaining proper training and worker welfare programs that reduce turnover and enhance productivity. Technological resources, including automated grading systems, precision farming tools, and digital supply chain management platforms, improve operational efficiency, reduce waste, and help firms meet international quality standards and delivery timelines which positively impact on their comprehensive performance.

5.2.2 Top management commitment and performance of multinational flower firms in Kenya

This was second specific objective of the analysis; to examine influence of top management commitment on performance of multinational flower firms Kenya. Descriptive statistics based on mean of responses indicated that generally when senior management team of flowers strongly support strategy implementation, flower firms realize a steady growth its overall performance.

Multiple linear regression outcomes indicated a favorable substantial influence of top management commitment on the performance of surveyed multinational flower firms in Kenya. That is, top managements' commitment on top quality standards, customer focus, business process commitment and employee training and standards enhances performance of multinational flower firms in Kenya.

Therefore in summary, both descriptive and multiple regression analysis indicate that top management's commitment to excellence significantly drives the performance of multinational flower firms in Kenya through multiple reinforcing channels. When leadership demonstrates unwavering dedication to quality standards, it establishes rigorous protocols for flower cultivation, handling, and packaging that ensure consistent product excellence and compliance with international certifications. Their customer-focused approach enables firms to understand and adapt to specific market preferences, maintain strong relationships with international buyers, and respond rapidly to changing demands. Furthermore, their investment in comprehensive employee training programs and adherence to quality standards creates a skilled workforce capable of implementing best practices in cultivation, post-harvest handling, and quality control, ultimately resulting in superior product quality, reduced rejections, and enhanced market competitiveness.

5.2.3 Organizational structure and performance of multinational flower firms in Kenya

This was third specific objective of analysis; to assess influence of organizational structure on performance of multinational flower firms Kenya. Descriptive statistics based on mean of responses indicated that most respondents generally agreed that effective and efficient organizational structures boost overall performance of surveyed multinational flower firms Kenya.

Multiple linear regression outcomes indicated a positive significant influence of top organizational structure on performance of the surveyed multinational flower firms in Kenya. That is, effective centralization/decentralization, harmonious chain of command, efficient span of control and open communication systems enhance performance of the surveyed multinational flower firms in Kenya.

Therefore both descriptive statistics and multiple regression analysis implies that a balanced approach to centralization/decentralization allows for strategic decisions to be made at headquarters while enabling local managers to respond quickly to operational challenges and market changes. A well-defined chain of

command ensures clear reporting relationships and accountability, facilitating efficient decision-making and implementation of quality standards across all levels. Appropriate span of control enables managers to effectively oversee operations, provide adequate supervision, and maintain quality standards without creating bottlenecks in decision-making processes. Open communication systems foster information flow between different departments and hierarchical levels, enabling rapid problem-solving, knowledge sharing, and coordination of activities from cultivation to export, while also facilitating quick responses to market demands and operational challenges.

5.2.4 Organizational culture and performance of multinational flower firms in Kenya

This was fourth specific objective of the analysis; evaluate influence of organizational culture on performance multinational flower firms Kenya. Descriptive statistics based on mean of responses indicated that most respondents generally agreed that stable feasible organizational culture boost overall performance of the surveyed multinational flower firms Kenya.

Multiple linear regression findings indicated a positive significant influence of top organizational culture on the performance of the surveyed multinational flower firms in Kenya. That is, an effective culture build on team work and collaboration, adapts to dynamism, encourages diversity/inclusivity and always at per with current innovations will always enhance performance of the multinational firms practicing them.

Therefore, in summary, both descriptive statistics and multiple regression analysis on organizational culture suggests that organizational norm dimensions serve a critical function in strengthening the performance of multinational flower firms through interconnected mechanisms. Strong teamwork and collaboration foster knowledge sharing, problem-solving, and efficient coordination across departments, leading to improved operational efficiency and reduced wastage. A dynamic culture enables firms to adapt quickly to changing economic climate, weather patterns, as well as technological advancements in the floriculture industry.

Diversity and inclusivity create a rich environment of varied perspectives and experiences, leading to better decision-making, enhanced creativity, and stronger relationships with international stakeholders from different cultural backgrounds. Innovation-focused culture drives continuous improvement in cultivation techniques, post-harvest handling, logistics, and sustainability practices, helping firms develop competitive advantages through new varieties, improved processes, and environmentally friendly practices that meet evolving market demands and regulatory requirements.

5.3 Conclusions

The study established that **strategic resource allocation** is a critical determinant of performance among multinational flower firms in Kenya. The timely and effective deployment of financial, human, and technological resources was found to significantly enhance operational efficiency and competitiveness. Firms that aligned their resource investments with strategic goals consistently outperformed those with less structured resource planning.

Secondly, the study concluded that **top management commitment** reflected through quality orientation, customer focus, business process oversight, employee engagement, and adherence to standards has a profound impact on firm performance. The active involvement of senior leadership in strategy implementation was shown to improve decision-making, foster accountability, and drive sustainable growth. Thirdly, the research revealed that **organizational structure** plays a crucial role in shaping performance outcomes. Structural elements such as the degree of centralization or decentralization, clarity in the chain of command, optimal span of control, and open communication channels were found to enhance responsiveness, coordination, and resource utilization across the firms. These structural attributes enabled

firms to adapt quickly to dynamic market conditions and customer demands.

Lastly, the study found that a strong and adaptive **organizational culture** characterized by shared values, teamwork, innovation, and cross-cultural integration significantly contributes to firm performance. A culture that promotes collaboration, continuous improvement, and responsiveness to change fosters an environment conducive to productivity, quality assurance, and strategic agility.

In summary, the study concludes that the performance of multinational flower firms in Kenya is strongly influenced by four key strategy implementation factors: strategic resource allocation, top management commitment, organizational structure, and organizational culture. These findings underscore the importance of holistic, integrated approaches to strategy implementation for firms operating in competitive international markets such as floriculture.

5.4 Recommendations

Based on the conclusions drawn from this study, the following policy and managerial recommendations are proposed to enhance the performance of multinational flower firms in Kenya:

Strategic Resource Allocation

It is recommended that both management and policy-makers ensure the effective and timely allocation of strategic resources including human, financial, and technological assets. Firms should invest in workforce development, modern farming technologies, quality assurance infrastructure, and logistics systems to improve productivity and meet international market demands. Policymakers, particularly in the Ministry of Agriculture and related trade agencies, should create incentive programs that encourage investment in resource optimization and modern farming practices.

Top Management Commitment

Senior leadership within multinational flower firms must demonstrate consistent commitment to performance excellence. This involves prioritizing product and service quality, implementing customer-centric strategies, streamlining internal processes, and continuously empowering employees through training and development. Management should institutionalize leadership accountability frameworks and reward systems to reinforce strategic execution. In addition, policy bodies can support this through leadership development initiatives tailored to the horticultural export sector.

Organizational Structure Enhancement

Firms should review and adopt organizational structures that promote operational efficiency and decision-making flexibility. This includes balancing centralization with decentralization, establishing a clear and efficient chain of command, maintaining optimal spans of control, and fostering open communication across departments. These structural reforms should be aligned with the scale and complexity of firm operations. Industry regulators can support this by providing model governance frameworks that reflect global best practices.

Organizational Culture Transformation

Management should cultivate inclusive and innovation-driven organizational cultures that emphasize teamwork, adaptability, cross-cultural collaboration, and diversity. Encouraging a culture of continuous learning and employee participation in strategic initiatives will help firms respond effectively to dynamic international market requirements. To reinforce this, policy institutions such as the Kenya Flower Council and development partners can offer organizational development toolkits and conduct sector-wide cultural competency training.

5.5 Recommendations for Further Research

In light of the empirical findings and theoretical contributions of this study, the following recommendations are made for future research:

Longitudinal Research Design

Given that this study adopted a cross-sectional approach, future researchers are encouraged to conduct a longitudinal study to evaluate the long-term impact of strategic resource allocation, top management commitment, organizational structure, and organizational culture on the performance of multinational flower firms. A longitudinal design would provide deeper insights into how strategic implementation evolves over time and how its effectiveness sustains or changes under dynamic market conditions.

Broader Sectoral Scope

This study focused exclusively on certified multinational flower firms. Future research could adopt a comparative cross-sectional design involving both multinational and local flower firms across Kenya. This would help establish whether the influence of strategy implementation variables differs by ownership structure, scale, or certification status, thus enriching the understanding of performance drivers in the entire floriculture sector.

Use of Panel and Time-Series Data

Further studies can explore the use of panel data with time-series information over a five-year period. This would enable a more robust and objective evaluation of firm performance trends using secondary data such as export volumes, revenue, customer retention rates, and quality compliance reports. Compared to survey data, time-series panel data may offer greater reliability and reveal causality patterns that cannot be captured through cross-sectional studies alone.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

MOUNT KENYA UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS

DEAR SIR/MADAM

**RE: INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF
MULTINATIONAL FLOWER FIRMS IN KENYA**

I hope you are doing well. I am reaching out to introduce myself and share a brief overview of my ongoing research, which explores the impact of strategy implementation on the performance of multinational flower firms in Kenya.

This study investigates how key elements of strategy implementation influence operational efficiency and overall organizational performance within the floriculture export industry. Utilizing both quantitative and qualitative research methods, the research aims to provide practical insights that can enhance strategic planning and execution. The findings are expected to benefit various stakeholders by offering a deeper understanding of effective strategic practices in this vital and competitive sector.

Thank you for your time and consideration.

Yours sincerely,

APPENDIX II: INFORMED CONSENT

I acknowledge that I have read and comprehended the details provided about this research. I have been given the chance to ask questions and have received clear and satisfactory responses. I understand that my participation is entirely voluntary and that I am free to withdraw at any time, for any reason, without facing any consequences or charges. I also understand that I will receive a copy of this consent form. By signing below, I voluntarily agree to participate in this study.

Participant's Signature: _____ **Date:** _____

Investigator's Signature: _____ **Date:** _____



Mount Kenya

University

APPENDIX III: RESEARCH QUESTIONNAIRE

RESPONDENTS BASIC DETAILS

This questionnaire has been developed to aid in gathering information related to the study. The data collected through this questionnaire utilized study. Please indicate response by placing an (X) in the provided spaces and provide additional details where necessary designated.

PART A: Personal Information

(Tick where appropriate) do this questions add any value to the research?

Gender Male () Female ()

Age of respondent: 18 -30years () 31-40years () 41-50 years () Above 51years ()

Academic qualifications

High school () Diploma () Degree or Higher () 4 how long

have you been in the current organization

0-5 years() 6- 10years () 11-15 years () Above 16years ()

PART B: Strategic Resource Allocation

Please respond to all the questions as accurately and honestly as possible. Use the spaces provided or tick the most appropriate option. The following rating scale will guide your responses:

5 = Strongly Agree (SA), 4 = Agree (A), 3 = Uncertain (U), 2 = Disagree (D), 1 = Strongly Disagree (SD).

Strategic Resource Allocation	5	4	3	2	1
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1. Financial allocations are equitably done to meet the organizational goals and targets					
2. All departments strictly follow budgetary allocation provided in the Organizational strategic plans					
3. The organization attracts high flier employees					
4. The organization really invests in the development of its human capital					
5. The management invests in top notch technological innovations					
6. The organization equitably balances its strategic resources					

PART C: Top management commitment

Statements	5	4	3	2	1
1. All top managers are committed to product/service quality standards					
2. The top managers the organization has an operational customer service charter					
3. The top management regularly reviews and fully addresses customer complaints					
4. The top management regularly engages in requisite business process reengineering					
5. Top managers are committed to regular employee training standards					
6. Top managers timely addresses strategy implementation related pitfalls					

PART D: Organizational structure

Statements	5	4	3	2	1
1. centralized organizational structure ensures seamless service delivery					
2.The decentralized organizational structure is more suitable for faster service delivery					
3.The chain of command in the organization fastens service delivery					
4. The top down command chain ensures faster service delivery					
5. There is a feasible span of control that enhances service delivery					
6. The communication structure in the firm ensures seamless flow of information without contradiction					

PART E: Organizational culture

Statements on organizational culture	5	4	3	2	1
1. There is a working team culture in the organization					
2. All employees are involved in relevant decision making					
3. The organization allow employees to adopt dynamic changes in the work environment					
4. The organization embraces all aspects of diversity when recruiting employees/managers					
5. The organization considers all aspects of diversity during job promotions					
6. The organization embraces innovative ideas from all employees					

PART F Organizational performance

Statements on organizational performance	5	4	3	2	1
1.The organization is committed to meeting quality standards					
2.The organization has always maintained a high market value of its products					
3.Most customers are loyal to the company products					
4.The flower firms commands the highest demand of its products in Kenya					
5.The firm has maintained a steady growth in its Return On Investments (ROI)					
6.The firm has maintained a steady growth in its Return On Assets (ROA)					



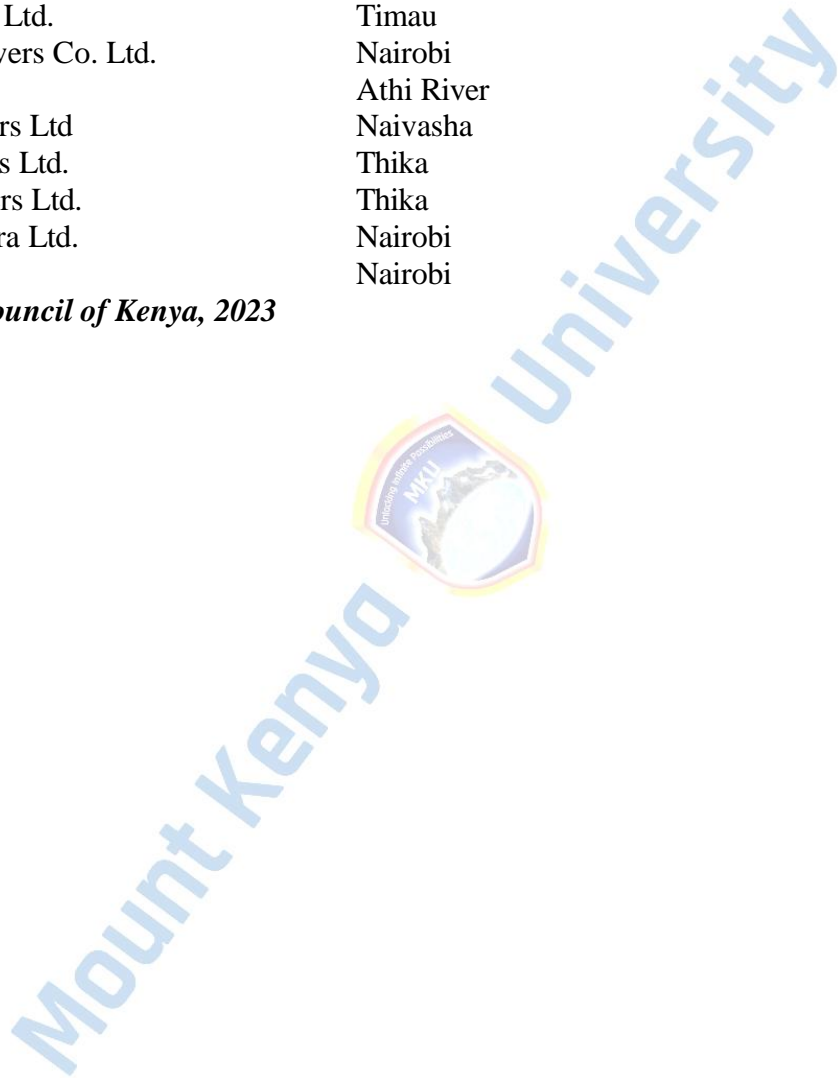
Appendix II List of flower companies in Kenya

Company Name	Location
1. Africa blooms Ltd.	Nakuru
2. Africalla (K) Ltd.	Nairobi
3. Batian Flowers Ltd.	Timau
4. Beautyline Ltd	Naivasha
5. Benev Flora Ltd	Naivasha
6. Bilashaka Flowers Ltd	Naivasha
7. Black Petals Ltd	Limuru
8. Black Tulip Flowers Ltd	Limuru
9. Bloom Valley Ltd	Nakuru
10. Blooming Africa Ltd	Gilgil
11. Bloomingdale Roses (K) Ltd.	Timau
12. Carzan Flowers (K) Ltd._KS Farm_Rongai	Naivasha
13. Carzan Flowers (K) Ltd._MR Farm_Molo	Molo
14. Carzan Flowers (K) Ltd._ST Farm_Rongai	Naivasha
15. Cover Flowers Ltd	Nairobi
16. Colour Crops _ Bahati	Bahati
17. Colour Crops_Naivasha	Naivasha
18. Colour Crops_Timau	Timau
19. Credible Blooms Ltd	Rumuruti, Laikipia
20. De Ruitter EA Ltd.	Naivasha
21. Eco Roses Ltd._Salgaa Farm	salgaa
22. Eco Roses Ltd._Utee/Tropiflora	Nakuru
23. Equinox Horticulture Ltd.	Timau
24. Fairy Flowers (K) Ltd.	Ruaka
25. Fides (K) Ltd	Embu
26. Flamingo Horticulture (K) Ltd._ Kingfisher Farm	Naivasha
27. Flamingo Horticulture (K) Ltd._Flamingo	Nairobi
28. Flamingo Horticulture (K) Ltd._Ibis Farm	Nairobi
29. Flamingo Horticulture (K) Ltd._Siraji Farm	Nairobi

30. Flora Ola Ltd.	Nakuru
31. Florencia Blooms Ltd	Nairobi
32. Florensis (K) Ltd	Naivasha
33. Galaxy Flowers Ltd.	Thika
34. Gatoka Ltd.	Thika
35. Golden Tulip Farms Ltd.	Nairobi
36. Groove Ltd.	Naivasha
37. Highlands Plants Ltd.	Nairobi
38. Imani Flowers Ltd.	Naivasha
39. Kariki Ltd._BT Farm_Nanyuki	Nanyuki
40. Kariki Ltd._HM Farm_Naivasha	Naivasha
41. Kariki Ltd._KD Farm_Molo	Molo
42. Kariki Ltd._KR Farm_Juja	Juja
43. Kisima Farm Ltd	Timau
44. Lamiflora Ltd.	Nairobi
45. Lamorna Ltd.	Nakuru
46. Lathyflora (K) Ltd.	Nairobi
47. Laurel Investment Ltd.	Naivasha
48. Lauren International Flowers Ltd.	Thika
49. Lolomarik Ltd	Timau
50. Maaskant Flowers Ltd.	Naivasha
51. Maridadi Flowers Ltd.	Naivasha
52. Mount Kenya Alstroemeria	Nanyuki
53. Mt. Elgon Orchards Ltd.	Mt. Elgon
54. Mumiflora Ltd. T/A Baraka Roses	Nyandarua
55. Murara Plants Ltd	Kericho
56. mzurrie Flowers_Maji Mazuri Flowers	Nairobi
57. mzurrie Flowers_Molo River Roses Ltd.	Molo
58. mZurrie Flowers_Winchester Bahati	bahati
59. Nathe Enterprises Ltd	Nairobi
60. NiNi Ltd	Nakuru
61. Ol-Njorowa Ltd.	Nairobi
62. Olij Kenya Propagation Ltd	Naivasha
63. P J Dave Flowers Timau Ltd.	Timau
64. P J Dave Flora Ltd.	Timau
65. Panocal International Ltd.	Kitale
66. Penta Tancom Ltd. T/A Penta Flowers	Thika
67. Primarosa Flowers Ltd.	Athi river
68. Rain Forest Farmlands (K) Ltd.	Nairobi
69. Red Lands Roses PLC	Thika
70. Rift Valley Roses (K) Ltd.	Naivasha
71. Rimi Flora Ltd.	Nakuru
72. Sian Flowers_ Maasai Flowers (K) Ltd.	Kitengela
73. Sian Flowers_ Sololo Agriculture Ltd.	Eldoret
74. Sian Flowers_Agriflora (K) Ltd.	Nakuru
75. Sian Flowers_Equator Flowers (K) Ltd.	Eldoret

76. Simbi Roses Ltd.	Nairobi
77. Sojanmi Springfields Ltd.	Nakuru
78. Sosiani Flowers Ltd.	Nairobi
79. Sunfloritech Ltd.	Naivasha
80. Syngenta _ Kenya Cuttings Ltd.	Thika
81. Syngenta _ Pollen Ltd.	Tatu city
82. Tambuzi Ltd.	Nanyuki
83. Timaflor Ltd.	Thika
84. Uhuru Flowers Ltd.	Timau
85. Valentine Growers Co. Ltd.	Nairobi
86. Waridi Ltd.	Athi River
87. Wildfire Flowers Ltd	Naivasha
88. Wilmar Flowers Ltd.	Thika
89. Windsor Flowers Ltd.	Thika
90. Xpressions Flora Ltd.	Nairobi
91. Zedgee Ltd.	Nairobi

Source: Flower Council of Kenya, 2023



APPENDIX IV: ERC



REF: MKU/ISERC/4938
TO: SHUKRI .A. SIRAT

Date: 10 April 2025

REG: MBA/2022/54905

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF MULTINATIONAL FLOWER FIRMS IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3660**. The approval period is **10/04/2025 - 09/04/2026**.

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**

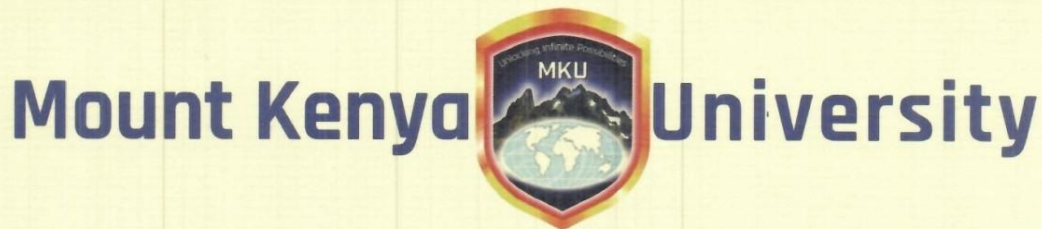
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

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



APPENDIX V: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/54905

11th April, 2025

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

Dear Sir/Madam,

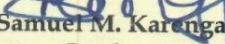
RE: SHUKRI A. SIRAT - REGISTRATION NO. MBA/2022/54905

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 Strategy Implementation on Performance of Multinational Flower Firms in Kenya.**" 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 **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karunga, PhD
Director, Graduate Studies
Enc.

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

APPENDIX VI: NACOSTI



REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: 873036

Date of Issue: 01/May/2025

RESEARCH LICENSE



This is to Certify that Ms.. Shukri Abdi Sirat of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu, Nairobi, Nakuru on the topic: INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF MULTINATIONAL FLOWER FIRMS IN KENYA for the period ending : 10/May/2026.

License No: NACOSTI/P/25/4173128

873036

Applicant Identification Number

[Signature]

Deputy Director
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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See overleaf for conditions