

**ANALYSIS OF ORGANIZATIONAL CAPABILITY STRATEGIES ON
PERFORMANCE OF KENYA FERRY SERVICES IN MOMBASA COUNTY**

EMMANUEL AMANI NGONYO




**A Research Project Submitted to the School of Business and Economics in Partial
Fulfilment of the Requirement for the Award of Master Degree in Business
Administration of Mount Kenya University**

NOVEMBER, 2024

DECLARATION

This Research project is my original work and has not been submitted for the award of a degree in any other University or Institution of higher learning.


Signature: 
Date _____ 13/11/2024

Emmanuel Amani Ngonyo

MBA/2022/46063

Approval

This research paper has been submitted for examination with my approval as the university supervisor.

Signature: 
Date _____ 13/11/2024

Dr. Maria Mungara

Mount Kenya University

School of Business and Economics

DEDICATION

This research project is dedicated to my wife Caroline and my daughters Faith, Favour and Fabianna.

ACKNOWLEDGEMENT

I want to express my gratitude to the divine for granting me tranquillity of mind and good health during my academic journey. My heartfelt thanks go to my mentors, Dr. Mungara for supporting, directing and even guiding me through this study, as well as the entire academic family at Mount Kenya University, encompassing the School of Business and Economics and the Library Department. I extend my appreciation to the dedicated academic and support staff who have been instrumental in various aspects, including assistance with project formatting and writing, and providing consistent guidance to ensure my progress. I also wish to acknowledge the collaborative efforts and consultations with my fellow classmates in Mombasa Campus. I believe that this work is worthy of all the confidence that everyone who will assist me.



ABSTRACT

Organizations function within ever-changing landscapes, marked by dynamism. In order to thrive and maintain their competitive edge in these shifting and fiercely competitive settings, organizations must employ adept strategy management tactics to cultivate the capability to embrace these transformations. The study sought to assess the effect of organizational capability strategies on performance of Kenya ferry services in Mombasa County. The specific objectives of the study were; analyze the effect of planning strategy on performance of Kenya Ferry Services in Mombasa County, evaluate the effect of Structural adaptation on performance of Kenya Ferry Services in Mombasa County, establish the effect of skill development on performance of Kenya Ferry Services in Mombasa County and find out the effect of product innovation on performance of Kenya Ferry Services in Mombasa County. Descriptive research design was adopted. The target population comprised of all the 62 senior employees from KFS, Mombasa. Data from the respondents was collected using questionnaires. The researcher used the Statistical Package for Social Sciences (SPSS) software version 22 to measure the correlation analysis in order to highlight the relationship between the successes of organization capability and performance of KFS Mombasa, Kenya. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables and graphs were used to present the data for easy comparison. The study reveals that employee engagement has a significant positive correlation with organizational performance within the Kenya Forest Service (KFS), with a Pearson correlation coefficient of 0.634 and a significance level of $p < 0.01$, indicating that higher levels of engagement lead to improved outcomes. Additionally, strategic planning emerges as a crucial determinant of performance, evidenced by a regression coefficient of 0.752, which signifies that for every unit increase in the effectiveness of planning strategy, organizational performance increases by 0.752 units ($t = 5.403$, $p = 0.000$). Furthermore, the research highlights that product innovation is vital for enhancing service delivery and competitiveness in KFS, as reflected in a mean score of 3.71 for the regular introduction of new products. Innovative practices contribute to better responses to market needs, supported by a regression coefficient of 0.490 for product innovation ($t = 3.895$, $p = 0.000$). Collectively, these findings shows the importance of fostering employee engagement, implementing robust strategic planning frameworks, and prioritizing product innovation as key strategies for improving organizational performance within KFS. The study recommends that the Kenya Ferry Service should enhance employee engagement, strengthen strategic planning frameworks, and prioritize product innovation to improve organizational performance

TABLE OF CONTENTS

DECLARATION
ii DEDICATION
iii ACKNOWLEDGEMENT
..... iv	
ABSTRACT.....
v TABLE OF CONTENTS
vi LIST OF TABLES
..... ix LIST OF	
FIGURES	x LIST
OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE
1 INTRODUCTION	1
..... 1	
1.1 Background of the Study.....	1
1.1.1 Global Perspective of Organization Capabilities	3
1.1.2 Regional Perspective of Organization Capabilities	4
1.1.3 Local Perspective of Organization Capabilities	5
1.1.4 Organizational Performance	6
1.1.5 Profile of Kenya Ferry Services	7
1.2 Statement of the Problem	8
1.3 Purpose of the Study	9
1.4 Objectives of the Study	9
1.5 Research Questions	10
1.6 Significance of the Study	10
1.7 Scope of the Study	11
1.8 Limitations of the Study	11
1.9 Delimitations of the Study	12
1.10 Assumptions of the Study	12
1.11 Operational Definition of Terms	12

CHAPTER TWO

13 LITERATURE REVIEW

..... 13

2.1 Introduction 13

2.2 Theoretical Framework 13

 2.2.1 Strategic Fit Theory 13

 2.2.2 The Dynamic Capabilities Theory 14

 2.2.3 Human Capital Theory 17

 2.2.4 Schumpeter's Innovation Theory 18

2.3 Empirical Review 20

 2.3.1 Planning Strategy on Organization Performance 20

 2.3.2 Structural Adaptation on Organization Performance 22

 2.3.3 Skill Development on Organization Performance 25

 2.3.4 Product Innovation on Organization Performance 28

2.4 Conceptual Framework 31

2.5 Research Gap 32

CHAPTER THREE

34 RESEARCH METHODOLOGY

..... 34

3.1 Introduction 34

3.2 Research Design 34

3.3 Target Population 35

3.4 Sample Size determination and Sampling Procedures 35

3.5 Data Collection 36

 3.5.1 Validity 36

3.5.2 Reliability	37
3.6 Data Analysis and Presentation	37
3.7 Ethical Considerations	38
3.7.1 Ethical Considerations Related to Respondents	39
CHAPTER FOUR	
40 DATA ANALYSIS AND PRESENTATION OF FINDINGS	
..... 40	
4.1 Introduction	40
4.2 Response Rate	40
4.2.2 Reliability of Study Variables	41
4.3 Demographic Characteristics	41
4.3.1 Distribution of the Respondents Based on the Department	42
4.3.2 Distribution of the Respondents Based on Level of Education	43
4.3.3 Distribution of the Respondents Experience	44
4.3.1 Distribution of the Respondents Based on the Gender	44
4.4 Descriptive Findings and Discussions	45
4.4.1 Statements relating to Planning Strategy on Organizational Performance	46
4.4.3 Statements relating to Skill Development on Organization Performance	50
4.4.4 Product Innovation on Organization Performance	52
4.5 Correlation Analysis	56
4.6 Regression Analysis	59
CHAPTER FIVE	
65 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
..... 65	
5.1 Introduction	65
5.2 Summary of the Study.....	65
5.2.1 Planning Strategy on Organization Performance	65

5.2.2 Structural Adaptation on Organization Performance	66
5.2.3 Skill Development on Organization Performance	66
5.2.4 Product Innovation on Organization Performance	67
5.2.5 Organizational Performance	67
5.3 Conclusions	68
5.3.1 Planning Strategy on Organization Performance	68
5.3.2 Structural Adaptation on Organization Performance	68
5.3.3 Skill Development on Organization Performance	69
5.3.4 Product Innovation on Organization Performance	69
5.3.5 Organizational Performance	69
5.4 Recommendations	70
5.4.1 Planning Strategy on Organization Performance	70
5.4.2 Structural Adaptation on Organization Performance	70
5.4.3 Skill Development on Organization Performance	71
5.4.4 Product Innovation on Organization Performance	71
5.5 Suggestions for Further Research	72
REFERENCES	
74 APPENDICES	79
Appendix I: Informed Consent Form for Study Participants	79
Appendix II: Research Study Questionnaire	82
Appendix III: KUREC Clearance Letter	86
Appendix IV: Mount Kenya University Research Authorization Letter	87

Appendix V: Kenya Ferry Research Authorization Letter
88

Appendix VI: NOCOSTI Research Permit
89

LIST OF TABLES

Table 1: Target Population
35

Table 2: Sample Size
36

Table 3: Response Rate
40

Table 4: Reliability Results
41

Table 5: Statements relating to Planning Strategy on Organizational Performance
46

Table 6: Structural Adaptation on Organizational Performance 48

Table 7: Skill Development on Organization Performance
50

Table 8: Product Innovation on Organization Performance 53

Table 9: Organization Performance
55

Table 10: Correlation Analysis Results
56

Table 11: Regression Model Summary 59

Table 12: ANOVA Results
60

Table 13: Regression Coefficients
62

LIST OF FIGURES

Figure 1: Conceptual Framework	30
Figure 2: Gender	42
Figure 3: Level of Education	43
Figure 4: Work Experience	44
Figure 5: Gender	45



LIST OF ABBREVIATIONS AND ACRONYMS

GEA General Electric Africa

ICT Information and communication technology

KFS Kenya ferry services (KFS)

KPA Kenya port authority

RBV Resource-Based View

SME Small and medium sized businesses

SPSS Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Improving a company's performance and efficacy has been the main focus of strategic management for a long time. The dynamic and stable external business environment significantly influences how companies coordinate their competitive strategies to attain peak performance.

Whether an organization is for-profit or non-profit, private or public, recent years have seen a growing need for strategic thinking to accomplish corporate objectives (Bryson, 1995). The environment in which firms operate—comprising internal and external factors like competition—can either support or hinder their operations depending on the nature of their business. As Falahat et al. (2020) noted, for a company to secure a competitive advantage in the global economy, it must first design an appropriate competitive strategy. This strategy stems from a thorough analysis of the firm's resources and competencies, as well as market influences (Al-surmi et al., 2020). Alsurmi further suggests that a firm's competitive edge is derived from resources that are scarce, valuable, inimitable, and irreplaceable, giving it an advantage over rivals.

Understanding how a company's resources and competencies contribute to creating and maintaining a competitive advantage is essential for successful strategic management (Alves et al., 2017). Businesses must prioritize financial assets, technology, materials, human resources, and regulatory compliance in order to get these advantages. The ability of a business to fully leverage its competencies, resources, and skills in order to gain the competitive advantages necessary for expansion and productivity is referred to as "strategic capabilities" (Gupta, 2021).

According to Chepkole and Deya (2019), common strategic capabilities among businesses include technological prowess, product innovation, production processes, and

logistics capabilities. Strategic competencies also involve efficiency in production, market sensing, customer engagement, and distribution channels. Marketing skills, such as segmentation, targeting, advertising, and pricing, also play a critical role in developing these capabilities.

The term "strategic capabilities" also encompasses a company's ability to develop and expand its core strengths to remain competitive in rapidly changing environments (Collins, 2021). A company that fails to focus on these capabilities may struggle to leverage rare, valuable assets that cannot be easily copied by competitors. These strategic advantages are irreplaceable, as the firm's leadership prioritizes protecting the areas that contribute to its competitive edge. By focusing on these capabilities, firms can continuously build resources that secure a strong position within the industry. As Amarakoon et al. (2018) suggest, strategic capabilities are embedded into the organization's processes, guiding the development of resource configurations and operational routines. These resources, including assets and employee skills, form the building blocks for achieving a competitive advantage. According to Pandza and Thorpe (2019), strategic managers are accountable for molding, transforming, and incorporating these distinctive resources into strategic proficiencies that can propel sustained prosperity.

The capacity of an organization to achieve specific outcomes is determined by a combination of various activities that differentiate it from competitors in the industry. This ability, known as a "capability to achieve set results," involves a wide range of tasks that convert inputs into outputs, which are vital for the organization's sustainability.

However, having high-quality resources and competencies alone may not be sufficient to sustain a long-term competitive edge.

To ensure continued success in their key operations, businesses must possess strategic competencies. These include efficient manufacturing processes, the adoption of new

technologies, effective logistics management, product innovation, enhanced production efficiency, and strong marketing capabilities. The latter includes knowledge of pricing, targeting, advertising, and market segmentation.

A company must adopt a diverse array of strategies to maintain its competitive position in the market. These strategies are crucial for securing and sustaining a competitive advantage and should be a key focus for the organization.

1.1.1 Global Perspective of Organization Capabilities

Organizations worldwide must navigate and survive economic crises due to vulnerabilities inherent in the global economy. Understanding the organizational capabilities that can address these challenges is crucial. Numerous studies from various regions emphasize the importance of strategic capabilities in improving firm performance. For example, Hitt and Hoskisson (2019) found that large enterprises in the United Kingdom have adopted organizational capabilities, with some attention to small and medium-sized enterprises (SMEs). Large corporations often plan both for the longterm and immediate future, while SMEs tend to focus on near-term planning.

Perales, Garces-Ayerbe, Rivera-Torres, and Suarez-Galvez (2017) found a correlation between 134 ski resorts' environmental strategies in North America and Europe and strategic proactivity and ongoing innovation. Similarly, Bamel and Bamel (2018) reported that machine-made carpet manufacturers in Turkey experienced improved competitive performance due to marketing, IT, and management capabilities as dimensions of strategic capabilities.

Li, Tian, and Zhou (2018) observed that regional institutions in China had varied impacts on the solar PV sector, with local institutions in Jiangsu offering substantial support for expanding solar businesses. Furrer, Sudharshan, and Alexandre highlighted that in the Netherlands, companies with differing strategic capabilities, despite geographic

proximity, show significant performance variation. Feng and Pan (2019) found that companies in Taiwan benefit from strong operational, marketing, management, and human resources, although management and physical capital skills did not directly influence performance.

Alnachef and Alhajjar (2017) demonstrated that human capital—which is characterized by education, skill development, creativity, innovation, and sufficient staffing—had a favorable impact on organizational performance in Malaysia. Similar improvements in staff performance were made in Islamabad as a result of training, pay, and personnel sufficiency investments, which eventually increased business profitability.

1.1.2 Regional Perspective of Organization Capabilities

In Ghana, Sreckovic (2018) found a robust connection between organizational capabilities with overall performance, both financial and operational. The study concluded that micro and small family-owned businesses that adapt their marketing and management skills tend to outperform competitors, regardless of the intensity of competition in the market. In Egypt, Salama (2017) explored factors beyond knowledge management and organizational learning that affect performance in factories. He developed and tested a conceptual framework examining how resource-based organizational capabilities and inter-organizational practices influence organizational outcomes.

In Nigeria, Yousaf and Iftikhar (2018) found that educational institutions lacked sufficient strategic capabilities and did not manage their existing resources effectively. They recommended that university leadership, together with the government, work to develop and manage strategic capabilities to enhance performance and ensure institutional goals are met. Similarly, Gaotlhobogwe (2017) reported that Botswana's performance was

negatively impacted by a shortage of key resources such as funding, equipment, personnel, and technology.

1.1.3 Local Perspective of Organization Capabilities

Njagi (2018) observed that institutions in Kenya could achieve greater success by investing in and maintaining strong strategic capabilities in areas such as information and communication technology (ICT), human resources, physical infrastructure, and financial resources. Organizations are also likely to perform better when they strategically allocate, develop, integrate, and manage these resources. Similarly, Kogo and Kimencu (2018) suggested that managers overseeing human resources in insurance companies should implement programs that enhance organizational operations and performance by effectively linking strategic capabilities to the company's outcomes. They emphasized the importance of technological capabilities, including IT expertise, infrastructure, and the ability to manage IT, in improving organizational performance. Muketi (2019) also argued that maintaining high performance requires consistent use of strategic capabilities and responding to evolving customer demands.

Wanjiku (2018) found that companies could gain a competitive edge by leveraging strategic resources and capabilities, leading to advantages in market share, pricing, and customer satisfaction. Kim (2020) emphasized the need for companies to adopt the latest technologies to stay competitive in a rapidly changing business environment and increase productivity. According to Muthoni and Kinyua (2020), human capital investment involves providing quality education, developing relevant skills, building social networks, and gaining job experience to enhance organizational performance.

Kyengo, Muathe, and Kinyua (2019) found a statistically significant correlation between the success of sugar-producing enterprises in western Kenya and their organizational capacities. Key capabilities included entrepreneurship, relationship building, product

innovations, culture, and knowledge management. Collins (2021) further found that successful strategy implementation is positively correlated with a company's communication and change management capabilities. The study also highlighted how strategic flexibility contributed to effective strategy execution at the Agricultural Development Corporation.

1.1.4 Organizational Performance

The actual results or outcomes of a business are compared to its predetermined goals to determine its organizational performance. Any company's performance can be assessed in three primary areas, according to Fisher and Alford (2018): Profits, return on assets, and return on investment are examples of financial performance. Sales, market share, and other metrics are examples of product market performance. Total shareholder returns and economic value added are examples of shareholder returns.

A company's economic performance is influenced by a number of variables, such as its asset base, leverage, loan performance, corporate governance, staff calibre, and industry laws. Given the wide range of elements that impact performance, it is essential to use multiple metrics when evaluating a firm's success. When measuring financial performance, the primary focus should be on maximizing the return on invested capital to ensure the company achieves its objectives (Afzal & Hussain, 2021).

According to Hitt, Ireland, and Hoskisson, (2019), the balance score card is being utilized by a large number of organizations that are for profit to manage their performance. Whether an organization is performing well or poorly, it is typically monitored and evaluated along a number of different dimensions, including financial, employee stewardship, social responsibility, and service to customers. Performance is typically evaluated in terms of productivity and profit in businesses that are driven by profit; however, this is not the case in organizations that fall under the purview of the public sector. According to the hypothesis put up by Porter (1985), the goals of individual

business units should be crafted so that they are consistent with the objectives of the organization as a whole. A public organization that operates effectively prioritizes the provision of its services, the fulfillment of the requirements of its customers, and the pursuit of ongoing improvement. Performance in the public sector is assessed according to its efficacy and efficiency. This is evaluated by looking at how long it takes a public servant to respond to the needs or requests of their clients, how these organizations use the little resources they have, and how they use the money contributed by taxpayers to fund their operations. In Kingei (2015).

1.1.5 Profile of Kenya Ferry Service

Kenya Ferry Services (KFS) facilitates automobile and pedestrian traffic in Kenya by offering ferry transportation services. These services are available in Lake Victoria and Mombasa. Since the turn of the 20th century, ferries on Lake Victoria have served Jinja, Port Bell, Entebbe, Bukoba, Mwanza, and Kisumu, carrying both passengers and cargo between Kenya, Uganda, and Tanzania. Ferries have been utilized in Mombasa to connect Mvita and Likoni. When KFS first started operating in Mombasa in 1937, motorboat-powered pontoons were used. Later, in 1957, modern vessels were introduced. The ferry, which is run by KFS, a state business under the Ministry of Transport and Infrastructure, is now the only means of transportation to the south coast (KFS, 2020).

KFS runs a number of ferries out of Mombasa, including the MV Nyayo, MV Likoni, MV Kwale, and MV Harambee every day, each ferry carries an average of 5,500 cars and 300,000 passengers. KFS has delved into providing advertising space across multiple channels in an effort to diversify its business. Under a franchise arrangement with the Municipal Council of Mombasa, Kenya Bus Services initially oversaw the management of ferry services in Kenya. But the Kenyan government took over ferry operations in 1989, paying 10.5 million KES for the acquisition of ships like Pwani, Mvita, ST. Michael, Pombo, and Mtogwe.

In 1990, Kenya Ferry Services Ltd was founded by renaming Estate Ltd, one of Kenya Ports Authority's (KPA) subsidiary firms, but the current crew continued to work there. For a total of 367 million KES, the government also purchased new ferries to strengthen the fleet, including the MV Nyayo, MV Harambee, MV Kilindini, and MV Mtogwe. By means of a Sessional Paper No. 3, the government formally established its ownership of KFS and converted it into an autonomous state corporation in 1998. By turning the contributions from the government and KPA into equity, this move was made possible. Consequently, the government acquired 80% of KFS and KPA held the other 20%, resulting in a rise in the company's share capital from 2 million KES to 500 million KES (KFS, 2020).

1.2 Statement of the Problem

Kenya Ferry Services' performance (KFS) in Mombasa County has been a subject of interest due to its significance in the transportation infrastructure of Kenya. Despite notable growth achieved in the last five years, KFS still faces considerable challenges, including funding shortages, strategic asset management issues, and deficiencies in data utilization for informed decision-making (Chen et al., 2020). There is a prevailing perception that KFS is resistant to change, hindered by outdated organizational structures and inadequate technological, leadership, and governance frameworks (Atonga, 2019). Furthermore, despite ongoing reforms, there remains a lack of successful utilization of strategic advantages within the institution, attributed to a deficiency in committed leadership and strategic management processes (Mwikuyu, 2019). Integrity challenges persist within KFS, with fraud shifting to automated environments, posing significant revenue loss and security risks (Muchelule, 2017). However, there is limited understanding of how organizational capability strategies influence KFS's performance, with existing literature being inconclusive and insufficient for policymaking and sector management. While some studies have explored relationships between strategic

capabilities and business performance, they often focus on individual constructs such as human capital or financial capabilities, leaving gaps in understanding the broader effect on KFS performance which this study aims to achieve.

1.3 Purpose of the Study

This study set out to examine how organizational capabilities initiatives affected Mombasa County's Kenya ferry service performance.

1.4 Objectives of the Study

- i. Analyze the effect of planning strategy on performance of Kenya Ferry Services in Mombasa County
- ii. Evaluate the effect of Structural adaptation on performance of Kenya Ferry Services in Mombasa County
- iii. Establish the effect of skill development on performance of Kenya Ferry Services in Mombasa County
- iv. Evaluate the effect of product innovation on performance of Kenya Ferry Services in Mombasa County

1.5 Research Questions

- i. What is the effect of planning strategy on performance of Kenya Ferry Services in Mombasa County?
- ii. How does Structural adaptation affect performance of Kenya Ferry Services in Mombasa County?
- iii. Which effect does skill development has performance of Kenya Ferry Services in Mombasa County?
- iv. Does product innovation affect performance of Kenya Ferry Services in Mombasa County?

1.6 Significance of the Study

The results of this research could significantly add to the corpus of knowledge already available on strategic capabilities by offering an applicable framework for public entities. This may assist scholars who are reviewing the literature to expand their understanding of strategic capabilities and how organizations navigate challenges when implementing their chosen strategies. Furthermore, by bridging the gap between theoretical understanding and real-world application, these findings may contribute to a more thorough comprehension of the role of strategic management.

Moreover, the study's findings may be valuable for the management of Kenya Ferry Services (KFS). It provides a practical model for public entities to harness their strategic capabilities, particularly in improving service delivery amidst the various challenges they face. The results could prompt KFS management to evaluate their current strategic capabilities and develop mechanisms for enhancement. Managers, in turn, are expected to demonstrate their ability by effectively leveraging the strategic advantages they hold, thereby moving the organization from a state of challenge to a state of resolution. Without proper execution, any strategy will result in wasted resources, time, and effort, ultimately leading to failure.

Finally, the findings may be highly relevant to policymakers and government agencies such as the Kenya Ports Authority (KPA). These results can inform decision-making processes, encouraging the exploitation of strategic capabilities within the industry to improve public service quality. Professionals and consultants in strategic management, general management, and stakeholder management are likely to benefit from the insights offered by this study, as it highlights the importance of strategic capabilities in driving organizational performance, which could lead to the development of more comprehensive policies aimed at improving organizational success.

1.7 Scope of the Study

For three months, Kenya Ferry Services (KFS) in Mombasa served as the study's location. The study concentrated on workers in a number of divisions, such as Human Resources, Finance and Accounting, Procurement, and Operations & Engineering. Four main factors—skill development, product innovation, structural adaptation, and planning strategy—were used to steer the study in order to examine how these elements affect KFS performance.

1.8 Limitations of the Study

According to Kothari (2012), limitations are difficulties that the researcher expects to face and how they intend to be resolved throughout the investigation. The study foresees a number of difficulties, including the respondents' illness making it difficult for them to divulge information that is considered sensitive and the possibility of a supervisor punishing them. In order to overcome the difficulty, the researcher obtained an introduction letter from the university assuring the participants that the research is being conducted for academic objectives and that complete secrecy is being maintained at all times. The possibility that the majority of respondents were preoccupied with their work and may not have had enough time to participate in the study is another drawback. The researcher initiated contact with the respondents during their off-duty periods in order to address the issue of them carrying out their obligations during working hours. This entailed getting in touch with them in their spare time to set up interviews following their work shifts,

1.9 Delimitations of the Study

The research was restricted to Mombasa County's Kenya Ferry Services. It targeted employees working in the ferry services. Kenya Ferry Services is based in Mombasa County where it operates its business operations.

1.10 Assumptions of the Study

The research presupposed that participants provided accurate answers to the questions. Additionally, the study makes the assumption that Kenya Ferry Services' management provided easy access to its facilities when gathering data.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The literature review outlines the relevant literature related to the study's objectives. Specifically, it examines literature concerning planning strategies, structural adaptation, skill development, and product innovation, focusing on their impact on performance at KFS. Additionally, the chapter includes a theoretical overview and presents a conceptual framework.

2.2 Theoretical Framework

The study was grounded in four primary theories: Schumpeter's innovation theory, human capital theory, dynamic capabilities theory, and strategic fit theory.

2.2.1 Strategic Fit Theory

Venkatraman first proposed the idea of strategic fit in 1989. The idea, which is also known as strategic decision theory or best-fit strategic management, asserts that there isn't a single strategy that works for every firm.

Wright and Snell (2015) state that organizational culture, business strategy, and the unique setting of the company all have an impact on how effective strategic management techniques are. Proponents of this theory argue that the success of strategic management relies on aligning these practices with both the internal and external business environments. A fundamental principle of strategic planning is that an organization must integrate its strategy with numerous elements, such as competitive conditions, mission and

vision, organizational structure, capabilities, and available resources. This alignment is essential for enhancing organizational performance, as the theory suggests that organizations are continuously engaged in a dynamic strategic planning process that addresses the complexities and uncertainties of the business landscape.

The focus on this evolving strategic planning process aligns well with the theory's capacity to analyze strategic planning in small and medium-sized enterprises (SMEs) that operate in dynamic and challenging environments (Shankar & Shepherd, 2019). Strategic fit is crucial in formulating and executing plans, enabling organizations to translate insights from environmental scanning into a coherent vision and mission statement. This ensures that the mission and vision are aligned with the findings from environmental analysis. According to Lindow, Stubner, and Wulf (2010), strategic fit encompasses not only the need for strategies adopted by SMEs to confer a competitive advantage but also the strategic decisions related to integrating and coordinating these strategies to achieve superior performance.

The theory of strategic fit highlights the importance of having relevant resources and components within the strategic planning process. A lack of alignment between these resources and strategic goals can hinder the planning process. Strategic fit theory primarily focuses on strategy implementation and the provision of necessary resources that align with the organization's strategic objectives. It recognizes that implementing a strategy may face challenges related to both internal and external resources, impacting the extent to which a supportive environment is available for successful strategy execution (Prajogo, 2016).

Strategic fit serves as a framework to align various strategies that influence organizational performance. Shankar and Shepherd (2019) assert that the strategic fit process involves managing all elements of the strategic planning process to achieve the desired outcomes.

It is a critical aspect of strategic planning, ensuring that the strategies adopted by an organization align with its internal dynamics and operating environment, ultimately leading to improved performance. Additionally, the theory suggests that strategic fit enables organizations to evaluate existing strategies based on their alignment with business objectives, resource availability, and performance impacts. In this context, Aleksić and Rašić Jelavić (2017) applied strategic fit theory to analyze planning strategies in SMEs, demonstrating the theory's relevance in understanding the impact of planning strategies on the performance of Kenya Ferry Services.

2.2.2 The Dynamic Capabilities Theory

Teece developed the notion of dynamic capacities for companies in the early 1990s. It is based on the fundamental theories put forth by academics like Barney (1991), Rumelt (1984), and Wernerfelt (1984). The resource-based view (RBV) of the company has evolved, and this framework highlights the vital role that resources play in improving organizational performance. From this angle, a corporation can gain a competitive advantage when a resource possesses the qualities of VRIO (Value, Rarity, Imitability, and Organization) (Barney, 1991; Rothaermel, 2012).

According to Barney (2001), a number of academics made significant contributions to the RBV framework during its rise in popularity in the 1980s and 1990s. These include Barney himself, who looked at organizations' resources and sustainable competitive advantage, Prahalad and Hamel, who presented the concept of core competences, and Wernerfelt, who concentrated on the resource-based paradigm. Priem and Butler (2001) noted that the RBV theory's applicability to the dynamic and chaotic nature of the contemporary business environment was constrained.

The Dynamic Capabilities Theory was created in order to get over this restriction and modify the RBV to fit the dynamic environment of modern businesses. Teece (2014) defines a capability as the capacity to use resources wisely in order to accomplish goals,

especially when faced with difficult situations. The intelligent fusion and coordination of resources yields capabilities. While dynamic capabilities are learned and consistent patterns of behavior that a firm uses to systematically refine and adapt its operational methods to improve effectiveness, RBV defines resources as including physical, human, and organizational assets (Eisenhardt & Martin, 2000). (Zollo & Winter, 2002). Organizations continuously strive to revitalize their resources in order to align with the dynamic changes in their environments, according to Eisenhardt and Martin's (2000) description of the Dynamic Capability Theory. This strategy, according to Teece, Pisano, and Shuen (1997), focuses on how businesses can combine, develop, and reorganize their internal and external skills to produce new capabilities that are appropriate for the changing circumstances of a chaotic environment (Helfat et al., 2007).

Firms with better dynamic capabilities typically outperform those with more limited capabilities, according to the fundamental tenet of the dynamic capability framework. According to Teece (2007), companies must constantly update, rethink, and revitalize their external and internal skills in order to stay competitive when operating in a changing environment.

Developing and transferring dynamic capabilities is a challenging endeavor due to their tacit nature and the unique relationships and historical experiences that underpin them. In contrast to ordinary capabilities, as outlined by RBV (Grant, 2001), which pertain to executing tasks effectively, dynamic capabilities focus on making the right strategic decisions at the right time. Each firm's unique procedures, organizational culture, and forward-looking analyses of its unique economic environment and technological potential serve as the foundation for this decision-making process (Teece, 2014). Within the context of dynamic capabilities, managerial functions play a crucial role in coordination, guided learning, and the ability to reconfigure or transform organizational processes. These capabilities depend on the entrepreneurial and leadership skills of top management, as well

as their proficiency in designing, developing, implementing, and adapting daily organizational routines (Teece et al., 1997).

Strong dynamic capabilities cover a wide range of topics, such as technology, business models, processes, and leadership qualities. To achieve high-performance sensing, take advantage of opportunities, and alter organizations, these elements are necessary. Dynamic firms are agile in the technological and market domains; they can innovate using new technologies, create custom processes, and modify their organizational structures and business models to stay competitive and in line with market dynamics (Teece, 2014).

Three different variables in this study are based on the dynamic capability theory. It is well acknowledged that leadership is a dynamic ability that requires skill modifications in response to changing business conditions. In order for an organization to survive in complex and constantly changing contexts, its structural capacities and adaptability are crucial. Organizational structures must also adjust in response to changing market dynamics. Another essential dynamic capability that constantly changes in response to environmental shifts is technology. Although dynamic capabilities may not be innate in human resources, they can be developed via training and the acquisition of new information and skills that are in line with the demands of a changing environment.

2.2.3 Human Capital Theory

Adam Smith's ideas provide the foundation for the idea of human capital, but Becker popularized the current theory and made it widely accepted by later academics. According to this notion, each individual has innate qualities and skills that they may develop further and use to work better for the company with more training and education (Ameyaw et al., 2019).

Subsequent proponents of this thesis, like Dhar, contend that people spend time and money developing their knowledge and abilities primarily to raise their earning potential and become more marketable. Similarly, Kassim and Ndegwa (2017) claim that the inability

of organizations to own property rights over the people they have trained is a crucial component of human capital investments from an organizational perspective. Furthermore, Onwumelu and Ikechukwu (2018) point out that although businesses usually have control over the capital assets they purchase, employees must be involved in their training. This means that training curricula have to be customized to the employees' learning styles, which calls for a detailed evaluation of their training needs. Khayinga and Muathe (2018), on the other hand, contend that this theory is mostly flawed since it makes the assumption that unique experiences can always be translated into abilities and knowledge.

This isn't always the case, though, because education and managerial experience in the field are also important indicators of an employee's likelihood of success. This theory is pertinent to the topic at hand because it emphasizes the critical role that skill development plays in predicting employee performance, which in turn influences the performance of the entire business.

2.2.4 Schumpeter's Innovation Theory

Schumpeter's innovation theory, articulated in 1939, suggests that organizations can create opportunities for increased profitability through innovation. This theory underscores the idea that changes driven by innovation can enhance the efficiency and entrepreneurial spirit of organizations over time. Schumpeter identified five types of innovation: entering new markets, implementing novel production techniques, introducing new products or services, acquiring new sources of raw materials, and restructuring industry frameworks.

He highlighted the importance of various forms of innovation—product, market, process, method, and organizational innovations—as vital contributors to improving organizational efficiency and competitiveness. According to Schumpeter, organizations must adopt one or more of these innovation types to remain competitive. By embracing innovation,

organizations can replace outdated practices, products, and methods with new ones that better meet the evolving needs of customers, ultimately boosting their financial performance (Reguia, 2014).

The impact of Schumpeter's innovation theory on economics is profound, shaping our understanding of innovation's role in economic development. It offers insights into how innovation can disrupt established industries and foster new opportunities for growth and advancement. However, it is important to note that Schumpeter's theory primarily concentrates on the dynamics of capitalism and market-driven innovation, leaving out considerations of other innovation aspects, such as social or environmental factors.

The idea is used in this study to show how process innovations help businesses develop new practices, protocols, and strategies that cater to customers' evolving needs. Given that consumer needs are always changing, firms find it difficult to sustain long-term client satisfaction in the absence of process innovation. As a result, innovation—what Schumpeter called "creative destruction"—is essential. A procedure that satisfies client needs now might not do so in the future if those needs evolve. A company's products will eventually become less in demand if it doesn't continuously improve its processes, especially when better and newer products hit the market.

Poor performance within the company may result from this deterioration. On the other hand, companies may guarantee sustained market demand for their goods and, consequently, enhance their performance by continuously innovating in response to changes in client requirements (Reguia, 2014).

2.3 Empirical Review

2.3.1 Planning Strategy on Organization Performance

Research on planning strategy has garnered significant attention from scholars over the years, particularly within the fields of psychology and management. Both disciplines have seen considerable theoretical and empirical investigations into strategic planning and how

planning strategy affects organizational performance. For example, Maswili and Kariuki (2019) looked at how pharmaceutical manufacturing firms in Kenya performed when it came to planning strategy, stressing the value of stakeholder engagement and environmental scanning. They used a descriptive study approach with 333 participants, and both descriptive and inferential statistics were used to analyse the data.

Abolfazli et al. (2019) investigated the relationship between Iranian pharmaceutical companies' performance and the planning strategy-making process. Their findings demonstrated a strong correlation between these organizations' performance outcomes and a variety of strategy-making techniques, including entrepreneurial, participatory, adaptive, and simple. Furthermore, a favourable correlation between the strategic environment's complexity and pharmaceutical companies' success was identified by the study.

Strategic planning has been shown to have an impact on organizational performance in numerous studies. George et al. (2019), for example, discovered a significant positive association between organizational performance and strategic planning; highlighting the critical role that formality plays in performance enhancement. Although the study concentrated on the notion of stakeholder participation, it did not delve further into the theory of resource dependence, which examines the relationship between the acquisition and distribution of resources and organizational results.

Similar to this, Midiwo and Ombui (2018) examined the impact of strategic planning on the financial performance of Nairobi, Kenya-based small ICT companies using a descriptive research methodology. Their findings showed that at least 60% of the differences in financial success could be explained by the various components of strategic planning, including formality, time horizon, assessment, and environmental scanning. However, whereas the current research incorporates both financial and nonfinancial performance measures, their study focused primarily on financial data.

Abdul (2019) assessed the effect of planning strategy on Bahraini banks' strategic performance by a cross-sectional survey. The results showed relationships between many facets of strategic planning and their effects on knowledge enhancement and strategic performance. These elements included environmental scanning, strategy design, implementation, and evaluation. In a different study, Abdi et al. (2020) looked into how planning strategy affects sustained competitive advantage using a combination of descriptive and explanatory research approaches. Their results showed that developing a durable competitive advantage and strategic planning go hand in hand. They also noted that competitive success was positively impacted by employee participation in planning, strategic planning training, and resource allocation for planning. Although they covered some aspects of strategic planning, the focus of this study is on the connection between organizational performance and planning strategy.

Descriptive statistics were used in a study by Oludele (2021) to evaluate the impact of strategic planning on the effectiveness of healthcare services in Nigeria. The study, which was conducted at the Federal Medical Centre in Abuja, found connections between organizational growth and planning strategies as well as between organizational performance and structure. Biondi and Russo (2022) employed a qualitative methodology, employing various case studies to examine the interplay between performance management and strategic planning systems in Italian higher education institutions. Their research revealed a correlation between an organization's capacity to develop effective strategic planning strategies and performance measurement systems, as well as a major contribution of strategic planning tools to performance management systems.

Johnsen (2022) conducted a study on the applicability of planning strategy in high-stress situations in Norwegian public sector enterprises. According to the study's findings,

strategic planning is especially helpful in these kinds of situations. It also found that prospector adaptation, stakeholder involvement, the use of management tools, process flexibility, and the strategic planning process' perceived efficacy were all strongly positively correlated.

2.3.2 Structural Adaptation on Organization Performance

Harper (2015) defines structural changes as modifications to the framework of an organization, frequently brought about by internal or external forces, and usually impacting the operational dynamics of the organization. Such alterations can include modifications to the hierarchy, management systems, job roles, and administrative processes. Situations that often require managing structural changes include mergers and acquisitions, job redundancies, shifts in market conditions, and changes in policies and procedures. Scott (2015) emphasized that managing structural changes is a critical aspect of organizational dynamics. The introduction of new roles and responsibilities necessitates modifications to the existing structure, enabling the organization to adapt effectively to both internal and external demands.

Onono (2018) conducted a study on how the organizational structure of General Electric Africa (GEA) influenced its growth. The research employed a descriptive design and involved 290 employees, using structured questionnaires to gather quantitative data. Version 21 of the Statistical Package for Social Sciences (SPSS) was used to analyse the data using descriptive statistics. Pearson correlation was used in the study to evaluate the link between operational efficiency and organizational structure.

The results indicated that the organizational structure significantly impacted decisionmaking speed and accuracy, fostered a culture of learning and development, and facilitated effective knowledge sharing. This study concentrated on manufacturing enterprises; the current study intends to investigate the effects of structural changes inside Nairobi-based media companies.

Organizational structure and performance were the subjects of research by Nene and Pillay (2019). They found a correlation between performance and structure through their methodology, which combined descriptive and inferential statistics.

The study also found that an ineffective organizational structure correlated with lower job satisfaction among participants, with diminished staff morale significantly affecting performance. Consequently, the researchers concluded that the organizational structure negatively influenced departmental outcomes due to its detrimental effect on employee morale. In contrast to the previous study's focus on job satisfaction and effectiveness, the current research will assess the consequences of changes in organizational structure, leadership, technology, and human resources on overall organizational success.

Ogbo (2019) explored how organizational structure impacts operational efficiency in Nigerian technical and service companies. The findings indicated that decentralization has enabled these enterprises to make better and more informed decisions. Additionally, the study highlighted that the effects of task routines on employee productivity could be either positive or negative, influenced by factors such as timeframes and individual preferences for task variety. This previous research focused on technical institutions, while the present study will be conducted in media firms in Nairobi, Kenya.

The elements of organizational structure—positions, work units, liaison groups, hierarchical layers, communication channels, and reward systems—were expounded upon by Duplessis and Vanniekerk (2014). These components either make it easier or harder for an organization to react and adjust to a changing environment. Foss, Laursen, and Pedersen (2011) pointed out that businesses need to create internal structures that efficiently support these initiatives if they want to exploit user and customer insights for innovation. New organizational procedures, strong vertical and lateral communication,

information sharing incentives, and a large delegation of decision-making authority could all be part of this.

Maina (2013) found a number of elements influencing changes in savings and credit cooperative societies in Kenya's public sector during a study on strategic change management techniques in these organizations. These elements included modifications to the political and economic landscape, leadership styles, technology breakthroughs, and structural changes. Study found that while public sector cooperatives had adopted structural changes, they had not fully realized the benefits. As a recommendation, the study suggested that these cooperatives should implement restructuring and corporate governance practices throughout their operations to enhance service delivery and profitability. Using a cross-sectional research approach, the study sought to assess the strategic change management techniques applied by savings and credit cooperative organizations in the Kenyan public sector. Using a descriptive research approach, the analysis in this context concentrated on the effect of organizational change management on worker performance at the Kenyan Parliamentary Service Commission.

Kimathi (2016) investigated the difficulties with Coca-Cola Kenya's strategic change management procedures and found a number of important problems. Among these difficulties were new adjustments that had to work with the current organizational structure, as well as technical advancements, social influences, political influences, and consumer behavior. Mon, Jasfar, and Arafah (2019) looked at the impact of strategy, organizational structure, and change management on the performance of manufacturing firms in a different study. They used mediating factors in their Structural Equation Modeling (SEM) research along with hypothesis testing. The findings demonstrated that organizational strategy and change management had a substantial impact on business performance, but organizational structure did not. Furthermore, it was shown that

organizational commitment had a major impact on firm performance but did not serve as a performance mediator between organizational structure and performance.

2.3.3 Skill Development on Organization Performance

The goal of employee skill development is to create a customized growth plan through management and staff collaboration. Organizations must invest resources into their workforce to foster this development. Up skilling and reskilling staff members are a major emphasis of LinkedIn initiatives this year, according to the LinkedIn Workforce Learning Report for 2022. Improving worker abilities raises the bar for the business, reduces replacement costs, and boosts productivity in the workplace. Inadequate growth opportunities put an organization at risk for decreased employee engagement, trouble keeping talent, and maybe losing top performers. Botke et al. (2018) state that soft skills include both interpersonal and intrapersonal competencies pertaining to relationships with others and self-management. An organized development plan promotes greater workplace engagement, improves employee retention, and matches skill demands with organizational goals. Setting professional development as a top priority is crucial in a constantly changing world.

According to Cacciolatti et al. (2017), talents encompass a wide range of characteristics linked to interpersonal relationships, job performance, communication, and professional growth. Workers continuously look for opportunities to develop to the best of their abilities and have their own career ambitions. Employee turnover brought on by a lack of possibilities for advancement is lessened when skill development helps employees get ready for new positions and responsibilities. Technical content writer Ishani Vats emphasizes that developing today's workforce is crucial to developing tomorrow's leaders.

Strong leadership is vital for maintaining cohesive teams, while career advancement keeps employees motivated by providing a clear path and specific goals to improve their

performance. This ultimately leads to better outcomes, the attraction of new customers, and enhanced service for existing clients.

Supriyantini et al. (2019) stress the importance of incorporating workshops, industry-specific conferences, and educational resources focused on emerging trends to keep an organization's workforce competitive. This proactive strategy fosters healthy competition and aids in identifying the most critical skills required. Implementing effective skill development strategies is crucial for identifying and addressing weaknesses, improving retention, increasing productivity, and empowering employees to adapt to changing roles, thereby enhancing their performance.

Managers must have clear career advancement roadmaps in order to match their businesses with market trends, according to Diamantidis and Chatzoglou (2019). They must stay up to date on the constantly changing requirements and put in place learning and development processes, which are critical for enhancing organizational performance and speeding up business operations. Successful skill development techniques, including team-building exercises, training, coaching, mentorship, peer interactions, feedback, and performance reviews, are intimately associated with fostering effective communication among co-workers.

Using a cross-sectional, descriptive design and quantitative approaches, Hisham Makki Hannafi and Siddig Balala (2018) investigated the effect of employee skills on service performance. In order to assess the correlation between employee competences and perceived service performance, self-completion questionnaires were given to clients of Sudanese telecommunications businesses in Khartoum.

The results indicated that skills significantly and positively influence service performance, highlighting the importance of skill enhancement in service-oriented

businesses. They emphasized the need for managers to prioritize employee skill development to ensure effective service delivery. The current study aims to explore the connection between skill development and performance in Kenya Ferry Services, Mombasa.

The study conducted by Saihu Akla and Rhiani Indradewa (2022) aimed to explore the relationship between skill development and organizational performance in Kenya Ferry Services, Mombasa. The research evaluated the effects of soft skills, motivation, and job satisfaction on employee performance through the lens of organizational commitment. The study focused on marketing employees at Bank Mandiri in Regional Office 4. The results of the 400 respondents who were given questionnaires indicated that these factors had a significant impact on employee performance.

The study undertaken by Abdiwali and Musa (2020) aimed to evaluate the correlation between employee performance in Uganda's petroleum sector and on-the-job training.

Their objective was to assess the relationship between employee performance and coaching, induction, and job rotation. Employing a correlational research design and self-administered questionnaires, the results showed a substantial positive correlation between employee performance and job rotation, as well as between performance and coaching and induction. The present study enhances comprehension of the relationship between skill development and performance at Kenya Ferry Services, Mombasa.

2.3.4 Product Innovation on Organization Performance

According to Eggert et al. (2019), product innovation is the process of introducing a new service or product within an organization that may be completely unique or provides advantages over current ones. These inventions may be created to investigate untapped markets or to adapt to the evolving needs of present clients. Product innovation that is successful depends on making use of the physical assets of the company in addition to

creative and intangible resources in order to offer entirely new products or accomplish major improvements to existing ones. Using innovative organizational techniques and efficiently utilizing available resources are necessary for this process to promote innovation (Ajimati, 2017). The introduction of new products, on-going enhancements to current products, and the dissemination of knowledge obtained from R&D operations were the three methods used in this study to evaluate product innovation.

Product innovation has been shown by Nekesa and Olweny (2018) to have a favorable impact on the financial performance of Savings and Credit Cooperative Organizations (SACCOs) that accept deposits. This result aligns with the study of Ukpabio, Oyebisi, and Siyanbola (2017), who investigated how innovation affected profitability in small and medium-sized manufacturing firms in Nigeria (SMEs). The 305 manufacturing SMEs in the wood, plastic, footwear, clothing, leather, and textile industries were the sample of businesses that were the subject of their investigation. Questionnaires were used to gather primary data, which were then analysed using hierarchical regression and correlation methods. The findings demonstrated a robust and affirmative association between financial performance and innovation in products.

Nuryakin (2018) investigated how product innovation affected small and medium-sized businesses' (SMEs) competitive advantage in Central Java's batik industry. Purposive sampling was used in this study to choose 200 Batik SMEs as participants. Questionnaires were used to collect the data, which were then subjected to chi-square testing and multiple regression analysis. The outcomes demonstrated that product innovation has a major and favourable impact on Batik SMEs' competitive advantage.

Mugane and Ondigo (2016) studied Kenyan commercial banks to examine how different forms of innovation affected their financial performance, with a particular emphasis on product innovation. Multiple linear regression analysis was used to examine the data obtained from questionnaires in an explanatory study design including a sample of

fortythree commercial banks. The results showed that financial performance was negatively impacted by product innovation.

Karabulut (2020) conducted research in Turkey on how various forms of innovation affected the productivity of industrial companies. Primary data for the study was gathered through questionnaires among Istanbul's 197 industrial enterprises. Multiple regression and factor analysis were used to analyse the data, and the balanced scorecard approach was used to assess these companies' performance. Product innovation has a beneficial impact on financial success, according to the study.

Using a panel data analysis with information from 558 companies, Eggert, Thiesbrummel, and Deutscher (2019) investigated the impact of product innovations on the profitability of large manufacturing firms in Germany. They verified that product innovation has a favourable effect on profitability by analysing five years' worth of secondary panel data. Companies who innovated more products overall were more profitable than those that didn't. A meta-analysis was carried out by Reguia (2014) to investigate the relationship between product innovation and competitive advantage and long-term superior performance.

This study, which included a number of empirical investigations from European marketplaces, concentrated on companies in the food, beverage, plastic manufacturing, and technology industries. It was discovered that product innovation entails launching new products to target developing markets, mature markets, or changing consumer expectations in addition to improving current products to better suit consumer needs. The study also showed that businesses who spend money on R&D are more successful in developing new items, diversifying their product lines, and enhancing current products to better satisfy consumer needs. Reguia's observations were corroborated by Njogu's (2014) findings, which showed that product innovation had a major and beneficial effect on the financial performance of manufacturing SMEs in Nairobi County, Kenya. Muniu (2019)

explored the influence of innovation capability on the performance of outdoor advertising firms in Kenya. The study collected statistical data using closed question techniques, interviewing forty-two respondents and applying inferential statistics to establish correlations between the study variables. The results indicated that organizations could enhance their competitiveness through market research, improvements in human resources, and talent nurturing.

2.4 Conceptual Framework

Independent Variables

Intervening Variable

Dependent Variable



Mount Kenya University

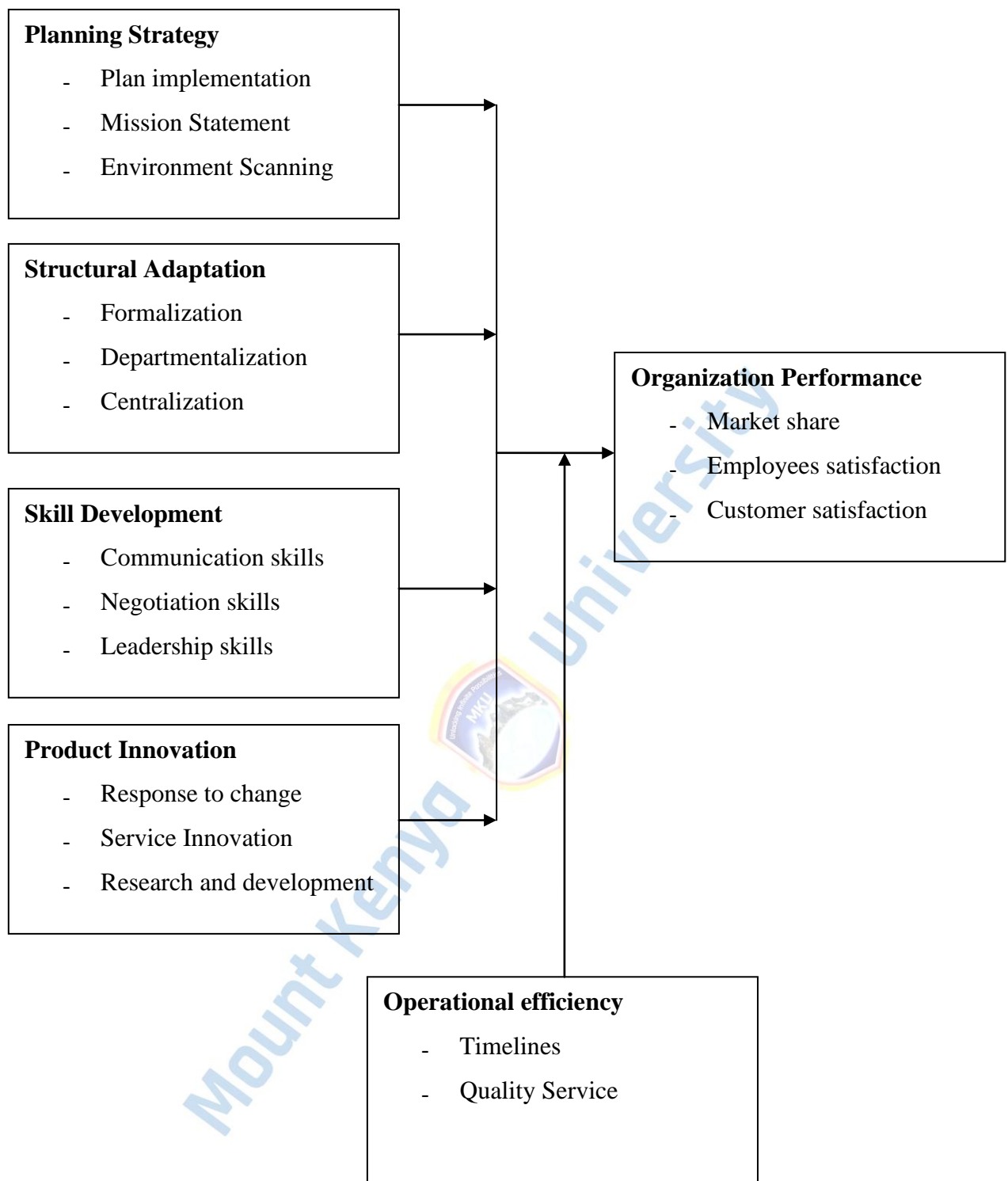


Figure 2.1: Conceptual Framework

Source: Author, 2023

Customer Satisfaction: Customer satisfaction metrics measure the extent to which customers are happy with the organization's products, services, and overall experience.

This can be gauged through surveys, feedback mechanisms, and Net Promoter Score (NPS) ratings.

Employee Satisfaction: Employee satisfaction indicators measure the level of commitment, motivation, and engagement among employees. This can be assessed through surveys, turnover rates, absenteeism, and performance evaluations.

Operational Efficiency: Operational efficiency indicators measure the organization's ability to achieve its goals and objectives efficiently. This may include metrics such as on-time delivery, inventory turnover, and product quality.

2.5 Research Gap

According to the literature mentioned above, a lot of academics think that organizational competence has contributed to better performance. The research team expects to discover comparable findings in their analysis. Since most research is done in wealthier nations, there is a dearth of actual data regarding how organization competence has improved performance in developing economies such as Kenya. This study examines the impact of organizational competence on KFS performance in an effort to close a geographic gap. Recent studies have investigated various aspects of employee skills and their influence on service performance. For instance, research by Hisham M. H. and Siddig Balala (2018) focused on this relationship using a descriptive and cross-sectional approach, which highlights a methodological gap that the current study aims to address by employing a mixed-methods approach.

Furthermore, through organizational commitment, Saihu Akla and Rhiani Indradewa (2022) examined the relationship between soft skills, motivation, and work satisfaction and employee performance. Similarly, Abdiwali and Musa (2020) investigated the relationship between employee performance in Ugandan petroleum businesses and on-the-job training. In light of the contradictory data concerning the correlations between these

variables in various settings, this study aims to explore the relationship between organizational performance and capacity at Kenya Ferry Services in Mombasa.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter presents the research design, population, sample and sampling techniques, type of data and instruments used in data collection, method of data collection, data analysis and presentation of findings.

3.2 Research Design

This study adopted descriptive research design, which Kothari (2004) defines as encompassing survey and fact-finding inquiries, emphasizing its principal aim as the depiction of current conditions. Descriptive research aims to uncover and portray the existing state of affairs, striving to delineate potential behaviours, attitudes, values, and characteristics (Mugenda & Mugenda, 2013). This approach allows for the identification of patterns, trends, and relationships within the organization, facilitating comparisons between different strategies and informing decision-making processes. Additionally, descriptive research helps in generating hypotheses for further investigation and ensures that the findings are relevant and applicable to the specific organizational context, aiding in evidence-based decision-making and strategic planning. In this research, a causal study approach was also be adopted.

The causal approach entails investigating potential causal connections between variables by observing observable phenomena and subsequently analysing available data to identify plausible causal relationships. The study aimed to investigate the correlation between organizational capability strategies and performance of Kenya ferry services in Mombasa County.

3.3 Target Population

Mugenda & Mugenda (2013) describe target population as the smallest entities with common characteristics to which a researcher wants to generalize the results of a study.

The target population in this study was all the 62 employees in the four departments (Finance and Accounting, Human Resource, Procurement, Operations & Engineering) and the managing director of KFS. As the Finance and Accounting, Human Resource, Procurement, Operations & Engineering departments are the ones dealing with the study's focal points; they were the ones the researcher focuses on in each variable in the organization.

Table 1: Target Population

Name of department	Number of Managers	Number of employees	Total	Percentage
General Manager	1		1	1.6
Finance and Accounting	1	4	5	8.1
Human Resource	1	6	7	11.3
Procurement	1	5	6	9.6
Operations & Engineering	4	39	43	69.4
Total	8	54	62	100

Source: (Registry KFS, 2023)

3.4 Sample Size determination and Sampling Procedures

Sampling primarily entails the method of choosing a subset of the population that serves as a representative of the overall population, influenced by the study's objectives and considering factors such as financial resources, time, and research data collection efforts (Orodho & Kombo, 2002). In this particular study, a census approach was employed, encompassing the inclusion of all 62 respondents. A census approach is appropriate because the number of respondents is manageable within the study's constraints. The sample distribution is shown in the table below.

Table 2: Sample Size

Name of department	Number of Managers	Number of employees	Sample
General Manager	1		1
Finance and Accounting	1	4	5
Human Resource	1	6	7
Procurement	1	5	6
Operations & Engineering	4	39	43
Total	8	54	62

Source; (Author, 2023)

3.5 Data Collection

In this study, data collection was conducted using closed-ended questionnaires, specifically employing a Likert scale. Closed-ended questionnaires are an effective data collection tool due to their ability to gather quantifiable data efficiently. These questionnaires offer respondents a fixed set of options to choose from, which allows for standardized responses and facilitates easier analysis. According to Saunders et al. (2016), closed-ended questions are ideal for descriptive research as they help capture specific opinions and attitudes, particularly when addressing various variables such as capability strategies and their effect on organization performance. Moreover, using this type of questionnaire enables researchers to collect data from a large sample within a short period, which increases the reliability and generalizability of the findings.

3.5.1 Validity

Validity refers to the precision and significance of inferences drawn from research findings or the degree to which information gleaned through data analysis faithfully represents the phenomenon being studied. (Mugenda and Mugenda, 2013). Pilot research was conducted in KPA where six questionnaires will be administered to assess the questionnaires' content validity, clarity, and applicability. The researcher made sure that the items' questions thoroughly cover the topic at hand and are presented in a clear and understandable fashion for the intended audience.

3.5.2 Reliability

Reliability is when multiple researchers come to the same conclusion on the meaning of a set of words or pieces of data (Hussey & Collins, 2009). The research instruments were pre-tested to ensure they are easy to understand and effective. In order to determine the reliability of a research instrument, the study used the test-retest method on six separate employees from KPA. Correlation coefficient was calculated using Cronbach's alpha (0.7)

to determine how well the instrument's content were reliably elicit the expected responses across multiple administrations. If the instrument's reliability is determined by its correlation coefficient and the value is greater than 0.70, then the instrument is regarded reliable.

3.6 Data Analysis and Presentation

The study adopted mixed analysis by using quantitative data analysis techniques for the quantitative data and qualitative data analysis techniques for the qualitative data. Mixed data analysis involves data reduction, data display, data transformation, data consolidation, data comparison and data integration (Creswell, 2013; Creswell & Clark 2010). First the study in analyzing quantitative data collected through the questionnaire from the respondents, descriptive statistics like mean and standard deviation were used to summarize data. Inferential statistics such as correlation coefficients were used to test the correlation (non-causal relationship) between variables while regression analysis was used to test causal relationship. In analyzing qualitative data Content analysis helped the study to determine the presence of concepts, themes; patterns and key words so as to be able interpret, understand and draw insightful meaning and conclusion from the data (Neuendorf, 2017; Elo et al., 2014; Creswell, 2013). Further, to establish the interaction effects a regression analysis was conducted . The regression model was as follows:

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

Where: Y it = Organization Performance

X₁=Planning strategy

X₂ = Structural adaptation

X₃ =Skill development X₄ =Product innovation β_0 is the

intercept and $\beta_1, \beta_2, \beta_3$ and β_4 are the coefficients

e = error term

Data presentation was done by the use of charts, graphs, statistical output tables and narratives.

3.7 Ethical Considerations

Utmost confidentiality was maintained throughout the entire study period. Throughout the study, the researcher made every effort to protect the subjects' confidentiality and acted with the utmost honesty and sincerity by staying focused on the study's primary purpose. The researcher was punctual, respected the decision of the respondents, and used a method that is friendly to the respondents, all while obtaining permission from the appropriate authorities, such as Mount Kenya University and the National Commission of Science, Technology, and Innovation. Participants were assured of their safety before giving their agreement to take part in the study.

3.7.1 Ethical Considerations Related to Respondents

The researcher visited the organization to inform the targeted participants of the intent to conduct a study and then seek their informed consent to participate. Researcher made sure they participants understand the research, their rights, the risks and benefits involved, and the data that was collected. The respondents were also assured of their privacy, anonymity and safety.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The primary aim of this study was to analyze the effect of organizational capability strategies on performance of Kenya ferry services in Mombasa County. The research focused on four specific objectives: to analyze the effect of planning strategy on performance of Kenya Ferry Services in Mombasa County, evaluate the effect of Structural adaptation on performance of Kenya Ferry Services in Mombasa County, establish the effect of skill development on performance of Kenya Ferry Services in Mombasa County and to Evaluate the effect of product innovation on performance of Kenya Ferry Services in Mombasa County. The findings from the study are detailed in the following sections.

4.2 Response Rate

The response rate measures the proportion of questionnaires that were filled out and returned compared to the total number distributed. In this study, 62 employees from Kenya Ferry Services were targeted, and an 82% response rate was achieved, as displayed in Table 3. This high response rate indicates that the data collected was adequate for analysis.

As per Mugenda (2013), a response rate of 50% is acceptable, while anything above 80% is considered excellent.

Table 3: Response Rate

Response Rate	Frequency	Percent
Returned Questionnaires	51	82%
Unreturned Questionnaires	11	18%
Total	62	100%

4.2.2 Reliability of Study Variables

The study sought to find out the reliability of the study instrument. This was important to ensure that study findings are reliable.

Table 4: Reliability Results

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Planning Strategy	0.802	0.814	6
Structural Adaptation	0.818	0.822	6
Skill Development	0.724	0.753	6
Product Innovation	0.714	0.762	6
Organizational Performance	0.759	0.794	6

Source: Survey Data (2024)

The reliability results in Table 4 show that all variables measured have satisfactory internal consistency, as indicated by their Cronbach's Alpha values, which are above the commonly accepted threshold of 0.7. Specifically, the planning strategy variable has a Cronbach's Alpha of 0.802, structural adaptation has 0.818, skill development has 0.724, product innovation has 0.714, and organizational performance has 0.759. These values suggest that the items used to measure each variable are consistent and reliable. The slightly higher

values for Cronbach's Alpha based on standardized items confirm this reliability across the six items for each variable, making the data suitable for further analysis.

4.3 Demographic Characteristics

This section outlines the demographic characteristics of the participants involved in the study. In social science research, understanding respondents' background information is crucial as it allows for the categorization of participants into diverse groups. The study collected data on department, level of education, work experience and gender which are detailed in the following sections.

4.3.1 Distribution of the Respondents Based on the Department

The study sought to understand the distribution of respondents based on the department. It was necessary to ask the department of the respondents in the study to capture diverse perspectives and insights from different functional areas of the organization. Each department plays a distinct role in implementing and influencing organizational capability strategies, such as planning, structural adaptation, skill development, and product innovation. By understanding the department-specific viewpoints, the researcher can assess how these strategies impact performance across various organizational functions, ensuring a comprehensive evaluation of their effectiveness and relevance to the overall performance of Kenya Ferry Services.

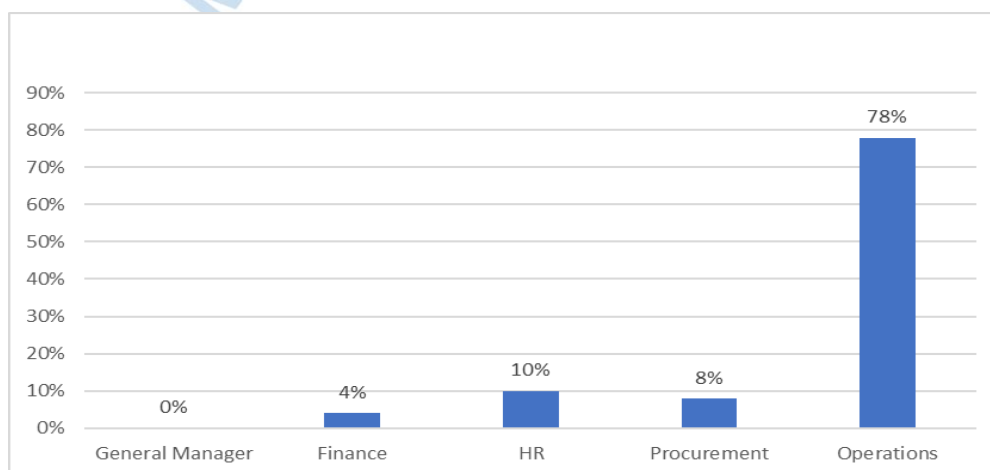


Figure 2: Gender

The demographic characteristics of the study participants by department show that the majority, 78%, are from the Operations department, indicating a significant focus on this area within the organization. The Human Resources department constitutes 10% of the respondents, followed by Procurement with 8%, and Finance with 4%. Notably, there were no respondents from the General Manager category. This distribution suggests that the operational aspects of the organization are heavily represented in the study, which may influence the perspectives and findings related to organizational performance.

4.3.2 Distribution of the Respondents Based on Level of Education

The educational background of the respondents in figure three indicates a diverse range of qualifications, with the majority holding tertiary education credentials (39%), followed by university degrees (31%). A smaller proportion of the respondents have post-graduate qualifications (14%), while 16% have attained secondary education. This distribution suggests that the workforce at Kenya Ferry Services is well-educated, with a significant number possessing higher education, which is likely to contribute positively to the implementation and understanding of organizational capability strategies. The variation in education levels can provide valuable insights into how different educational backgrounds influence perceptions and the effectiveness of these strategies within the organization.

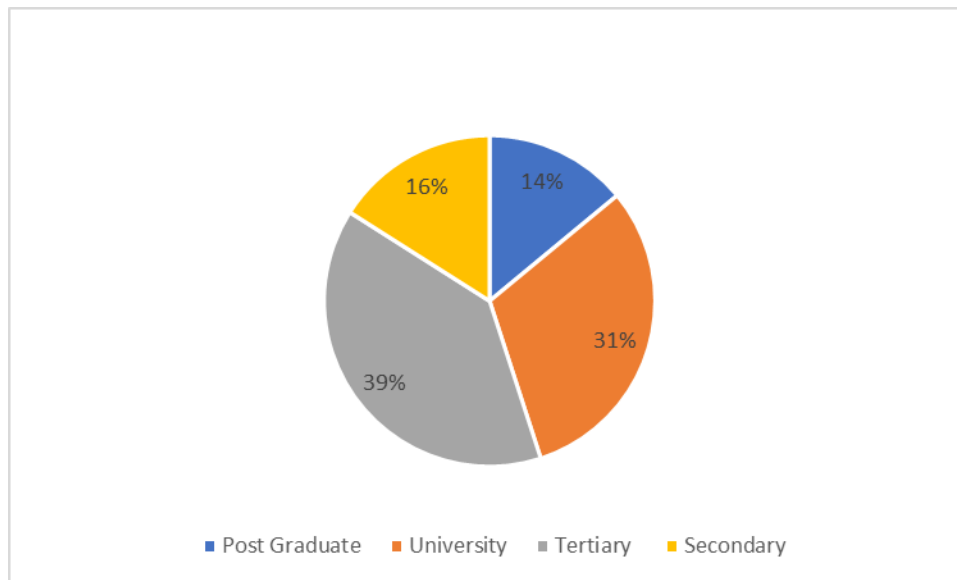


Figure 3: Level of Education

4.3.3 Distribution of the Respondents Experience

Asking about the work experience of respondents was necessary as it helps to understand their level of familiarity with organizational practices and the potential impact of their expertise on the effectiveness of organizational capability strategies. As shown in Figure 4 the distribution of work experience among participants is varied: The data indicates that the majority of respondents, 57%, have over five years of experience, suggesting a workforce with significant tenure and familiarity with the organization. A smaller proportion, 31%, has 2-5 years of experience, while 12% have less than one year, representing newer employees. This distribution highlights a predominantly experienced staff base, which could influence the effectiveness and implementation of organizational capability strategies at Kenya Ferry Services.

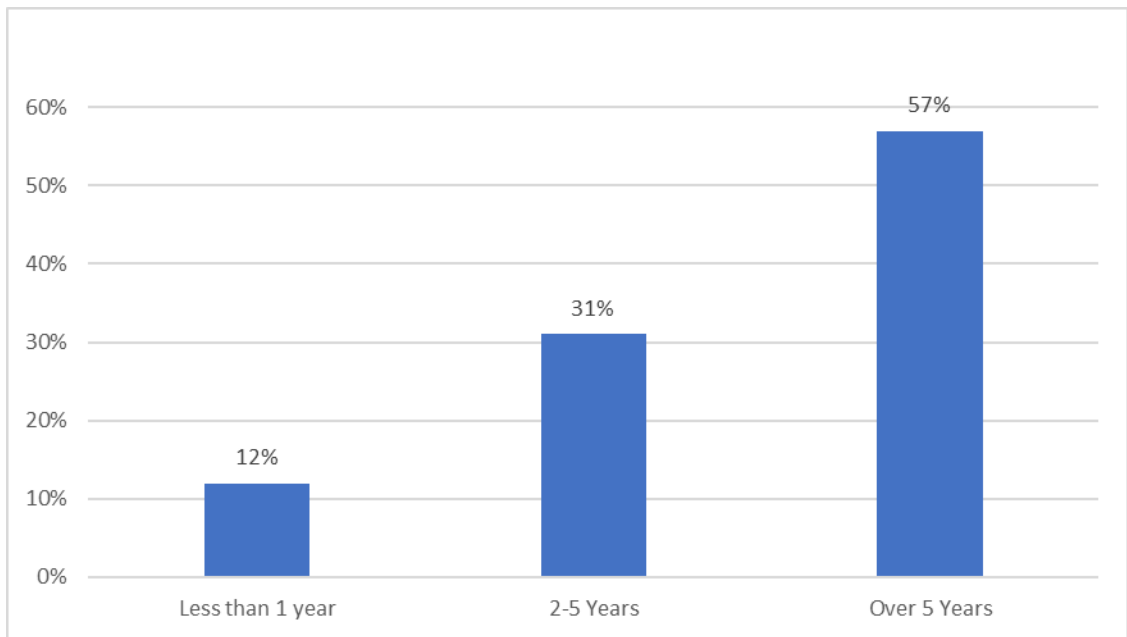


Figure 4: Work Experience

4.3.1 Distribution of the Respondents Based on the Gender

The study sought to understand the distribution of respondents based on gender. Asking for the gender of the respondents was important to ensure a balanced representation and to understand if gender dynamics play a role in perceptions or impacts of organizational capability strategies at Kenya Ferry Services. The gender distribution of the respondents shows that 56% were male and 44% were female. This indicates a relatively balanced representation of both genders, with a slight majority of males. The data suggests that while both male and female perspectives are well-represented, there is a small gender disparity within the respondent group, which may reflect the overall gender composition of the workforce at Kenya Ferry Services.

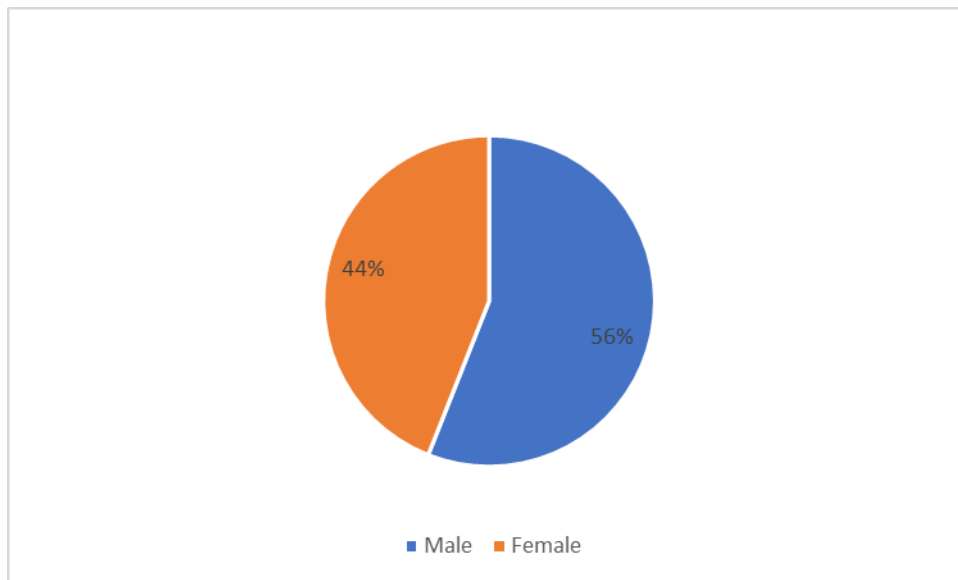


Figure 5: Gender

4.4 Descriptive Findings and Discussions

Section 4.4 provides an overview of the descriptive findings and discussions corresponding to the study's objectives, focusing on variables such as planning strategy, structural adaptation, skill development, and product innovation. The results were analyzed using measures of central tendency (mean) and dispersion (standard deviation). Data was collected using a five-point Likert scale, where 1 represented "Strongly Disagree," 2 was "Disagree," 3 indicated "Undecided," 4 denoted "Agree," and 5 signified "Strongly Agree."

4.4.1 Statements relating to Planning Strategy on Organizational Performance

The respondents were asked to indicate whether planning strategy affected organizational performance at KFS. The results are indicated by Table 5.

Table 5: Statements relating to Planning Strategy on Organizational Performance

	N	Min	Max	Mean	Std. Dev.
Setting performance targets through planning strategy is an important aspect of performance management in our company	51	1	5	3.86	.992

Operational efficiency in our company has improved as a result of planning strategy.	51	1	5	3.56	.907
Planning strategy has led to an improvement in the effectiveness of our company	51	3	5	3.61	.853
A strong mission statement improves organizational performance	51	2	5	3.91	.727
Implementation of strategic plans enables organizations to achieve high performance	51	1	5	3.72	.789
Environmental scanning through SWOT analysis is effective in enhancing organizational performance	51	2	5	3.25	.544

Source: Survey Data (2024)

The data indicates that setting performance targets through a planning strategy is perceived as a significant component of performance management within the company, with a mean score of 3.86 and a standard deviation of 0.992. This suggests that most respondents agree with the importance of this strategy, though opinions vary slightly. Similarly, respondents felt that operational efficiency has improved due to the planning strategy, as reflected by a mean of 3.56 and a standard deviation of 0.907. This result indicates a tendency among respondents to agree that operational efficiency has benefited from the implementation of planning strategies. The standard deviation of 0.907 suggests that there is a noticeable variation in how respondents perceive this improvement, indicating that while many acknowledge the positive impact of planning strategies, some may not fully agree, possibly due to varying interpretations of what operational efficiency entails. The effectiveness of the company is also seen to have increased as a result of the planning strategy, with a mean of 3.61 and a standard deviation of 0.853, indicating general agreement among respondents. This indicates a favourable perception of the impact of planning strategies on organizational effectiveness. The lower standard deviation of 0.853 compared to the previous statements signifies less variation in

responses, suggesting that a more consistent agreement exists among respondents regarding the effectiveness of planning strategies.

The belief that a strong mission statement can enhance organizational performance is supported by the highest mean score of 3.91 and a relatively lower variation (standard deviation of 0.727), showing a strong consensus. Implementing strategic plans is also viewed favourably, with a mean score of 3.72 and a standard deviation of 0.789, suggesting it is a recognized factor in achieving high performance. Lastly, environmental scanning through SWOT analysis is considered somewhat effective in enhancing organizational performance, as indicated by a lower mean score of 3.25 and a standard deviation of 0.544, showing that while it's seen as beneficial, its impact is viewed with more scepticism compared to other strategies.

The findings are in agreement with Biondi & Russo (2022) who revealed that strategic planning tools contribute to performance management systems and that performance measurement systems correlate with an organization's ability to define achievable and successful strategic planning strategies. Johnsen (2022) suggested strong positive correlations between prospector adaptation, stakeholder participation, the use of management tools, flexibility in the strategic planning process, and the perceived usefulness of strategic planning.

4.4.2 Statements on Structural Adaptation on Organization Performance

In addition, the respondents were asked to indicate whether structural adaptation affected performance of Kenya Ferry Services in Mombasa County. The results are indicated by Table 6.

Table 6: Structural Adaptation on Organizational Performance

	N	Min	Max	Mean	Std. Dev.
The organization strictly operates routinely through formalized structures and processes	51	2	5	3.56	.754

Our organization has clear internal pattern of relationships, authority and communication which are understandable to all employees in our organization	51	2	5	3.67	.421
All departments should be allowed to have their own structures which are unique to themselves in strategy change interventions	51	1	5	3.65	.432
The organization structure responds to changes in its environment effectively	51	1	5	3.83	.638
This structure of the organization supports the tasks hence ultimately contribute to the performance of KFS	51	1	5	4.82	.495
Duties and tasks within the organization are clearly indicated and boundaries set such that every employee knows what is required of him.	51	2	5	4.78	.511

Source: Survey Data (2024)

Table 6 gives insights into how the organization operates through formalized structures and processes, shedding light on various internal aspects. Regarding the routine operations through formal structures, the average response was 3.56 with a standard deviation of 0.754. This suggests that most respondents agree that the organization operates through formal processes, though the moderate standard deviation indicates some differences in opinion, suggesting that not all employees may see the processes as strictly formalized or consistently followed. When asked about the organization's internal pattern of relationships, authority, and communication being clear and understandable, respondents gave an average score of 3.67, with a relatively low standard deviation of 0.421. This shows that employees largely agree that these internal patterns are well-established and clear, with minimal disagreement among respondents. Most employees seem to understand the organizational structure and communication flow.

The question of whether departments should have the flexibility to develop unique structures in strategic change interventions received an average score of 3.65, with a small

standard deviation of 0.432. This suggests that there is general agreement that departments should have some autonomy in crafting their own strategies, though a few respondents may prefer a more unified or standardized approach across departments. Concerning the organization's ability to adapt its structure in response to changes in the environment, the mean score was 3.83, and the standard deviation was 0.638. This higher average suggests that most respondents feel the organization is relatively effective at adapting its structure to external changes, although the moderate variation indicates that some employees may perceive this adaptability as less effective.

On the question of whether the organizational structure supports tasks and ultimately contributes to performance, respondents gave a high score of 4.82, with a low standard deviation of 0.495. This shows strong consensus among employees that the structure significantly contributes to the overall performance of Kenya Ferry Services (KFS). Similarly, the clarity of duties and tasks was rated at 4.78 with a low standard deviation of 0.511, indicating that employees overwhelmingly agree that roles and responsibilities are clearly defined within the organization, minimizing confusion and enhancing efficiency. The findings are in agreement with Maina (2013) who identified structural changes, technological shifts, organizational leadership practices, as well as changes in the political and economic landscape as the primary factors contributing to transformations in these cooperative societies. The study additionally revealed that the firms had embraced structural changes in their operations but had not fully harnessed the benefits associated with these changes. As a recommendation, the study suggested that savings and credit cooperative societies should embrace restructuring and corporate governance practices across all sectors of their organizations to enhance service delivery and profitability.

4.4.3 Statements relating to Skill Development on Organization Performance

Furthermore, the respondents were asked to indicate whether skill development affected performance of Kenya Ferry Services in Mombasa County. The results are indicated by Table 7.

Table 7: Skill Development on Organization Performance

	N	Min.	Max.	Mean	Std. Dev.
Adequate policies on employee training and development	51	1	5	3.31	.714
Definitive, clear and easily understood skills development procedures and policies	51	2	5	3.96	.654
Opportunities to employees to discuss skills development needs with employer	51	1	5	4.59	.732
Lack of communication skills renders me ineffective	51	2	5	4.92	.561
Negotiation skills helps me to improve my performance	51	1	5	3.26	.781

Source: Survey Data (2024)

The data presented in Table 7 highlights the influence of skill development on organizational performance, showcasing varying perceptions among respondents. Regarding whether the organization has adequate policies on employee training and development, the mean score is 3.31, with a standard deviation of 0.714. This indicates that while many employees feel the policies are adequate, there is moderate variability in responses, suggesting some employees may feel that these policies are lacking or not fully implemented. In terms of whether the organization has definitive, clear, and easily understood skill development procedures and policies, the mean score is 3.96, with a lower standard deviation of 0.654. This shows a higher level of agreement among employees that such policies exist and are well understood, though there is still some variation in responses, hinting that a small portion of employees may find these procedures less clear.

The statement about employees having opportunities to discuss their skills development needs with their employer received a high mean score of 4.59, with a standard deviation of 0.732. This indicates that the majority of respondents feel that there are ample opportunities for them to engage in discussions about their development needs. The relatively low variability reflects a consensus among employees about the availability of such opportunities. Interestingly, the question regarding whether a lack of communication skills hinders employee effectiveness received the highest mean score of 4.92, with a very low standard deviation of 0.561. This reveals a near-unanimous agreement that poor communication skills significantly affect performance, indicating that communication is perceived as a critical skill within the organization.

Finally, on the role of negotiation skills in improving performance, the mean score is 3.26, with a standard deviation of 0.781. This shows that while some employees recognize the importance of negotiation skills in improving their performance, there is considerable variation in responses, indicating differing views on how much negotiation skills impact overall performance. The findings are in agreement with Cacciolatti et al. (2017) who emphasized that skills encompass a wide range of attributes related to communication, individual interaction, job performance, and career prospects. Employees harbor their own career aspirations and continually seek pathways to achieve their full potential. Skill development serves to mitigate the risk of losing employees due to a lack of growth opportunities and equips them to assume new roles and responsibilities. Ishani Vats, a technical content writer, underscores that investing in employees today translates to nurturing the leaders of tomorrow. Strong leadership is paramount for maintaining cohesive teams. Career advancement keeps employees motivated by providing a well-defined plan and clear goals that elevate their performance. This, in turn, results in improved outcomes, the attraction of new customers, and enhanced service for existing ones.

4.4.4 Product Innovation on Organization Performance

Additionally, the respondents were asked to indicate whether product innovation affected performance of Kenya Ferry Services in Mombasa County. The results are indicated by Table 8.

Table 8: Product Innovation on Organization Performance

	N	Min.	Max.	Mean	Std. Dev.
The organization regularly introduces new products to the market	51	1	5	3.71	.781
In the past five years, the organization has expanded into new markets	51	1	5	2.79	.627
The organization continually improves on existing products	51	2	5	3.76	.642
The firm makes adequate investments for research and development	51	1	5	3.62	.782
Employees in the organization are continually trained to be entrepreneurial	51	2	5	4.81	.812
The organization has built a culture of innovation and continuous improvements of products	51	1	5	3.91	.735

Source: Survey Data (2024)

The data presented in Table 8 provides insights into the impact of product innovation on organizational performance. The first statement, "The organization regularly introduces new products to the market," has a mean score of 3.71 with a standard deviation of 0.781. This indicates that most employees agree the company consistently launches new products, though there is some variability in opinions, suggesting that not everyone sees this as a regular occurrence. Regarding the organization's expansion into new markets over

the past five years, the mean score is lower at 2.79, with a standard deviation of 0.627. This shows that employees largely disagree or are undecided about the organization's market expansion efforts, and there is moderate agreement among respondents on this issue.

The statement about continually improving existing products has a mean score of 3.76 and a standard deviation of 0.642. This suggests that employees generally agree the organization is focused on product improvement, and the relatively low standard deviation indicates a higher level of consensus among respondents. On whether the firm makes adequate investments in research and development, the mean score is 3.62 with a standard deviation of 0.782. While employees tend to agree that the organization invests in R&D, the standard deviation suggests some variation in how adequate these investments are perceived across the workforce.

The statement that "Employees in the organization are continually trained to be entrepreneurial" receives a high mean score of 4.81, with a standard deviation of 0.812. This suggests a strong agreement that employees are well-trained in entrepreneurship, although the variability in responses implies that not all employees may feel equally involved in this training.

Lastly, the organization's efforts to build a culture of innovation and continuous product improvements have a mean score of 3.91 and a standard deviation of 0.735. This indicates that a majority of employees recognize the organization's commitment to fostering innovation, although some employees may see room for improvement. The findings are in agreement with Eggert, Thiesbrummel, & Deutscher (2019) who assessed the effects of product innovations on the profitability of large manufacturing firms in Germany, employing a panel data analysis approach with data from 558 firms. The study's findings corroborated that product innovation had a positive impact on profitability. Firms

engaging in more product innovations were found to be more profitable compared to their counterparts.

4.4.5 Organization Performance

The study sought views of organization performance in of Kenya Ferry Services in Mombasa County. The results are indicated by Table 9.

Table 9: Organization Performance

	N	Min.	Max.	Mean	Std. Dev.
There is Staff development in our organization	51	1	5	4.03	.727
There is Employee Satisfaction in our organization	51	2	5	3.19	.653
Quality of services are offered in our organization	51	1	5	4.26	.681
There is Customer satisfaction in our company	51	1	5	3.17	.864
There is Improved Innovation in the company	51	2	5	3.91	.662

Source: Survey Data (2024)

The data provides insights into key aspects of organizational performance. The majority of respondents agree that there is staff development in the organization, with a mean score of 4.03 and a standard deviation of 0.727, indicating general consensus on the presence of staff development initiatives.

Employee satisfaction, however, reflects a more neutral stance with a mean of 3.19 and a standard deviation of 0.653, showing that while opinions vary, most respondents are somewhat satisfied with their work environment. The quality of services offered is rated highly by the majority, with a mean of 4.26 and a standard deviation of 0.681, suggesting strong agreement that the organization delivers excellent services.

Customer satisfaction, with a mean of 3.17 and a standard deviation of 0.864, indicates more varied opinions, as respondents are split between agreeing and remaining neutral.

Regarding innovation, the majority of respondents agree that there has been improvement,

with a mean score of 3.91 and a standard deviation of 0.662, showing consistent views on the company's efforts to foster innovation.

4.5 Correlation Analysis

The researcher undertook correlation analysis to establish the nature and strength of the relationships between organizational capability strategies and performance of Kenya ferry services in Mombasa County. The findings are presented in table 10 below;

Table 10: Correlation Analysis Results

		Planning Strategy	Structural Adaptation	Skill Development	Product Innovation
Organization Performance	Pearson Correlation	.634**	.300*	.410**	.425**
	Sig.(2tailed)	.000	.041	.006	.003
	N	51	51	51	51

Source: Survey Data (2024)

The correlation analysis results in Table 10 reveal the relationships between various organizational capability strategies and organizational performance. Planning strategy shows a strong positive correlation with organizational performance, with a Pearson correlation coefficient of 0.634 and a significance level of 0.000. This suggests that effective planning strategies are significantly associated with better performance within the organization.

The Pearson correlation coefficient for Planning Strategy and Organizational Performance is 0.634, which is highly significant ($p < 0.01$). This strong positive relationship aligns with multiple studies cited in the empirical review. For instance, Maswili & Kariuki (2019) found that strategic planning practices such as environmental scanning and stakeholder involvement positively impacted performance in

pharmaceutical firms. Similarly, Abolfazli et al. (2019) found a significant correlation between strategic planning modes and firm performance in Iranian pharmaceutical firms.

These findings reflect that planning strategies are crucial to improving organizational outcomes, mirroring the results of the current study. Furthermore, George et al. (2019) also demonstrated that strategic planning, especially formalized processes, has a significant positive impact on performance, reinforcing the high correlation seen in the current study. The literature shows consistent support for the idea that planning strategy is integral to enhancing organizational performance across different sectors and industries.

Structural adaptation has a moderate positive correlation with organizational performance, indicated by a Pearson correlation coefficient of 0.300 and a significance level of 0.041. This implies that adjusting organizational structures moderately improves performance, although the relationship is weaker than that of planning strategy. The correlation between Structural Adaptation and Organizational Performance is 0.300 and significant at the 0.05 level. This moderate positive correlation is supported by empirical studies such as Scott (2015), who emphasized that structural changes are crucial for adapting to internal and external pressures. Onono (2018) further confirmed that organizational structure is key to efficient decision-making and knowledge-sharing, which ultimately boosts performance, particularly in manufacturing firms. The moderate correlation found in the current study suggests that while structural adaptation influences performance, it may not be as substantial as planning strategy.

Nene & Pillays (2019) also found that organizational structure impacts job satisfaction and organizational performance, aligning with the study's results, though their focus was on job satisfaction rather than direct performance outcomes. Skill development also has a positive and significant correlation with organizational performance, with a Pearson

correlation coefficient of 0.410 and a significance level of 0.006. This shows that investing in employee skill development leads to better organizational outcomes. The correlation between Skill Development and Organizational Performance is 0.410, significant at $p < 0.01$. This positive relationship is consistent with studies in the empirical review. For instance, Botke et al. (2018) emphasized that soft skills are essential for organizational performance. Skill development is linked to improved employee retention, engagement, and overall performance. Similarly, Hisham Makki Hannafi & Siddig Balala (2018) demonstrated that employee competencies significantly influence service performance, particularly in service-oriented businesses like telecommunication companies. The findings of Abdiwali & Musa (2020) also support this result by showing a positive relationship between on-the-job training and performance in the petroleum sector, further emphasizing the role skill development plays in enhancing organizational performance.

Product innovation exhibits a moderately strong positive correlation with organizational performance, as indicated by a Pearson correlation coefficient of 0.425 and a significance level of 0.003. This implies that continuous product innovation positively influences the performance of the organization. All the variables—planning strategy, structural adaptation, skill development, and product innovation—are positively correlated with organizational performance, with planning strategy showing the strongest relationship. The correlation between Product Innovation and Organizational Performance is 0.425, also significant at $p < 0.01$. This result aligns with studies like Eggert et al. (2019), who found a positive correlation between product innovation and profitability in large manufacturing firms. Similarly, Ukpabio et al. (2017) and Nuryakin (2018) found that product innovation significantly impacts financial performance and competitive advantage. These findings reinforce the current study's correlation, suggesting that organizations that innovate in product offerings experience better overall performance.

Reguia (2014) also supported this by showing that product innovation allows firms to enhance sales and maintain a competitive edge, especially in technology and manufacturing sectors, consistent with the observed positive correlation in this study.

4.6 Regression Analysis

The study ascertained the effect of planning strategy, structural adaptation, Skill development and product innovation and their effect on performance of KFS. The results in relation to the foregoing are illustrated in Tables 11.

Table 11: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.553	.496	.75706

a. Predictors: (Constant), Planning Strategy, Structural Adaptation, Skill Development and Product Innovation.

b. Dependent Variable: Organization Performance **Source:** Survey Data (2024)

The regression model summary reveals a strong relationship between the predictors - Planning Strategy, Structural Adaptation, Skill Development, and Product Innovation—and the dependent variable, Organization Performance. The correlation coefficient ($R = 0.743$) indicates a robust positive correlation, suggesting that as the independent variables improve, the overall performance of the organization tends to enhance as well. This strong correlation emphasizes the importance of these strategies in shaping organizational performance, highlighting the interconnectedness between effective planning and structural flexibility in response to market demands. The R Square value of 0.553 indicates that 55.3% of the variance in organization performance can be accounted for by the selected predictors (planning strategy, structural adaptation, Skill development and product innovation). This

substantial proportion suggests that the independent variables collectively provide a significant explanation for the performance metrics within organizations. However, it also indicates that there remains a considerable 44.7% of the variance that is not explained by these factors, suggesting that other variables may also play a crucial role in influencing organizational performance.

Furthermore, the adjusted R Square value of 0.496 provides a more conservative estimate of the explanatory power of the model when accounting for the number of predictors. This value indicates that while the model explains a substantial portion of variance in organization performance, it also recognizes the limitations of including multiple predictors in the analysis. As such, it may be beneficial for organizations to consider a wider array of factors beyond those currently analyzed to fully understand the dynamics influencing their performance. The standard error estimate of 0.75706 further emphasizes the model's predictive accuracy, as it quantifies the average distance that the observed values fall from the regression line. A lower standard error indicates that the predictions are relatively close to the actual values of organization performance, enhancing the reliability of the model's conclusions.

Table 12: ANOVA Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	18.477	4	4.619	8.060	.000 ^b
1	Residual	22.352	46	.573		
	Total	40.829	50			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), planning strategy, structural adaptation, Skill development and product innovation

Source: Survey Data (2024)

The ANOVA results presented in Table 12 provide critical insights into the relationship between the selected strategic capabilities; planning strategy, structural adaptation, skill

development, and product innovation and organizational performance. ANOVA helps to determine whether the regression model, which includes these predictors, significantly explains the variance in organizational performance, compared to a model with no predictors.

The total Sum of Squares of 40.829 reflects the overall variance in organizational performance. This is divided into two key components: Regression Sum of Squares (18.477) and Residual Sum of Squares (22.352). The regression sum of squares represents the portion of variance in organizational performance that can be attributed to the predictors—planning strategy, structural adaptation, skill development, and product innovation—while the residual sum of squares represents the unexplained variance, suggesting that additional factors not included in the model may also influence organizational performance.

The F-statistic (8.060) is a critical indicator of the model's overall effectiveness. The F-value compares the amount of variance explained by the model to the unexplained variance (residual). The high F-value (8.060) suggests that the strategic factors included in the model collectively have a strong effect on organizational performance. The corresponding p-value (.000) is highly significant, indicating that the likelihood of this result occurring by chance is extremely low, which confirms that the model is statistically significant. Therefore, the results suggest that strategic capabilities; planning, adaptation, skill enhancement, and innovation significantly contribute to organizational performance.

The findings from the ANOVA analysis support existing literature that emphasizes the importance of strategic elements in influencing organizational performance. Kaplan and Norton (1992), who developed the Balanced Scorecard approach, argue that effective planning strategies are fundamental to achieving organizational goals. Similarly, Porter

(1996) highlights that innovation is crucial in ensuring a competitive edge, while Mintzberg (1994) focuses on the importance of structural adaptation for organizational success. The role of skill development, as discussed by Nonaka and Takeuchi (1995), is also validated by the ANOVA results, showing that continuous learning and adaptation significantly influence organization performance.

Table 13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
	(Constant)	.315	.101		3.112 .003
1	Planning Strategy	.752	.139	.651	5.403 .000
	Structural Adaptation	.305	.143	.235	2.127 .039
	Skill Development	.562	.136	.402	4.135 .000
	Product Innovation	.490	.126	.347	3.895 .000

a. Dependent Variable: Organization Performance

Source: Survey Data (2024)

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

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

Whereby Y represents organization Performance. X₁ represents planning strategy, X₂ represents structural adaptation, X₃ represents skill development and X₄ represents product innovation. β₀ represents Constant which defines the value of organization performance without the inclusion of predictor variables. Thus,

$$Y = 0.315 + 0.752X_1 + 0.305X_2 + 0.562X_3 + 0.490X_4 + \epsilon$$

The coefficient for planning strategy is 0.752, which indicates that for every unit increase in the effectiveness of planning strategy, organizational performance increases by 0.752 units, holding all other variables constant. This is a significant positive effect, as evidenced

by the corresponding t-value of 5.403 and a p-value of 0.000, indicating that the relationship is statistically significant. The strength of this coefficient suggests that well-formulated planning strategies are key drivers of performance improvements. This finding is consistent with studies that highlight the importance of strategic planning in aligning organizational goals with operational activities, such as those by Midiwo & Ombui (2018), who emphasized that planning enhances decision-making and resource allocation, leading to better organizational outcomes.

The coefficient for structural adaptation is 0.305, meaning that an increase in structural adaptation by one unit is associated with a 0.305-unit increase in organizational performance. The t-value for this coefficient is 2.127, and the significance level ($p = 0.039$) shows that this relationship is also statistically significant, though its impact is smaller compared to planning strategy. Structural adaptation refers to how organizations adjust their internal frameworks to respond to changing external conditions. This finding is supported by research from Onono (2018), who discussed the adaptive capabilities of organizations in dynamic environments. Organizations that can effectively adapt their structures - whether through decentralization, flexibility, or new reporting mechanisms - are better positioned to enhance performance, especially in complex and changing markets.

The regression coefficient for skill development is 0.562, with a t-value of 4.135 and a p-value of 0.000, indicating a highly significant positive effect on organizational performance. This means that a one-unit increase in skill development leads to a 0.562-unit increase in performance. This finding underscores the importance of building employee competencies and ensuring continuous training to enhance overall productivity. The positive impact of skill development aligns with literature from authors like Cacciolatti et al. (2017) and Abdiwali & Musa (2020), who argue that organizations

investing in human capital experience higher returns in terms of performance outcomes, as skilled employees are better equipped to meet organizational goals and adapt to new challenges.

Lastly, product innovation has a coefficient of 0.490, with a t-value of 3.895 and a pvalue of 0.000, indicating another significant relationship. This suggests that for every unit increase in product innovation, organizational performance increases by 0.490 units. Product innovation is critical in industries that rely on continuous improvements and differentiation to maintain competitive advantages. This result aligns with empirical studies such as those by, (Ajimati, 2017), which have highlighted how innovation, particularly in product offerings, drives competitive positioning and overall performance. The regression coefficients show that all four independent variables—planning strategy, structural adaptation, skill development, and product innovation—have a significant positive effect on organizational performance, with planning strategy having the largest impact.

These findings suggest that organizations looking to enhance performance should prioritize strategic planning and skill development, while also considering structural flexibility and innovation. These results correlate with existing literature that highlights the multifaceted nature of organizational performance drivers, confirming the importance of integrating strategic planning, structural, human, and innovation factors in organizational management.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the major findings of the study, including both descriptive and inferential analyses. It starts by summarizing the key results, then discusses the

conclusions derived from these insights. The chapter also presents recommendations informed by the findings and highlights possible directions for future research to investigate.

5.2 Summary of the Study

The major study findings are summarized in this section. It outlines the summary of the findings in line with the objectives of the study.

5.2.1 Planning Strategy on Organization Performance

The analysis revealed that planning strategy plays a significant role in the organizational performance of Kenya Ferry Services (KFS). Respondents agreed that setting performance targets through a planning strategy is critical for enhancing performance, with a mean score of 3.86. There is a general consensus that the strategy has led to improvements in operational efficiency (mean = 3.56), though opinions varied slightly (standard deviation = 0.907). The strategy has also been instrumental in increasing organizational effectiveness, as evidenced by a mean score of 3.61. Additionally, respondents strongly believed that a clear and robust mission statement positively impacts performance, with the highest mean score of 3.91 and relatively low variability. Finally, implementing strategic plans and conducting environmental scanning through SWOT analysis were viewed favorably, although environmental scanning was seen as slightly less effective compared to other planning components (mean = 3.25).

5.2.2 Structural Adaptation on Organization Performance

Structural adaptation also plays a critical role in organizational performance. The study found that most respondents believe KFS operates through formalized structures and processes (mean = 3.56), though there is some variation in how strictly these structures are followed. A higher level of agreement was observed regarding the clarity and understanding of internal relationships, authority, and communication within the

organization (mean = 3.67). Additionally, flexibility within departments to develop unique structures during strategic changes was supported by respondents (mean = 3.65). The organization's ability to adapt its structure in response to environmental changes was also rated highly (mean = 3.83), indicating that employees believe the company is relatively effective in adjusting to external conditions. Structural clarity, especially in terms of task and role definitions, received strong support (mean = 4.82), reflecting consensus on the positive influence of structural adaptation on performance.

5.2.3 Skill Development on Organization Performance

Skill development emerged as another key factor influencing organizational performance at KFS. The study revealed that while there are adequate policies on employee training and development (mean = 3.31), respondents showed some disagreement, indicating that not all employees believe these policies are effectively implemented. However, a majority agreed that skill development procedures are clear and understood (mean = 3.96). Additionally, respondents felt that they had ample opportunities to discuss their skill development needs with their employer (mean = 4.59), and there was nearunanimous agreement that a lack of communication skills hinders performance (mean = 4.92). While negotiation skills were considered somewhat important for performance improvement (mean = 3.26), respondents generally agreed that communication is a critical skill that directly affects organizational outcomes.

5.2.4 Product Innovation on Organization Performance

Product innovation was also found to positively influence organizational performance. The study indicated that KFS regularly introduces new products, with a mean score of 3.71, though opinions varied slightly. However, respondents were less certain about the organization's expansion into new markets over the past five years (mean = 2.79),

reflecting a more neutral or negative view on this front. On a positive note, employees generally agreed that the company focuses on improving existing products (mean = 3.76), and they acknowledged KFS's investments in research and development (mean = 3.62). There was strong agreement that employees are continually trained to be entrepreneurial (mean = 4.81), although some variability in responses suggests that not all employees feel equally involved in this process. Lastly, the company's efforts to foster a culture of innovation and continuous improvement were well-regarded, with a mean score of 3.91.

5.2.5 Organizational Performance

In terms of overall organizational performance, respondents expressed strong agreement that there are staff development initiatives in place (mean = 4.03). Employee satisfaction, however, showed more variability, with a neutral average score of 3.19, indicating that while some employees are satisfied, others remain undecided or neutral. The quality of services offered by the organization received a high rating (mean = 4.26), and there was a positive perception of the organization's efforts to foster innovation (mean = 3.91). However, customer satisfaction showed varied opinions, with a mean of 3.17, suggesting room for improvement in customer-related performance measures.

5.3 Conclusions

The study drew conclusions in respect of planning strategy, structural adaptation, Skill development and product innovation on performance of Kenya Ferry Services.

5.3.1 Planning Strategy on Organization Performance

The findings indicate that planning strategy significantly influences organizational performance at Kenya Ferry Services (KFS). Respondents overwhelmingly agreed that the establishment of performance targets through effective planning enhances operational

efficiency and overall effectiveness. A strong mission statement and thorough environmental scanning also contribute to this success. The positive consensus on these factors highlights the importance of a structured planning approach, emphasizing that strategic planning is fundamental for achieving high performance within the organization. As such, it is crucial for KFS to continue refining its planning strategies to ensure ongoing improvement and adaptability in a competitive environment.

5.3.2 Structural Adaptation on Organization Performance

Structural adaptation is another vital factor affecting KFS's organizational performance. The results demonstrate that employees recognize the importance of formalized structures and clear communication channels within the organization. The ability to adapt structures in response to environmental changes is highly valued, indicating that flexibility is essential for maintaining efficiency and effectiveness. Furthermore, the strong agreement on task and role clarity suggests that a well-defined structure positively impacts employee performance and satisfaction. KFS should prioritize ongoing assessments of its organizational structure to ensure it remains conducive to performance improvements and responsive to external dynamics.

5.3.3 Skill Development on Organization Performance

The study reveals that skill development is crucial for enhancing performance at KFS. Although there is some disagreement regarding the effective implementation of training and development policies, respondents agree on the importance of clear skill development procedures and communication opportunities. The high emphasis on communication skills underscores their critical role in facilitating organizational performance. KFS should invest in robust training programs and ensure consistent communication regarding skill development needs, thereby fostering a culture of continuous learning that aligns with its performance objectives.

5.3.4 Product Innovation on Organization Performance

Product innovation plays a significant role in driving organizational performance at KFS. While the organization is seen as proactive in introducing new products and improving existing ones, there is some ambivalence regarding market expansion efforts. However, employees feel that they are being trained to adopt an entrepreneurial mindset, which is essential for fostering innovation. The positive perception of KFS's investment in research and development indicates a commitment to maintaining competitiveness. To bolster performance further, KFS should continue to focus on product innovation while exploring opportunities for market expansion, thereby enhancing its overall service offering.

5.3.5 Organizational Performance

Overall, organizational performance at KFS reflects a positive environment for staff development and quality service delivery. However, employee satisfaction levels indicate a need for improvement, as evidenced by the variability in responses. The organization's efforts to foster innovation and customer satisfaction are recognized, but further enhancements are necessary to elevate customer experiences. KFS should prioritize employee engagement and satisfaction to ensure that staff feel valued and motivated, which, in turn, will contribute to higher customer satisfaction and better performance outcomes.

5.4 Recommendations

Based on the findings related planning strategy, structural adaptation, Skill development and product innovation on performance of Kenya Ferry Services, Kenya., the following recommendations are proposed for policymakers:

5.4.1 Planning Strategy on Organization Performance

- Enhance Strategic Planning Processes: KFS should regularly review and update its strategic planning processes to incorporate emerging trends and stakeholder

feedback. This will ensure that the planning strategy remains relevant and aligned with the organization's goals and external environment.

- **Establish Performance Metrics:** Develop specific, measurable performance metrics linked to strategic objectives. This will help track progress and facilitate accountability among employees, promoting a performance-driven culture.
- **Conduct Training on Strategic Planning:** Provide training sessions for staff on effective strategic planning techniques and tools. Empowering employees with planning skills will enhance their ability to contribute to organizational goals and improve overall performance.

5.4.2 Structural Adaptation on Organization Performance

- **Foster a Flexible Organizational Structure:** KFS should implement a more flexible organizational structure that allows for quick adjustments to roles and responsibilities as needed. This adaptability will enable the organization to respond effectively to changing market conditions and operational challenges.
- **Improve Communication Channels:** Establish clear communication channels that promote transparency and collaboration across departments. Regular meetings and updates can enhance understanding of organizational goals and foster a culture of teamwork.
- **Conduct Regular Assessments:** Implement regular assessments of the organizational structure to identify areas for improvement. Solicit employee feedback to ensure that the structure supports their roles and enhances performance.

5.4.3 Skill Development on Organization Performance

- **Invest in Comprehensive Training Programs:** KFS should invest in comprehensive training and development programs that address both technical and soft skills. This

will equip employees with the necessary skills to perform their roles effectively and adapt to new challenges.

- **Encourage Continuous Learning:** Create a culture of continuous learning by offering opportunities for professional development, such as workshops, seminars, and online courses. This will not only enhance employee skills but also promote engagement and retention.
- **Implement Mentorship Programs:** Establish mentorship programs that pair less experienced employees with seasoned professionals. This will facilitate knowledge transfer and provide guidance, helping to develop a more skilled and capable workforce.

5.4.4 Product Innovation on Organization Performance

- **Prioritize Research and Development:** KFS should allocate resources to research and development initiatives aimed at identifying new product opportunities and enhancing existing services. This investment will foster a culture of innovation and keep the organization competitive.
- **Encourage Employee Input:** Create channels for employees to contribute ideas for product improvements and innovations. Involving staff in the innovation process can lead to valuable insights and a sense of ownership over the organization's offerings.
- **Monitor Market Trends:** Establish a system for monitoring market trends and customer feedback to identify opportunities for product innovation. Regularly assessing customer needs will ensure that KFS remains responsive and relevant in its service delivery.

5.5 Suggestions for Further Research

Further research could investigate the specific mechanisms through which employee engagement influences organizational performance within Kenya Ferry Services (KFS). This study could employ qualitative methods, such as interviews or focus groups, to gather in-depth insights from employees regarding their engagement levels and perceived impact on performance. Additionally, exploring the role of leadership styles and organizational culture in shaping employee engagement could provide valuable insights into how KFS can enhance its performance outcomes. Understanding these dynamics would help KFS implement targeted strategies to improve employee motivation and, consequently, overall performance.

Conducting a comparative analysis of strategic planning approaches across similar organizations within the public sector in Kenya could yield insights into best practices and areas for improvement. This research could involve benchmarking KFS against other public organizations with successful strategic planning frameworks to identify key factors that contribute to effective planning and execution. By analyzing variations in outcomes and processes, KFS could adopt best practices tailored to its unique context, enhancing its strategic initiatives and improving overall performance.

A focused study on the impact of technology on product innovation within KFS would be beneficial in understanding how digital tools and platforms can facilitate innovative processes. This research could examine the adoption of technology in service delivery, communication, and collaboration, exploring how these factors influence the rate and success of product innovations. Additionally, investigating the barriers to technology adoption and the potential for technological solutions to enhance efficiency and effectiveness in service delivery could provide actionable insights for KFS. By

understanding the role of technology in driving innovation, KFS can better position itself to respond to changing market demands and improve its overall service offerings.



REFERENCES

- Abdi, M., Omwenga, J., & Guyo, W. (2020). Effect of strategic planning unsustainable competitive advantage of Islamic Commercial Banks in Kenya. *Journal of Business and Management*, 22(3), 14-19.
- Abdul, A. A. R. (2019). The impact of strategic planning on enhancing the strategic performance of banks: Evidence from Bahrain. *Banks and Bank Systems*, 14(2), 140- 151.
- Abolfazli, S. A., Mohammadzadeh, M., Peiravian, F., Zonoozi, J., Sharifnia, H., & Vasheghani, A. (2019). Strategy-making process and firm performance in Iranian pharmaceutical industry. *Iran Journal of Pharmaceutical Research*, 18(1), 531-545.
- Afzal, U., & Hussain, I. (2021). The impact of organizational capabilities on firm performance: Evidence from Pakistan. *Journal of Asia Business Studies*, 15(1), 118.
- Ajimati, M. O. (2017). *The Significance of Integrating Product Innovation in Increasing Business Competition*. Research Project, Savonia University of Applied Sciences, Kuopio.

- Aleksić, A., & Rašić Jelavić, S. (2017). Testing for strategy-structure fit and its importance for performance. *Management: journal of contemporary management issues*, 22(1), 85-102.
- Alnachef, T.H. & Alhajjar, A.A. (2017). Effect of Human Capital on Organizational Performance: A Literature Review. *International Journal of Science and Research*, 6(8), 1154-1169.
- Al-Surmi, A., Cao, G., & Duan, Y. (2020). The impact of aligning business, IT, and marketing strategies on firm performance. *Industrial marketing management*, 84, 39-49.
- Alves, A. C., Barbieux, D., Reichert, F. M., Tello-Gamarra, J., & Zawislak, P. A. (2017). Innovation And Dynamic Capabilities of The Firm: Defining an Assessment Model. *Revista De Administração De Empresas*, 57(3), 232-244.
- Amarakoon, U., Weerawardena, J., & Verreynne, M. L. (2018). Learning capabilities, human resource management innovation and competitive advantage. *The International Journal of Human Resource Management*, 29(10), 176-1766.
- Arsalan, M., Awan, S. & Sarfraz, N. (2018). The Impact of human capital on Company performance and the mediating effect of employee's satisfaction. *IOSR Journal of Business and Management*, 8(2), 76-82.
- Bamel, K.U. & Bamel, N (2018). Relationship between Organizational Resources and Strategic Flexibility. *Management Journal*, 22(7), 1555-1572.
- Biondi, L., & Russo, S. (2022). Integrating strategic planning and performance management in universities: A multiple case-study analysis. *Journal of Management and Governance*, 26, 417-448. <https://doi.org/10.1007/s10997022-09628-7>
- Botke, J., Jansen, P.G.W., Khapova, S. N., & Tims, M. Influencing the transfer stages of Soft Skills Training: A Literature review. *Educational Research Review*, 24, 130 – 137. <https://doi.org/10.1016/j.edurev.2018.04.001>
- Cacciolatti, L., S.H., & Molinero, C.M. (2017). Clashing Institutional Interests in Skills between Government and Industry: An Analysis of demand for technical and soft skills of graduates in the UK. *Technological forecasting and Social Change*, 119, 139- 153. <https://doi.org/10.1016/j.techfore.2017.03.024>
- Chen, S., Zhang, J., Wu, D., & Li, H. (2020). The effect of organizational capability on innovation performance: Evidence from Chinese manufacturing firms. *Journal of Business Research*, 121, 83-92.
- Chepkole, G. K. & Deya, J. (2019). Effect of strategic capability on competitive advantage of information technology firms in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 104-127
- Collins, C. J. (2021). Expanding the resource-based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331- 358.
- Diamantidis, A.D., & Chatzoglou, P. (2019). Factors affecting Employee Performance: empirical research. *International Journal of Productivity and Performance Management*, 68(1), 171-193. <https://doi.org/10.1108/IJPPM-01-2018-0012>

- Du Plessis, H., & Van Niekerk, A. (2014). A new GISc framework and competency set for curricula development at South African universities. *South African Journal of Geomatics*, 3(1), 1-12
- Eggert, A., Thiesbrummel, C. & Deutscher, C. (2019). Differential effects of product and service innovations on the financial performance of industrial firms. *Journal of Business Marketing Management*, 7(3), 380–405.
- Kenya Ferry Services. (2020). About Us. Retrieved from <https://kenyaferry.co.ke/aboutus/>
- Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y. Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. *Technological Forecasting and Social Change*, 152, 119908.
- Feng, Y. & Pan, N. (2019). Resources Allocation and Performance of IT Firms in Taiwan. *Technological Journal*, 8(5), 688-697.
- Fisher, R. & Alford, J. (2018). Organizational capability: A critical examination. *Public Management Review*, 20(2), 197-219. doi: 10.1080/14719037.2016.1258743
- Foss, N. J., Laursen, K., & Pedersen, T. (2011). Linking customer interaction and innovation: The mediating role of new organizational practices. *Organization Science*, 22(4), 980- 999
- Furrer, O., Sudharshan, D. & Alexandre, T.M. (2016). Resources Configuration and Firms' Performance. *Strategic Management Journal*, 1(1), 15-40.
- George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), 810-819. <https://doi.org/10.1111/puar.13104>
- Gupta, A. K. (2021). Innovation dimensions and firm performance synergy in the emerging market: A perspective from Dynamic Capability Theory & Signaling Theory. *Technology in Society*, 64, 101512.
- Harper, C. (2015). *Organizations: Structures, processes and outcomes*. Routledge.
- Hisham, M. H., & Siddig, B. I., (2018). Impact of Employee Skills on Service Performance. Mediating role customers experience and performance. *Khartoum, Sudan*
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). Strategic management: concepts and cases: competitiveness and globalization. *Boston: Cengage Learning*.
- Johnsen, A. (2022). Strategic planning in turbulent times: Still useful. *Public Policy and Administration*. <https://doi.org/10.1177/09520767221080668>
- Kim, S., Kim, B., & Seo, M. (2020). Impacts of Sustainable Information Technology Capabilities on Information Security Assimilation: The Moderating Effects of Policy—Technology Balance. *Sustainability*, 12(15), 6139.
- Kimathi, F. M. (2016). *Factors Influencing Strategic Change Management Practices At Coca Cola Company In Kenya* (Doctoral dissertation, University of Nairobi).
- Kogo K. P. & Kimencu, L. (2018). Effect of Organization Capability on Performance of Insurance Industry in Kenya. *Business Administration Journal*, 3(1), 126- 149.

- Karabulut, A. T. (2019). Effects of Innovation Types on Performance of Manufacturing Firms in Turkey. *Procedia - Social and Behavioral Sciences*, 195, 1355 – 1364.
- Kyengo, J. M., Muathe, S. M. A., & Kinyua, G. M. (2019). Empirical Analysis of the Effect of Operational Capability on Performance of Food Processing Firms in Nairobi City County, Kenya. *International Journal of Economics and Management Studies*, 6(5), 113- 124.
- Li, L., Tian, F. & Zhou, L. (2018). Strategic Flexibility, Configuration of Technology and Performance Organization. *Sustainable Journal*, 10(65), 1-15.
- Lindow, C. M., Stubner, S., &Wulf, T. (2010). Strategic fit within family firms: The role of family influence and the effect on performance. *Journal of Family Business Strategy*, 1(3), 167-17
- Maina, P. K. (2013). *Strategic Change Management Practices Adopted By Saving And Credit Co-operative Societies In Public Sector In Kenya* (Doctoral dissertation, University of Nairobi).
- Maswili, A. K., & Kariuki, P. (2019). Influence of strategic planning practices on performance of pharmaceutical manufacturing firms in Nairobi county, Kenya. *International Journal of Business Management and Finance*, 3(2), 190-206.
- Midiwo, P. A., & Ombui, D. K. (2018). Effects of strategic planning on the financial performance of small information and communication technology (ICT) firms in Nairobi City County. *European Journal of Business and Strategic Management*, 3(7), 74-100.
- Mon, K. (2019). The Effect of Organizational Structure on Company Performance in Manufacturing Industry. *Leadership Advance Online*, 1(17), 1554- 3757
- Mugane, C. & Ondigo, H. (2016). The Effect of Financial Innovations on the Financial Performance of Commercial Banks in Kenya. *International Journal of Finance and Accounting*, 1(1), 16-29.
- Muketi, P.F. (2019). *Effect of Technological Resources on Firms' Competitive Advantages: A case of Manufacturing Industry in Kenya*. Unpublished Master's thesis, Nairobi: University of Nairobi.
- Muthoni, D. M., & Kinyua, G. M. (2020). Corporate Reputation and Firm Performance: An Empirical Analysis of Motor Vehicle Assemblers in Nairobi City County, Kenya. *Journal of Business and Economic Development*, 5(2), 73-81.
- Muthuiya, M. M. (2017). *The influence of innovation and technology strategy and competitive advantage of Construction Companies in Kenya* (Doctoral dissertation, University of Nairobi).
- Nekesa, S. M. & Olweny, T. (2018). Effect of financial innovation on financial performance: A case study of deposit-taking savings and credit cooperative societies in Kajiado County. *International Journal of Social Sciences and Information Technology*, 4(5), 370 – 389.
- Nene, P., & Pillays, K. (2019). Investigation of the Impact of Organizational Structure on Organizational Performance. *Library Review*, 60(1), 37-52.
- Njagi, E.N. (2018). *Effect of Strategic Resources on Performance of Public Institutions in Kenya*. Unpublished MBA thesis, Nairobi: Kenya University.

- Njogu, T. W. (2014). *The effect of innovation on the financial performance of small and medium enterprises in Nairobi County, Kenya*.
Master of Business Administration Research Project, University of Nairobi.
- Nuryakin, U. M. Y. (2018). Competitive advantage and product innovation: Key success of Batik SMEs marketing performance in Indonesia. *Academy of Strategic Management Journal*, 17(2), 1 – 17.
- Ogbo, K. (2019). Transformational Leadership, Psychological Empowerment and the Moderating Role of Mechanistic- Organic Contexts. *Journal of Organizational Behaviour*, 35(3), 413-433.
- Oludele, A. E. (2021). Impact of strategic planning on organizational performance of health care services in Nigeria. *Science Journal of Business and Management*, 9(3), 209-214.
- Onono, M. (2018). The impact of organizational structure on performance at General Electric Africa. *Strategic Change*, 11(2), 307-316.
- Prajogo, D. I. (2016). The strategic fit between innovation strategies and business environment in delivering business performance. *International Journal of Production Economics*, 171, 241-249.
- Reguia, C. (2014). Product innovation and the competitive advantage. *European Scientific Journal*, 1, 140 – 157
- Saihu, A., & Rhiani, I.,(2022). Effect of Soft Skill, Motivation and Job Satisfaction on Employee Performance through Organizational Commitment. *Bandung Institute of Technology, Bundapest International Research and Critics Institute (BIRCI-Journal) Humanities and Social Sciences* 5(1): 6070-6083.
- Schumpeter, J. A. (1939). *Business Cycles: A Theoretical, Historical and Statistical Analysis of the Capitalist Process*. New York: McGraw-Hill.
- Shankar, R. K., & Shepherd, D. A. (2019). Accelerating strategic fit or venture emergence: Different paths adopted by corporate accelerators. *Journal of Business Venturing*, 34(5), 105886.
- Srećković, M. (2018). The performance effect of network and managerial capability of entrepreneurial firms. *Small Business Economics*, 50(4), 807-824.
- Supriyatin, E., Ali Iqbal, M., & Indradewa, R. (2019). Analysis of Auditor Competencies and Job Satisfaction on Tax Audit Quality Moderated by time Pressure (case study of Indonesian tax offices). *International Journal of Business Excellence*, 19(1), 119-136. <https://doi.org/10.1504/IJBEX.2019.101711>
- Ukpabio, M. G., Oyebisi, T. O., & Siyanbola, O. W. (2017). Effects of Innovation on Performance of Manufacturing SMEs in Nigeria: An empirical study. *Journal of International Development*, 19, 12 – 24.
- Wanjiku, K. (2018). *Strategic Capabilities for Sustainable Competitive Advantage of Insurance Firms in Kenya* (Thesis, University of Nairobi).
- Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resourcebased view of the firm. *Journal of management*, 27(6), 701-721.

Yousaf, S., & Iftikhar, K. (2018).The Theory of Pecking Order and its Implication in Manufacturing Firms. *Scientific Journal*, 12, 1-8



APPENDICES

Appendix I: Informed Consent Form for Study Participants

Emmanuel Kenga,
P.O Box 3445, Mombasa.

Consent Form For Data Collection

Introduction:

I am conducting a data collection activity to investigate —**Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County.**"

Your participation is entirely voluntary, and I want to assure you that your personal information will be handled with utmost confidentiality and used only for the stated purposes outlined below. Before proceeding, please take the time to read and understand the following consent form.

Purpose of Data Collection:

The primary purpose of this data collection is to study on —**Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County.** The

research aims to identify the effectiveness and the analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County.

Data Collection Process:

During this data collection activity, the following types of data may be collected:

BIO DATA: Your age, gender, Length of occupation, and the department you work in. This information is essential for understanding any possible correlations between these factors and the perception of organization capability and performance. Your identity will be kept confidential during the analysis and reporting phase.

Perception and Experience Data: Your perceptions, opinions, and experiences related to organization capability and performance will be gathered through the questionnaire.

Data Collection Method

Data will be collected through the questionnaire. Your participation in this data collection method is voluntary, and you can choose to skip any question or withdraw from the process at any time without providing any reason.

Data Usage and Confidentiality

The data collected will be used solely for research purposes related to "Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County." Your personal information will be treated with strict confidentiality, and all data will be stored securely with access limited to authorized researchers only.

Data Storage

All data collected during this research will be stored securely on password-protected computers or in locked cabinets accessible only to authorized personnel.

Data Sharing

The research findings may be shared in academic publications, reports, or presentations. However, any data shared will be aggregated and anonymized to ensure your identity remains protected.

Withdrawal of Consent

Your participation in this data collection activity is entirely voluntary. You have the right to withdraw your consent at any time without providing any reason. To withdraw your consent, please notify the researcher in writing, and the researcher will ensure all your data is deleted promptly.

Data Retention

The researcher will retain the collected data for a period of one year. After this period, all data will be securely deleted and destroyed.

Contact Information

If you have any questions, concerns, or require further information about the data collection activity or the research itself, you can contact the researcher at 0720092199

Consent

By signing below, you acknowledge that you have read and understood this consent form, and you voluntarily agree to participate in the data collection activity for "Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County."

Signature: _____

Date: _____

Initials: _____

Thank you for your willingness to participate in this research. Your contribution is valuable to the advancement of knowledge in this field.

Appendix II: Research Study Questionnaire

This questionnaire aims at collecting academic information on the Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County. Please answer the questions as honestly as possible tickling in the spaces provided. All information shall be treated with confidentiality. Kindly use a tick () inside the brackets to indicate correct answer(s) where the answers are given in choices or provide the information required in the spaces provided.

Section A: Respondent Bio Data

- a. Which department do you work in the company?

.....
.....

- b. What is your highest level of education qualification?

- a) Post graduate level ()
b) University ()
c) Tertiary ()
d) Secondary ()

3. Length of continuous service in the organization?

- a) less than a year ()
b) 2-5 years ()
c) Over 5 years ()

4. Age Bracket:

Up to 25	[]	26 – 30	[]	31 – 35	[]
36 – 40	[]	41- 45	[]	Over 50	[]

5. Gender: Male [] Female []

Section B: Statements on Planning Strategy

Kindly indicate your level of agreement with each of this statement in regard to the effect of planning strategy on the performance of Kenya ferry services. Please tick (√)

appropriately. 1=Strongly Disagree, 2=Disagree, 3= Moderate, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
Setting performance targets through planning strategy is an important aspect of performance management in our company					
Operational efficiency in our company has improved as a result of planning strategy.					
Planning strategy has led to an improvement in the effectiveness of our company					
A strong mission statement improves organizational performance					
Implementation of strategic plans enables organizations to achieve high performance					
Environmental scanning through SWOT analysis is effective in enhancing organizational performance					

Section C: Structural Adaptation

Kindly indicate your level of agreement with each of this statement in regard to the effect of structural adaptation on the performance of Kenya ferry services. Please tick (√) appropriately. 1=Strongly Disagree, 2=Disagree, 3= Moderate, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
The organization strictly operates routinely through formalized structures and processes					
Our organization has clear internal pattern of relationships, authority and communication which are understandable to all employees					
All departments should be allowed to have their own structures which are unique to themselves in strategy change interventions					
The organization structure responds to changes in its environment effectively					
This structure of the organization supports the tasks hence ultimately contribute to the performance of KFS					
Duties and tasks within the organization are clearly indicated and boundaries set such that every employee knows what is required of him.					

Section D: Skill Development

Kindly indicate your level of agreement with each of this statement in regard to the effect of skill development on the performance of Kenya ferry services. Please tick (√)

appropriately. 1=Strongly Disagree, 2=Disagree, 3= Moderate, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
Adequate policies on employee training and development					
Definitive, clear and easily understood skills development procedures and policies					
Opportunities to employees to discuss skills development needs with employer					
Lack of communication skills renders me ineffective					
Negotiation skills helps me to improve my performance					

Section E: Product Innovation

Kindly indicate your level of agreement with each of this statement in regard to the effect of product innovation on the performance of Kenya ferry services. Please tick (√) appropriately. 1=Strongly Disagree, 2=Disagree, 3= Moderate, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
The organization regularly introduces new products to the market					
In the past five years, the organization has expanded into new markets					
The organization continually improves on existing products					
The firm makes adequate investments for research and development					
Employees in the organization are continually trained to be entrepreneurial					
The organization has built a culture of innovation and continuous improvements of products					

Section F: Organization Performance


Indicate the level of your agreement or disagreement against every statement given below on the performance of Kenya ferry services. React on the items provided by using the scale given. Please tick (√) appropriately. 1=Very Dissatisfied; 2= slightly Dissatisfied; 3=Neutral; 4=Slightly Satisfied; 5=Very Satisfied

Performance	1	2	3	4	5
There is Staff development in our organization					
There is Employee Satisfaction in our organization					
Quality of services are offered in our organization					
There is Customer satisfaction in our company					
There is Improved Innovation in the company					

Thank you for your Participation



Appendix III: KUREC Clearance Letter


Mount Kenya University

REF: MKU/ISERC/3820 Date: 26 June 2024
TO: EMMANUEL AMANI NGONYO
REG: MBA/2022/46063

Dear Sir/Madam,



RE: ANALYSIS OF ORGANIZATIONAL CAPABILITY STRATEGIES ON PERFORMANCE OF KENYA FERRY SERVICES IN MOMBASA COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2864**. The approval period is **26/06/2024 - 25/06/2025**.

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,


P. O. Box 342 - 01000,
THIKA

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix IV: Mount Kenya University Research Authorization Letter

Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/46063

28th June, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 39623 00109
NAIROBI, KENYA

Dear Sir/Madam,


RE: EMMANUEL AMANI NGONYO - REGISTRATION NO. MBA/2022/46063

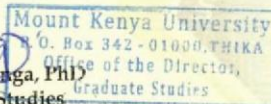
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Analysis of Organizational Capability Strategies on Performance of Kenya Ferry Services in Mombasa County.**" 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 **July, 2024 and September, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you


Dr. Samuel M. Karega, PhD
Director, Graduate Studies



Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Kenya Ferry Research Authorization Letter



Kenya Ferry Services Ltd

KENYA, EAST AFRICA

P.O. Box 96242-80110, MOMBASA. TEL: + 0723664000/0728722100

E-mail: info@kenyaferry.co.ke, Website:www.kenyaferry.co.ke

KFS/HR/RES/12/50

16/08/2024

Mr. Emmanuel Kenga

P.O. Box 3445

Mombasa

Dear Mr. Kenga

RE: PERMISSION LETTER TO CONDUCT RESEARCH STUDY IN KENYA FERRY SERVICES.

This letter serves to confirm that **Emmanuel Kenga** under supervision of Nthenge Lucia may conduct research on the premises of Kenya Ferry Services and may make use of company data. Furthermore, the data generated during the research may be used to compile the thesis **Analysis of Organisational Capability Strategies on Performance of Kenya Ferry Services.**

Kenya Ferry Services hereby commits to providing the necessary research support. The period of study ends on August 23, 2025.

Please share with us the finding of your research.

On behalf of Kenya Ferry Services, I wish you success in your study.

Tuva Thomas

HUMAN RESOURCE & ADMINISTRATION MANAGER



Appendix VI: NOCOSTI Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

RefNo: 696773

RESEARCH LICENSE



This is to Certify that Mr. EMMANUEL AMANI KENGA 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 Mombasa on the topic: ANALYSIS OF ORGANIZATIONAL CAPABILITY STRATEGIES ON PERFORMANCE OF KENYA FERRY SERVICES IN MOMBASA COUNTY for the period ending : 12/August/2025.

License No: NACOSTI/P/24/38792

Applicant Identification Number: 696773

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

EMMANUEL AMANI NGONYO

ANALYSIS OF ORGANIZATIONAL CAPABILITY STRATEGIES ON PERFORMANCE OF KENYA FERRY SERVICES IN MOMBAS...

 Thesis and Projects
 Postgraduate
 Mount Kenya University

Document Details

Submission ID
trn:oid::1:3038273157

Submission Date
Oct 11, 2024, 12:10 PM GMT+3

Download Date
Oct 11, 2024, 5:06 PM GMT+3

File Name
emmanuel_project-plagiarism_1-5.docx

File Size
155.0 KB

96 Pages

21,091 Words

130,040 Characters

16% Overall Similarity

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

Filtered from the Report

- ▶ Internet sources

Exclusions

- ▶ 1 Excluded Source

Match Groups

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

Top Sources

- 0% Internet sources
- 11% Publications
- 13% Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

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

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

Match Groups

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

Top Sources

- 0% ■ Internet sources
- 11% ■ Publications
- 13% ■ Submitted works (Student Papers)

Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Student papers		
		Kenyatta University	2%
2	Student papers		
		KCA University	1%
3	Publication		
		Hurriyati Ratih, Tjahjono Benny, GafarAbdullah Ade, Sulastri, Lisnawati. "Advance...	1%
4	Student papers		
		Saint Paul University	1%
5	Publication		
		"Corporate Practices: Policies, Methodologies, and Insights in Organizational Ma...	1%
6	Student papers		
		Cedar Valley College	0%
7	Publication		
		Umar Abbas Ibrahim, Frank Uzochukwu Oli. "Effect of Operational Planning on Pe...	0%
8	Student papers		
		Liberty University	0%
9	Publication		
		"International Handbook of Skill, Education, Learning, and Research Developmen...	0%
10	Publication		
		Eunice M'mboga, Dr.Godfrey Muigai Kinyua, Dr.Patricia Kung'u. "Entrepreneurial ...	0%

11	Student papers	Kisii University	0%
12	Student papers	Napier University	0%
13	Publication	Putu Prima Wulandari, Made Sudarma, Yeny Widya Prihatiningtias, Zaki Baridw...	0%
14	Student papers	University Der Es Salaam	0%
15	Student papers	Valley Christian Schools	0%
16	Student papers	bou	0%
17	Student papers	Jose Rizal University	0%
18	Publication	Salleh Mohd Radzi, Mohd Hafiz Mohd Hanafiah, Norzuwana Sumarjan, Zurinawati...	0%
19	Student papers	University of Northumbria at Newcastle	0%
20	Publication	Vahid Jafari-Sadeghi, Léo-Paul Dana. "International Entrepreneurship in Emergin...	0%
21	Student papers	University of Strathclyde	0%
22	Student papers	Billy Blue Group	0%
23	Student papers	Eiffel Corporation	0%
24	Student papers	Regent Business School	0%