

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE
OF FAMILY-OWNED BUSINESSES: CASE OF MEHTA ELECTRICALS LIMITED**

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DECLARATION AND APPROVAL

Declaration by the Student

I declare that this research project is my original work and has not been presented in any other University.

Signature..... Date:.....

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Approval by the Supervisor

I confirm that the work reported in this research project was carried out by the candidate under my supervision.

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DEDICATION

This work is dedicated to Mr. and Mrs. Kabiru, my husband Lawrence, daughters Natalie, Fredah, Clare, and friends for their prayers and support in my education.



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I acknowledge my Creator, the Almighty God, for granting me the grace, wisdom, and opportunity to pursue my MBA in Strategic Management at Mount Kenya University. Without His divine guidance and blessings, this achievement would not have been possible.

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ABSTRACT

The study, titled Influence of Strategic Management Practices on Performance of Family-Owned Businesses: A Case Study of Mehta Electricals Limited, explored the critical role of strategic management practices in enhancing the performance of family-owned businesses in Kenya. The purpose of the study was to examine how strategic intent, strategy formulation, strategy implementation, and strategy control impacted the performance of Mehta Electricals Limited. The research objectives were to establish the effect of strategic intent on performance, determine the influence of strategy formulation, analyze the impact of strategy implementation, and examine the effect of strategy control on the performance of Mehta Electricals Limited. The study was grounded in the Resource-Based View and Balanced Scorecard theories, which provided a comprehensive framework for understanding how internal resources and strategic management practices contributed to organizational performance. A descriptive research design was employed, targeting a population of 460 employees from Mehta Electricals Limited across various levels of management and functional areas. The sample size was determined to be 210 respondents, selected through a combination of stratified, simple random, and purposive sampling procedures to ensure representation and relevance. Data were collected using semi-structured questionnaires designed to capture both quantitative and qualitative insights. Additionally, a pilot study involving 21 respondents from Comcraft Group, another family-owned business in Kenya, was conducted to validate the research instruments and methodologies. The pilot study aimed to identify potential issues in the research design and ensure the reliability and validity of the data collection instruments. The collected data were examined to identify any gaps, inaccuracies, omissions, or other types of irregularities. SPSS Version 29.0 was used alongside MS Excel software to analyze both descriptive and inferential statistics. In the study, descriptive statistics were presented in the form of tables, bar charts, and graphs, with the mean and standard deviation used as key measures. The Pearson correlation coefficient and the OLS regression approach were employed as part of the inferential statistics to determine the nature of the relationships among the study's variables. The findings revealed that strategic management practices, particularly strategic intent, strategy formulation, implementation, and control, significantly enhanced the performance of Mehta Electricals Limited by improving operational efficiency, financial outcomes, and employee engagement. The study concluded that aligning organizational goals with strategic intent and fostering effective strategy execution are critical for the sustainability of family-owned businesses. Recommendations included adopting robust monitoring mechanisms, enhancing stakeholder involvement in strategy formulation, and prioritizing capacity-building initiatives to sustain competitive advantage. These insights provide a blueprint for other family-owned businesses in Kenya aiming to optimize performance through strategic management.

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LIST OF ABBREVIATIONS AND ACRONYMS

BSC	-	Balanced Scorecard
CAM	-	Complementary and Alternative Medicine
CEO	-	Chief Executive Officer
CSR	-	Corporate Social Responsibility
HRM	-	Human Resource Management
ISO	-	International Organization for Standardization
M&E	-	Monitoring and Evaluation
MNC	-	Multinational Corporation
NPM	-	New Public Management
RBV	-	Resource-Based View
SPSS	-	Statistical Package for the Social Sciences
TQM	-	Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management practices are critical for the growth and sustainability of businesses worldwide. These practices involve the formulation and implementation of key goals and initiatives by an organization's top management, taking into account resources and assessing the internal and external environments in which the organization operates (David, 2011). For family-owned businesses, which face unique challenges such as succession planning, governance, and balancing family and business interests, strategic management is particularly crucial (Ward, 2004). This study explores the influence of strategic management practices on the performance of family-owned businesses, providing insights from a global, African, and Kenyan perspective.

Globally, family-owned businesses are significant contributors to the economy, accounting for a substantial portion of GDP and employment. In the United States, family firms represent about 64% of the GDP and employ 62% of the workforce (Astrachan & Shanker, 2017). These businesses range from small and medium-sized enterprises to large multinational corporations, such as Walmart and Ford. Strategic management practices in these firms address specific family-related challenges, such as leadership succession and maintaining family values across generations (Chrisman, Chua, & Sharma, 2018). For instance, Walmart has implemented structured governance systems and strategic planning processes to ensure continuity and growth while preserving the family's legacy (Miller & Le Breton-Miller, 2016). Research indicates that family businesses adopting formal strategic planning processes tend to perform better, demonstrating higher levels of profitability, growth, and longevity (Mazzola, Marchisio, & Astrachan, 2016).

Similarly, in Germany, family businesses like BMW and Bosch have been pivotal to the country's economic success. These firms have thrived by adopting strategic management practices that include formal governance structures and professional management, allowing them to balance family interests with business needs (Fielitz, 2017). German family businesses often emphasize innovation and long-term planning, which are integral components of their strategic management practices (Simon, 2016). For example, Bosch has maintained its competitive edge by continuously investing in research and development, guided by a strategic vision that aligns with family values (Wimmer, 2018). This approach has enabled German family firms to sustain growth and competitiveness in the global market.

In Africa, family-owned businesses also play a crucial role in the economic landscape, often deeply embedded in the social and cultural fabric of societies. Family businesses in South Africa face unique challenges, including political instability, lack of access to finance, and infrastructure deficiencies (Mwangi & Ngugi, 2018). However, they also possess unique strengths, such as strong community ties and a long-term orientation (Khavul, Bruton, & Wood, 2017). Studies have shown that South African family businesses implementing strategic management practices, such as diversification, formal governance structures, and professionalization, tend to be more resilient and competitive (Venter, Boshoff, & Maas, 2016). For instance, the Rupert family, which owns the Remgro Group, has successfully diversified its investments across various sectors, ensuring stability and growth even in volatile economic conditions (Scheepers & Hough, 2018).

In Nigeria, family-owned businesses are significant contributors to the economy, particularly in sectors like trade, manufacturing, and services. Nigerian family firms that engage in strategic planning and adopt professional management practices have shown remarkable resilience and growth, despite the challenging business environment (Adeleke, 2017). For example, the Dangote Group, founded by Aliko Dangote, has implemented robust strategic management

practices that include professionalizing management and expanding into new markets, contributing to its status as one of the largest conglomerates in Africa (Olusola & Olawale, 2017). These practices help family businesses in Nigeria navigate complexities and sustain growth over generations.

Similarly, in Tanzania, family-owned businesses such as Bakhresa Group and METL Group have leveraged strategic management practices to enhance performance and ensure sustainability. The Tanzanian government's supportive policies have further facilitated the growth of these family businesses, highlighting the critical role of strategic management in their success (Kihanga, 2018). For instance, METL Group, founded by Mohammed Dewji, has adopted strategic diversification and professional management practices, enabling it to expand its operations across various sectors and countries (Ngowi, 2017). These strategic initiatives have positioned Tanzanian family businesses to compete effectively both locally and internationally.

In Kenya, family-owned businesses constitute a significant portion of the private sector and are crucial to the country's economic development. These businesses are prevalent in various sectors, including agriculture, retail, manufacturing, and services (Waweru, 2016). Kenyan family businesses often face challenges such as succession planning, governance issues, and balancing family and business interests (Machuki & Aosa, 2016). Despite these challenges, many have managed to thrive by adopting strategic management practices. For example, Bidco Africa has implemented strategic planning and professional management, contributing to its success and longevity (Njagi & Kombo, 2017). The company's focus on innovation, market expansion, and sustainability has helped it become a leading player in the fast-moving consumer goods sector in East Africa (Njagi, 2018).

The influence of strategic management practices on the performance of family-owned businesses is evident globally, with family firms that adopt these practices generally performing

better than those that do not. This study aims to provide a comprehensive analysis of these practices and their impact on family-owned businesses in Kenya, drawing comparisons and lessons from global and African perspectives. By understanding the strategic management practices that contribute to the success of family-owned businesses, stakeholders can better support these vital enterprises, ensuring their continued contribution to economic growth and development.

1.1.1 Performance of Family-Owned Businesses

Family-owned businesses, are integral to the global economy, and demonstrate unique performance dynamics influenced by their governance structures and strategic management practices. In the United States, these businesses account for a significant portion of the GDP and employment, highlighting their economic importance (Astrachan & Shanker, 2017). Their performance often hinges on balancing family interests with business goals. Research shows that family businesses implementing formal strategic management practices, such as succession planning and professional management, tend to outperform those that do not (Chrisman, Chua, & Sharma, 2018). For instance, Walmart's success is attributed to its structured governance and strategic initiatives that align with both family values and business objectives (Miller & Le Breton-Miller, 2016).

In Germany, family-owned businesses like BMW and Bosch are noted for their contributions to the economy through innovation and long-term planning (Fielitz, 2017). These firms maintain a competitive edge by integrating strategic management practices that include robust governance frameworks and professional management (Simon, 2016). Bosch's emphasis on continuous investment in research and development, aligned with a strategic vision reflecting family values, exemplifies how such practices drive superior performance in family-owned businesses (Wimmer, 2018). This strategic focus allows these businesses to navigate market challenges effectively, ensuring sustained growth and competitiveness in the global market.

1.1.2 Mehta Electricals Limited

Mehta Electricals Limited is a prominent family-owned business in Kenya, operating primarily within the electrical and ICT contracting sectors. Established with a mission to provide top-quality electrical solutions, the company has grown to become a leader in its field, with a strong presence across Kenya and East Africa. Family-owned businesses like Mehta Electricals Limited often face unique challenges such as balancing family dynamics with professional management, succession planning, and governance issues, all of which influence the company's performance and long-term sustainability (Chrisman, Chua & Sharma, 2018). The company's ability to navigate these challenges through strategic management practices has contributed to its resilience and growth in a competitive market.

One of the critical elements in the success of Mehta Electricals Limited has been its focus on strategic management practices, including strategic intent, strategy formulation, implementation, and control. According to the Resource-Based View (RBV) theory, companies that leverage their internal resources effectively can achieve sustained competitive advantage (Barney, 1991). For Mehta Electricals, these resources include its skilled workforce, strong customer relationships, and proprietary technologies. The alignment of these resources with the company's long-term strategic vision has been central to its growth (Hitt, Ireland & Hoskisson, 2017).

The company's strategic intent focuses on providing innovative solutions while maintaining high standards of quality and customer satisfaction. This intent aligns with the vision of creating a lasting legacy in the electrical industry, ensuring that both family values and business objectives are prioritized. Hamel and Prahalad (2017) emphasize that a clear strategic intent provides a roadmap for organizations to allocate resources and efforts effectively toward achieving long-term goals. Mehta Electricals has demonstrated this by investing in new

technologies and expanding its service offerings, which has enhanced its market share and operational efficiency.

In terms of strategy formulation, Mehta Electricals has adopted a systematic approach to analyze market trends and stakeholder needs. This process involves assessing the internal and external environments to identify opportunities and threats (Grant, 2016). The company's ability to involve key stakeholders, such as family members and senior management, in the strategy formulation process ensures that diverse perspectives are considered, which contributes to the development of robust and feasible strategies (Johnson, 2016). This collaborative approach has been crucial in aligning the company's strategic objectives with its operational capabilities.

Strategy implementation at Mehta Electricals focuses on mobilizing resources and ensuring that strategic initiatives are executed effectively across all levels of the organization. The company's leadership plays a critical role in overseeing the implementation process, ensuring that employees are engaged and that resources are allocated efficiently to achieve the desired outcomes (Kaplan & Norton, 2015). By fostering a culture of accountability and continuous improvement, Mehta Electricals has been able to adapt to market changes and maintain its competitive edge.

Finally, the company employs strategic control mechanisms to monitor and evaluate the execution of its strategic plans. Regular performance reviews and feedback loops allow the company to assess whether its strategic initiatives are on track and make necessary adjustments where needed (Pearce & Robinson, 2016). This process ensures that the company remains agile and responsive to external factors such as market dynamics and technological advancements.

1.2 Problem Statement

Despite the significant role family-owned businesses play in the global and local economy, many of these enterprises struggle with sustainability and growth, often due to challenges inherent in balancing family dynamics with business demands (Chrisman, Chua, & Sharma, 2018). Mehta Electricals Limited, a family-owned business, faces specific issues related to strategic management practices. These issues include succession planning, professionalization, and governance, which can significantly impact the firm's performance. The lack of formal strategic management practices may hinder Mehta Electricals Limited's ability to achieve its full potential in terms of profitability, growth, and long-term sustainability (Astrachan & Shanker, 2017).

Moreover, there is a noticeable gap in the literature regarding the specific impact of strategic management practices on the performance of family-owned businesses in the Kenyan context, particularly for companies like Mehta Electricals Limited. Existing studies have predominantly focused on Western contexts, leaving a void in understanding how these practices translate to Kenyan family businesses (Mwangi & Ngugi, 2018). This study aims to address this gap by examining how strategic management practices influence the performance of Mehta Electricals Limited, providing insights that could help enhance the firm's operational effectiveness and competitive advantage in the market. This research is critical in developing targeted strategies to improve the performance of family-owned businesses in Kenya, ensuring their sustainability and contribution to the economy.

1.3 Purpose of the Study

This study aimed to examine the influence of strategic management practices on the performance of family-owned businesses in Kenya.

1.4 Objectives of the Study

The study was focused on the following specific objectives;

- i. To establish the effect of strategic intent on performance of family-owned business in Kenya.
- ii. To establish the effect of strategy formulation on performance of family-owned business in Kenya.
- iii. To determine the influence of strategy implementation on performance of family-owned business in Kenya.
- iv. To examine the effect of strategy control on performance of family-owned business in Kenya.

1.5 Research Questions

The study was focused on the following research questions:

- i. What is the effect of strategic intent on the performance of family-owned business in Kenya?
- ii. How does strategy formulation affect the performance of family-owned business in Kenya?
- iii. What influence does strategy implementation have on the performance of family-owned business in Kenya?
- iv. What is the effect of strategy control on the performance of family-owned business in Kenya?

1.6 Significance of the Study

This study offers valuable insights for key stakeholders associated with family-owned businesses, particularly in Kenya. For Mehta Electricals Limited, the findings will highlight how strategic management practices, including strategic intent, formulation, implementation,

and control, can enhance performance. These insights will help the company pinpoint areas for improvement, adopt best practices, and achieve sustained growth and profitability. For other family-owned businesses, the study will serve as a useful resource, illustrating the impact of strategic management on performance and guiding them in adopting similar strategies to boost operational efficiency and competitive advantage.

For academicians and researchers, this study will enrich the current knowledge base on strategic management within the context of Kenyan family-owned businesses, addressing gaps in the literature and laying the groundwork for further research. Policy makers will gain insights into the unique needs and challenges of family-owned businesses, aiding in the formulation of policies that support their growth. Additionally, for students of strategic management, the study will act as an educational resource, providing real-world examples of strategic management in family-owned businesses, thereby deepening their understanding of the complexities involved.

1.7 Scope of the Study

This study investigated the impact of strategic management practices on the performance of Mehta Electricals Limited, a family-owned business in Kenya. It specifically explored the effects of strategic intent, strategy formulation, implementation, and control. The research was geographically limited to Mehta Electricals Limited in Kenya and utilized a descriptive research design to capture the characteristics of the variables under study. The study targeted a population of 460 employees, offering diverse insights into the company's strategic management practices. Data collection and analysis took place over seven months, starting in June. This focused approach was designed to generate actionable insights and recommendations to enhance the performance and sustainability of family-owned businesses in Kenya.

1.8 Limitations of the Study

A key limitation of this study was the potential for subjective biases in employee responses, particularly due to the strong corporate culture and long-standing history of Mehta Electricals, headquartered in Nairobi, Kenya. These biases may have impacted the objectivity and reliability of the study's findings. To address this, anonymous questionnaires were employed, which encouraged honest feedback and helped reduce the likelihood of biased responses, thereby enhancing the accuracy of the research outcomes.

1.9 Delimitation of the study

The delimitation of this study was designed to maintain a clear and focused research scope, ensuring it aligned with the specific context of Mehta Electricals Limited. The study concentrated exclusively on Mehta Electricals, a family-owned business headquartered in Nairobi, Kenya, and recognized as East Africa's leading electrical and ICT contractor. It did not extend to other family-owned businesses or electrical contractors outside Kenya, allowing for a detailed examination of the company's unique strategic management practices.

The research focused on four critical aspects of strategic management—strategic intent, strategy formulation, strategy implementation, and strategy control—within Mehta Electricals. By targeting the company's approximately 460 employees, the study gathered specific insights relevant to the organization's operations while intentionally excluding external stakeholders, such as clients or suppliers. The research was confined to a seven-month period starting in June, ensuring a manageable and relevant timeframe for data collection and analysis. This focused approach provided actionable insights that were directly applicable to enhancing the performance and sustainability of Mehta Electricals Limited.

1.10 Assumptions of the Study

The study assumed that the employees of Mehta Electricals Limited would provide honest and accurate responses to the research tools, reflecting their true experiences and perceptions of strategic management practices. It was also assumed that the strategic management practices within the company, including strategic intent, strategy formulation, implementation, and control, were consistently applied across all departments. Furthermore, the study presumed that external factors beyond the company's control, such as market conditions or regulatory changes, would not significantly impact the outcomes during the research period. Lastly, it was assumed that the data collection methods, including the use of anonymous questionnaires, would be effective in capturing the necessary information without bias.



1.11 Operational Definition of Key Terms

Strategic Management Practices: The processes and activities involved in the formulation and implementation of the major goals and initiatives taken by an organization's top management on behalf of the owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Strategic Intent The overarching goal that drives an organization's strategic decisions and actions, guiding the allocation of resources and efforts towards achieving a long-term competitive advantage.

Strategy Formulation The process of developing strategies to achieve organizational goals, including the analysis of internal and external environments, setting objectives, and determining the actions needed to achieve these goals).

Strategy Implementation The execution of the strategic plan by aligning resources and actions with the defined strategies, involving the coordination and integration of activities across the organization to achieve the strategic objectives.

Strategy Control The process of monitoring and evaluating the execution of the strategic plan to ensure that the organizational goals are being achieved, and making necessary adjustments to strategies and plans as needed.

Family-Owned Business A business that is owned and operated by members of one or more families, where the majority ownership or control lies

within a family and the business is influenced by multiple generations of that family.

Performance

The measure of how well an organization is achieving its goals, typically assessed through various metrics such as profitability, growth, market share, and other indicators of organizational success.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical literature on marketing strategies on student's enrolment. The chapter also reviews the empirical literature, conceptual framework and research gaps are also covered in this chapter.

2.1 Theoretical Literature

2.1.1 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, articulated by Jay Barney, posits that a firm's sustainable competitive advantage is derived from its internal resources and capabilities, which must be valuable, rare, inimitable, and non-substitutable (Barney, 1991). This framework suggests that firms achieve superior performance not merely by responding to external opportunities and threats but by leveraging their unique internal strengths.

One of the key components of the RBV is the concept of valuable resources. These are assets or capabilities that enable a firm to implement strategies that improve its efficiency and effectiveness (Barney, 1991). For Mehta Electricals Limited, valuable resources might include proprietary technologies, skilled personnel, and strong customer relationships. These resources allow the company to offer superior products and services, thereby enhancing its competitive position in the market.

Another critical aspect of RBV is the rarity of resources. Rare resources are those not widely possessed by competitors. For Mehta Electricals Limited, such resources could include unique management expertise within the family, specialized technical knowledge, or a strong brand reputation in the electrical industry. The rarity of these resources can create a competitive advantage as competitors find it difficult to replicate them (Barney, 1991).

Inimitability is another cornerstone of the RBV. Resources that are difficult to imitate provide a sustained competitive advantage because competitors cannot easily duplicate the firm's unique attributes. Mehta Electricals Limited might possess inimitable resources such as a deeply ingrained organizational culture, long-standing customer relationships, or patented technologies. These elements are complex and costly for competitors to replicate, thereby securing a lasting competitive edge (Barney, 1991).

Non-substitutability refers to the inability of other resources to provide the same value. If a resource can be replaced by another that performs the same function, it loses its strategic value. For Mehta Electricals Limited, non-substitutable resources could include its unique blend of family leadership and business acumen, which creates a distinct operational ethos that is hard to substitute (Barney, 1991).

Applying the RBV to Mehta Electricals Limited involves analyzing how the company's internal resources and capabilities contribute to its performance. The strategic intent of the company, which involves setting long-term goals and aligning resources to achieve these goals, can be seen as leveraging its valuable and rare resources to create a competitive advantage (Hitt, Ireland, & Hoskisson, 2017). The process of strategy formulation, which involves identifying strengths and weaknesses within the company, can help in recognizing and developing valuable, rare, inimitable, and non-substitutable resources.

Moreover, strategy implementation at Mehta Electricals Limited involves mobilizing and deploying these resources to achieve strategic objectives. This process ensures that the company's unique resources are effectively utilized to enhance performance and sustain competitive advantage (Grant, 2016). Strategy control, which involves monitoring and adjusting strategies based on performance outcomes, can help in continually refining the use of resources to maintain their value and strategic relevance.

In conclusion, the RBV theory provides a robust framework for understanding how Mehta Electricals Limited can achieve and sustain a competitive advantage through the strategic management of its internal resources. By focusing on valuable, rare, inimitable, and non-substitutable resources, the company can enhance its performance and secure a strong position in the market.

2.1.2 Balanced Scorecard (BSC) Theory

The Balanced Scorecard (BSC) theory, developed by Robert S. Kaplan and David P. Norton, is a strategic management tool that provides a comprehensive framework for translating an organization's vision and strategy into a coherent set of performance measures across four perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 1996). This approach ensures that organizations do not solely focus on financial outcomes but also consider other critical areas that drive long-term success.

The financial perspective of the BSC focuses on financial performance indicators such as revenue growth, profitability, and return on investment. For Mehta Electricals Limited, implementing the BSC would involve setting financial targets that align with its strategic goals and regularly monitoring these metrics to ensure financial health and sustainability (Kaplan & Norton, 1996). This perspective helps in assessing whether the company's strategy is contributing to improved financial outcomes.

The customer perspective emphasizes the importance of customer satisfaction and retention. Mehta Electricals Limited can use this perspective to measure customer satisfaction, loyalty, and market share. By focusing on customer needs and expectations, the company can enhance its products and services, leading to higher customer satisfaction and competitive advantage (Kaplan & Norton, 2015). This approach aligns with the company's strategic intent to build strong customer relationships and brand loyalty.

The internal business processes perspective focuses on the efficiency and effectiveness of the company's operations. Mehta Electricals Limited can use this perspective to identify and improve critical processes that impact its performance, such as supply chain management, production efficiency, and quality control. By optimizing these processes, the company can reduce costs, improve product quality, and enhance overall operational efficiency (Kaplan & Norton, 2015).

The learning and growth perspective highlights the importance of continuous improvement and innovation. For Mehta Electricals Limited, this involves investing in employee training and development, fostering a culture of innovation, and ensuring that the organization can adapt to changing market conditions. By focusing on learning and growth, the company can build a skilled and motivated workforce that drives innovation and supports long-term strategic goals (Kaplan & Norton, 2015).

Applying the BSC to Mehta Electricals Limited involves integrating these four perspectives into the company's strategic planning and performance management processes. This approach ensures a balanced focus on financial performance, customer satisfaction, internal efficiency, and continuous improvement. The BSC provides a structured framework for aligning the company's strategic objectives with measurable performance indicators, enabling effective strategy implementation and control (Niven, 2014).

In conclusion, the Balanced Scorecard theory offers a comprehensive framework for Mehta Electricals Limited to translate its strategic vision into actionable and measurable performance metrics. By focusing on financial, customer, internal business processes, and learning and growth perspectives, the company can ensure a balanced approach to strategic management, leading to improved performance and sustainable competitive advantage.

2.2 Theoretical Framework

The figure 1 is the representation of the association between the theories and the dependent variable.

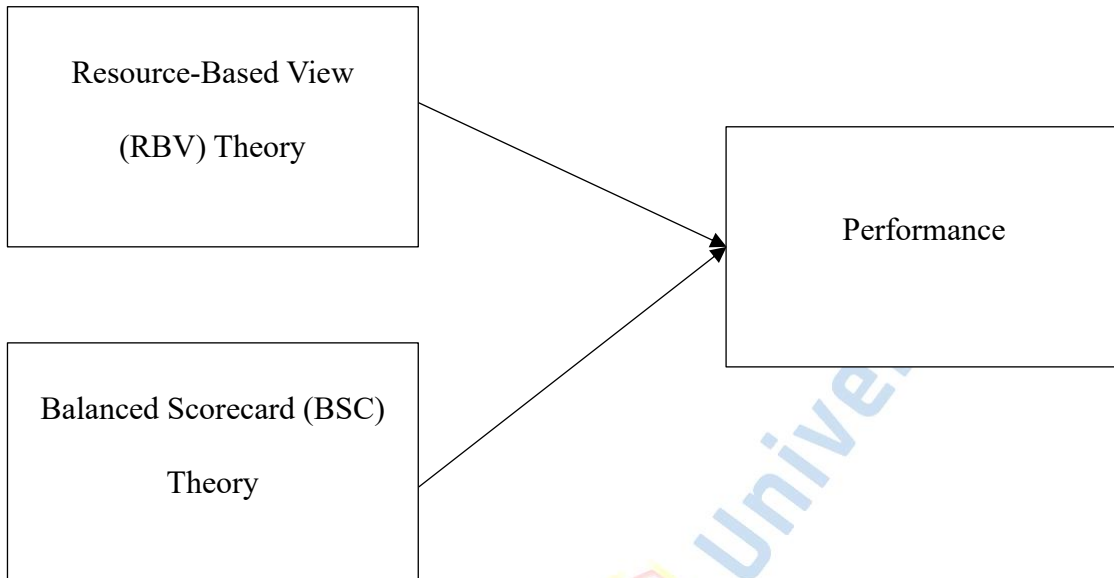


Figure 1: Theoretical Framework

Source: Research (2024)

2.3 Empirical Literature

2.3.1 Strategic Intent on Performance of Family-Owned Businesses

Strategic intent is a crucial factor in driving organizational performance, and its impact has been widely studied across various countries. In the United States, strategic intent has been shown to significantly enhance company performance by providing a clear long-term vision that guides decision-making and resource allocation (Hitt, Ireland, & Hoskisson, 2017). For instance, companies like Apple and Google attribute much of their success to their strong strategic intent, which aligns their innovative activities with long-term goals. Apple's strategic intent focuses on innovation and high-quality products, driving its market leadership and profitability (Grant, 2016). Similarly, Google's strategic intent of organizing the world's

information has led to continuous innovation and expansion into new markets, contributing to its sustained competitive advantage and financial success (Kaplan & Norton, 2015).

In Japan, the concept of strategic intent is deeply embedded in corporate culture and has been a significant factor in the success of many leading firms. Toyota, for example, has a strategic intent focused on quality and continuous improvement, known as "kaizen." This focus has enabled Toyota to maintain its position as a leader in the global automotive industry through constant innovation and efficiency improvements (Johnson, 2016). Another example is Sony, whose strategic intent to push the boundaries of technology has led to numerous groundbreaking products and a strong global brand presence. The commitment to long-term goals and innovation has driven Sony's performance, even in highly competitive and rapidly changing markets (Hitt et al., 2017).

In South Korea, strategic intent plays a vital role in driving the success of its globally recognized conglomerates, or "chaebols." Samsung, for instance, embodies a strategic intent centered on technological innovation and global leadership. This vision has propelled the company to the forefront of industries like consumer electronics, semiconductors, and telecommunications, consistently outperforming competitors and adapting to market changes (Kim, 2019). Another notable example is Hyundai, whose strategic intent emphasizes quality, sustainability, and global expansion. This focus has allowed Hyundai to establish itself as a major player in the automotive industry, achieving significant growth in emerging markets while investing in next-generation technologies such as electric and hydrogen-powered vehicles. South Korea's emphasis on clear strategic intent and long-term planning has been instrumental in fostering resilience and competitiveness in its key industries (Park & Lee, 2020).

In Germany, strategic intent has been pivotal for industrial giants such as Siemens and Volkswagen. Siemens' strategic intent emphasizes innovation and sustainability, aligning its

diverse business units towards common goals of technological leadership and environmental responsibility (Wimmer, 2018). This strategic focus has enabled Siemens to remain competitive across various sectors, from healthcare to energy. Volkswagen's strategic intent, centered on becoming the world's leading automaker, has driven its expansion and innovation efforts. Despite facing significant challenges, such as the emissions scandal, Volkswagen's clear strategic intent has helped it to navigate crises and maintain its position in the global market (Kaplan & Norton, 2015).

In South Africa, strategic intent is recognized as a key driver of business success, particularly in family-owned enterprises. The Rupert family, owners of the Remgro Group, have a strategic intent focused on diversification and long-term investment. This intent has led to the company's resilience and growth across various sectors, including healthcare, financial services, and consumer products (Scheepers & Hough, 2018). Similarly, Naspers, a global consumer internet company headquartered in South Africa, has a strategic intent of becoming a leading global consumer internet firm. This focus has driven its investments in global internet and entertainment companies, leading to significant international growth and profitability (Hitt et al., 2017).

In Nigeria, strategic intent has been crucial for the success of major family-owned businesses. The Dangote Group, led by Aliko Dangote, has a strategic intent focused on industrialization and self-sufficiency. This intent has driven the group's expansion into various industries, including cement, sugar, and oil refining, contributing significantly to Nigeria's economic development (Adeleke, 2017). The company's clear long-term vision and strategic goals have enabled it to become one of Africa's largest and most diversified business conglomerates. Similarly, the strategic intent of Oando PLC, a leading indigenous energy solutions provider, emphasizes sustainable development and innovation. This focus has driven Oando's growth in the oil and gas sector, both locally and internationally (Olusola & Olawale, 2017).

In Kenya, the strategic intent of family-owned businesses is critical for their performance and sustainability. Mehta Electricals Limited, for example, can benefit from a clearly defined strategic intent that aligns with its long-term goals. Companies like Bidco Africa have demonstrated the importance of strategic intent in driving growth and market leadership. Bidco's strategic intent focuses on expanding its product range and market presence, which has led to significant growth and a strong position in the fast-moving consumer goods sector (Njagi & Kombo, 2017). Another example is the strategic intent of Tuskys, which emphasizes customer satisfaction and expansion. This focus has driven Tuskys' growth into one of Kenya's largest supermarket chains, highlighting the importance of strategic intent in achieving business success (Waweru, 2016).

2.3.2 Strategy Formulation on Performance of Family-Owned Businesses

Strategy formulation is a critical aspect of strategic management that significantly influences organizational performance. In the United States, the importance of strategy formulation is evident in the success of companies like Amazon and Microsoft. Amazon's strategy formulation, which focuses on customer-centric innovation, has enabled it to dominate the e-commerce and cloud computing markets. By continuously analyzing market trends and consumer behavior, Amazon formulates strategies that anticipate customer needs and leverage its vast resources effectively (Grant, 2016). Similarly, Microsoft's strategic formulation emphasizes diversification and innovation. Under Satya Nadella's leadership, Microsoft's shift towards cloud computing and AI technologies has driven significant growth and enhanced its competitive position in the tech industry (Kaplan & Norton, 2015).

In the United Kingdom, companies such as Unilever and Rolls-Royce have demonstrated the impact of effective strategy formulation on performance. Unilever's strategy formulation focuses on sustainable growth and social responsibility, which has enhanced its brand

reputation and market share globally. The company's strategies are developed through extensive market research and stakeholder engagement, ensuring alignment with consumer expectations and societal trends (Johnson, 2016). Rolls-Royce, known for its high-quality engineering and innovation, formulates strategies that emphasize technological advancements and customer partnerships. This approach has solidified its position as a leading manufacturer of power systems and aerospace engines, contributing to its robust financial performance (Hitt, Ireland, & Hoskisson, 2017).

In India, strategy formulation has been a key factor in the success of prominent companies such as Tata Group and Infosys. Tata Group's strategy formulation emphasizes diversification and long-term sustainability. By focusing on sectors ranging from automotive to technology and consumer goods, Tata has built a resilient portfolio that adapts to changing market dynamics while prioritizing ethical practices and corporate social responsibility (Singh, 2018). Infosys, on the other hand, formulates strategies centered on innovation and digital transformation. The company invests heavily in emerging technologies like AI, machine learning, and blockchain, aligning its services with global client needs. This strategic focus has enabled Infosys to remain competitive in the global IT services industry, fostering consistent growth and customer satisfaction (Chandra & Bansal, 2019). The emphasis on clear, forward-looking strategies has been instrumental in driving India's emergence as a major player in the global economy.

In China, strategic formulation has been pivotal for the growth of companies like Huawei and Alibaba. Huawei's strategy formulation is driven by a focus on research and development (R&D) and global market expansion. By investing heavily in R&D, Huawei develops cutting-edge technologies that cater to global market demands, which has significantly enhanced its competitive edge (Grant, 2016). Alibaba's strategic formulation, centered on digital innovation and ecosystem development, has transformed it into a global e-commerce giant. The company's strategies include expanding its digital payment systems and cloud computing

services, which have diversified its revenue streams and strengthened its market position (Kaplan & Norton, 2015).

In Africa, strategy formulation is equally crucial for business success. In Egypt, companies like Orascom Construction have benefitted from well-formulated strategies. Orascom's strategic formulation emphasizes infrastructure development and regional expansion. By identifying key growth areas and aligning its resources accordingly, Orascom has become a leading player in the construction industry across Africa and the Middle East (Hitt et al., 2017). The company's focus on strategic partnerships and sustainable practices has also contributed to its strong performance and competitive advantage.

In Morocco, strategy formulation has been essential for the success of companies such as OCP Group. OCP Group's strategic formulation focuses on value chain integration and global market expansion. By controlling the entire phosphate value chain, from mining to fertilizer production, OCP has enhanced its operational efficiency and market reach (Johnson, 2016). The company's strategies also include investing in innovation and sustainable practices, which have strengthened its global position and profitability.

In Ghana, the strategic formulation practices of companies like Fan Milk have driven their growth and market leadership. Fan Milk's strategy formulation centers on product diversification and market penetration. By continuously developing new products and expanding into new markets within West Africa, Fan Milk has maintained its competitive edge and increased its market share (Grant, 2016). The company's focus on understanding consumer preferences and aligning its strategies with market trends has been key to its success.

In Kenya, strategy formulation is vital for the performance of family-owned businesses like Mehta Electricals Limited. Companies such as Safaricom and Equity Bank have demonstrated the importance of strategic formulation in achieving business success. Safaricom's strategy formulation focuses on innovation and customer-centric services. By developing

groundbreaking products like M-Pesa, Safaricom has revolutionized the telecommunications and mobile banking sectors in Kenya, driving significant growth and profitability (Njagi & Kombo, 2017). The company's strategic emphasis on understanding customer needs and leveraging technology has been central to its success.

Equity Bank's strategy formulation is based on financial inclusion and regional expansion. By formulating strategies that target underserved populations and expanding its operations across East Africa, Equity Bank has become one of the leading financial institutions in the region (Waweru, 2016). The bank's focus on developing customer-friendly financial products and services has enhanced its market position and financial performance.

For Mehta Electricals Limited, adopting a robust strategy formulation process can significantly impact its performance. By analyzing internal capabilities and external market conditions, the company can develop effective strategies that align with its long-term goals. This approach will ensure that Mehta Electricals Limited remains competitive and can achieve sustained growth in the Kenyan market.

2.3.3 Strategy Implementation on Performance of Family-Owned Businesses

Strategy implementation is essential for translating strategic plans into operational reality, driving organizational performance. In the United States, firms like Amazon and Boeing illustrate the profound impact of strategy implementation on performance. Amazon's implementation strategy, which focuses on logistics optimization and customer satisfaction, has enabled it to maintain its dominance in the e-commerce sector. By continuously improving its supply chain and expanding its delivery capabilities, Amazon has achieved significant market growth and customer loyalty (Grant, 2016). Similarly, Boeing's strategy implementation emphasizes innovation and efficiency in aircraft production. By effectively executing strategies to streamline manufacturing processes and introduce new technologies,

Boeing has enhanced its competitive position in the aerospace industry (Hitt, Ireland, & Hoskisson, 2017).

In Germany, companies such as Siemens and Adidas have showcased the importance of effective strategy implementation. Siemens' implementation strategy focuses on technological innovation and global market expansion. By executing strategies that promote digitalization and sustainability, Siemens has strengthened its market leadership across various industries (Kaplan & Norton, 2015). Adidas implements strategies centered on product innovation and brand positioning. By effectively executing these strategies, Adidas has expanded its global market share and enhanced its brand value (Johnson, 2016).

In Japan, Toyota and Sony exemplify successful strategy implementation. Toyota's implementation strategy emphasizes quality control and continuous improvement, known as kaizen. By rigorously executing these strategies, Toyota has maintained its reputation for high-quality vehicles and operational excellence (Hitt et al., 2017). Sony's strategy implementation focuses on innovation and market diversification. By effectively executing strategies to develop new products and enter new markets, Sony has sustained its competitive edge in the consumer electronics industry (Grant, 2016).

In Switzerland, firms such as Nestlé and Novartis illustrate the importance of strategy control. Nestlé's strategy control processes include regular performance reviews and strategic realignments, ensuring that the company's initiatives are aligned with its long-term goals. This approach has enabled Nestlé to maintain its position as a global leader in the food and beverage industry (Hitt, Ireland, & Hoskisson, 2017). Novartis implements strategy control through continuous innovation assessment and regulatory compliance checks, which have helped the company sustain its competitive advantage in the pharmaceutical sector (Johnson, 2016).

In Australia, companies like BHP Billiton and Commonwealth Bank of Australia have effectively utilized strategy control to enhance performance. BHP Billiton's strategy control

mechanisms involve stringent environmental and operational audits, ensuring that its mining operations adhere to global standards and sustainability goals. This approach has bolstered BHP's reputation and operational efficiency (Kaplan & Norton, 2015). Commonwealth Bank's strategy control includes customer feedback loops and financial performance monitoring, enabling the bank to adapt its strategies to changing market conditions and maintain its market leadership (Grant, 2016).

In Nigeria, firms such as Dangote Group and Zenith Bank demonstrate the importance of strategy control. Dangote Group's strategy control involves regular performance reviews and strategic adjustments, ensuring that its diverse business operations are aligned with corporate objectives. This approach has driven the group's growth and market dominance in various sectors (Olusola & Olawale, 2017). Zenith Bank implements strategy control through robust risk management and financial audits, which have enhanced its financial stability and customer trust (Adeleke, 2017).

In Ghana, companies like Ghana Commercial Bank (GCB) and Volta River Authority (VRA) have shown how effective strategy control can enhance performance. GCB's strategy control mechanisms include financial performance monitoring and strategic adjustments, which have improved its financial results and market position (Hitt et al., 2017). VRA implements strategy control through operational audits and regulatory compliance checks, ensuring that its energy projects align with national goals and sustainability standards. This approach has bolstered VRA's operational efficiency and market reputation (Grant, 2016).

In Morocco, OCP Group and Maroc Telecom illustrate the significance of effective strategy implementation. OCP Group's strategy implementation focuses on value chain integration and global expansion. By executing strategies to control the entire phosphate production process and expand into international markets, OCP has enhanced its operational efficiency and market presence (Johnson, 2016). Maroc Telecom implements strategies that emphasize customer

service and network expansion. By effectively executing these strategies, Maroc Telecom has maintained its leadership in the telecommunications sector (Hitt et al., 2017).

In Tanzania, firms such as Tanzania Breweries Limited (TBL) and CRDB Bank have demonstrated the impact of strategy implementation on performance. TBL's implementation strategy centers on product diversification and market penetration. By effectively executing these strategies, TBL has expanded its market share and driven revenue growth (Kaplan & Norton, 2015). CRDB Bank implements strategies that focus on financial inclusion and digital banking. By successfully executing these strategies, CRDB has enhanced its customer base and financial performance (Grant, 2016).

In Uganda, companies like MTN Uganda and Stanbic Bank Uganda have benefitted from robust strategy implementation. MTN Uganda's strategy implementation emphasizes network expansion and customer service improvement. By effectively executing these strategies, MTN has solidified its position as the leading telecommunications provider in Uganda (Hitt et al., 2017). Stanbic Bank Uganda implements strategies focused on digital transformation and customer-centric services. By successfully executing these strategies, Stanbic Bank has strengthened its market position and financial results (Johnson, 2016).

In Kenya, strategy control is critical for the performance of companies like Equity Bank and East African Breweries Limited (EABL). Equity Bank's strategy control mechanisms include performance monitoring and strategic realignments based on market feedback. This approach has enabled Equity Bank to adapt to market changes and sustain its growth (Njagi & Kombo, 2017). EABL's strategy control involves continuous product quality assessments and market performance reviews, ensuring that its products meet consumer expectations and regulatory standards. This approach has driven EABL's market leadership and revenue growth (Waweru, 2016).

2.3.4 Strategy Control on Performance of Family-Owned Businesses

Strategy control involves monitoring and evaluating the execution of strategic plans to ensure alignment with organizational goals, significantly influencing performance. In the United States, companies such as General Motors (GM) and Intel have effectively utilized strategy control mechanisms to enhance performance. GM employs rigorous financial audits and operational reviews to ensure strategic initiatives are on track and resources are optimally utilized. This approach has helped GM navigate market changes and maintain its competitive edge in the automotive industry (Kaplan & Norton, 2015). Intel, known for its innovation in the semiconductor industry, uses strategy control processes that include performance metrics and regular strategic reviews. This continuous evaluation allows Intel to adjust its strategies based on technological advancements and market demands, ensuring sustained competitive advantage (Grant, 2016).

In the United Kingdom, firms like BP and HSBC have demonstrated the importance of strategy control. BP implements strategy control through environmental and operational audits, ensuring compliance with global standards and alignment with sustainability goals. This approach has bolstered BP's reputation and operational efficiency, particularly in the highly regulated energy sector (Hitt, Ireland, & Hoskisson, 2017). HSBC uses strategic control mechanisms such as financial performance monitoring and risk management systems to adapt its strategies to global financial conditions. This adaptability has sustained HSBC's market leadership in the banking sector (Johnson, 2016).

In Australia, companies such as BHP and Commonwealth Bank of Australia illustrate the effectiveness of strategy control. BHP employs stringent environmental and operational audits, ensuring its mining operations adhere to global standards and sustainability goals. This approach has enhanced BHP's operational efficiency and reputation (Kaplan & Norton, 2015). Commonwealth Bank implements strategy control through customer feedback loops and

financial performance monitoring, enabling the bank to adapt its strategies to changing market conditions and maintain its market leadership (Grant, 2016).

In Ghana, firms like Ghana Commercial Bank (GCB) and Volta River Authority (VRA) demonstrate the significance of strategy control. GCB uses financial performance monitoring and strategic adjustments to improve its financial results and market position. This approach ensures that GCB's strategic initiatives are aligned with its long-term goals, enhancing its competitive edge in the banking sector (Hitt et al., 2017). VRA employs operational audits and regulatory compliance checks to ensure its energy projects align with national goals and sustainability standards. This strategic control has bolstered VRA's operational efficiency and market reputation (Grant, 2016).

In Ethiopia, companies such as Ethiopian Airlines and Ethio Telecom have benefitted from effective strategy control. Ethiopian Airlines uses performance metrics and regular strategic reviews to adjust its strategies based on market conditions and operational performance. This continuous evaluation has enabled Ethiopian Airlines to maintain its leadership in the African aviation industry (Johnson, 2016). Ethio Telecom implements strategy control through customer feedback and service performance monitoring, ensuring that its strategies are aligned with customer needs and market trends. This approach has enhanced Ethio Telecom's market position and customer satisfaction (Hitt et al., 2017).

In South Africa, firms such as Sasol and FirstRand Bank illustrate the impact of strategy control on performance. Sasol employs environmental and operational audits to ensure compliance with sustainability goals and alignment with strategic initiatives. This approach has strengthened Sasol's market position and operational efficiency (Scheepers & Hough, 2018). FirstRand Bank uses financial performance monitoring and risk management systems to adapt its strategies to market conditions. This adaptability has sustained FirstRand Bank's growth and competitive advantage in the financial sector (Hitt et al., 2017).

In Kenya, strategy control is crucial for the performance of family-owned businesses like Mehta Electricals Limited. Companies such as Equity Bank and KenGen have demonstrated the importance of strategic control. Equity Bank uses performance monitoring and strategic realignments based on market feedback to adapt to market changes and sustain its growth (Njagi & Kombo, 2017). This approach ensures that Equity Bank's strategic initiatives are aligned with its long-term goals, enhancing its competitive edge in the banking sector.

KenGen employs operational audits and regulatory compliance checks to ensure its energy projects align with national goals and sustainability standards. This strategic control has bolstered KenGen's operational efficiency and market reputation (Waweru, 2016). Another example is the strategic control mechanisms used by Safaricom, which include customer feedback loops and financial performance monitoring. By continuously evaluating and adjusting its strategies, Safaricom has maintained its leadership in the telecommunications sector and driven significant growth (Njagi & Kombo, 2017).

2.4 Conceptual Framework

Using a conceptual framework is a diagrammatic research technique that aids the researcher in acquiring an understanding and awareness of the issue at hand. It is, in fact, Researchers often use conceptual frameworks as an aid in identifying potential research directions and laying out their preferred method of approaching a given problem. As a collection of general concepts and principles collected from relevant disciplines of study, it might be characterized as a framework for a presentation. It is the interaction of these blocks that completes the foundation for specific predicted results.

Independent variables are those that are assumed to have an impact on or influence the dependent variable. During an experiment, the independent variable has an effect on a dependent variable, which is measured and changed as a result of the experiment.

Independent variables

Dependent variable

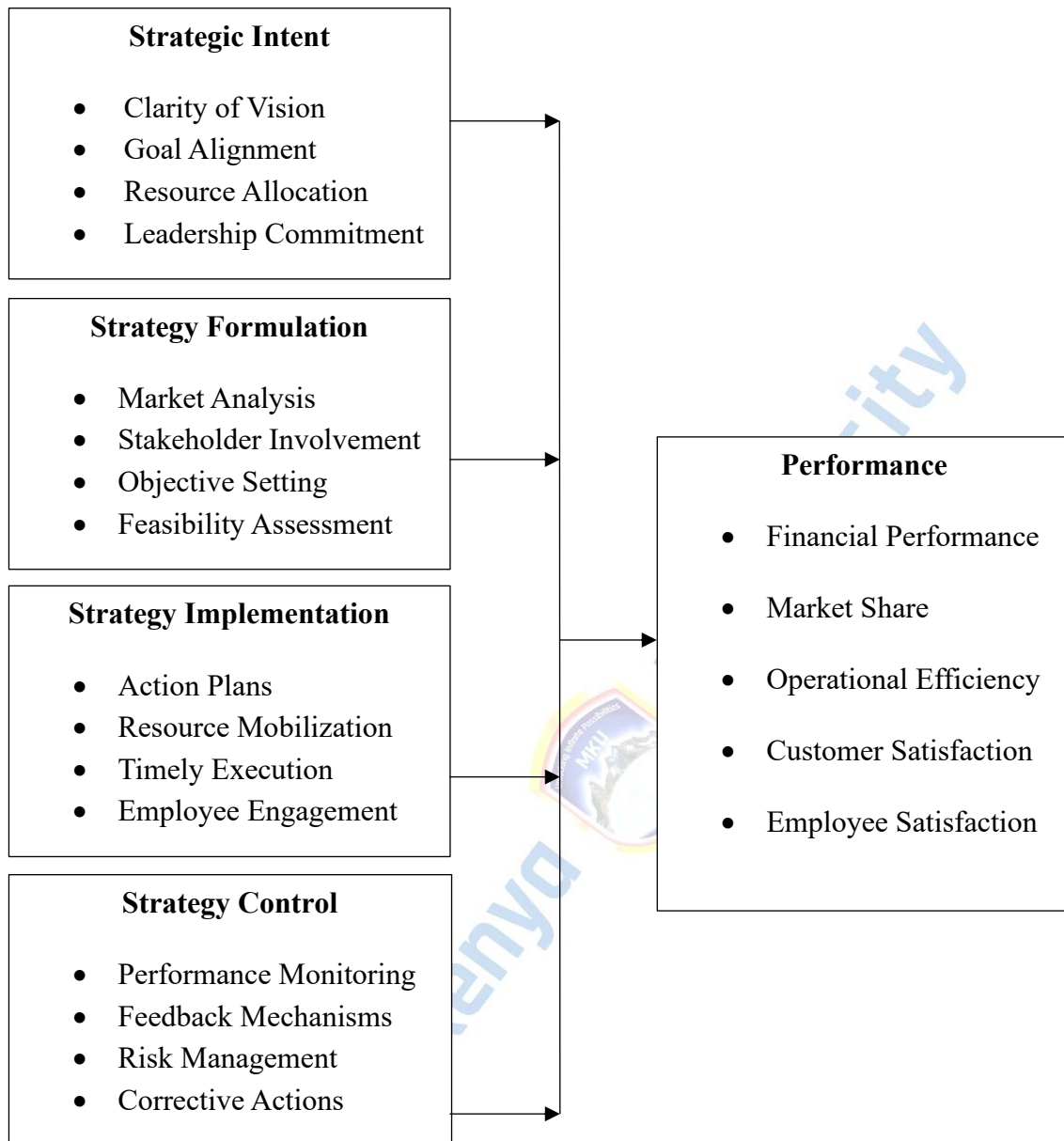


Figure 2: Conceptual Framework

Source: Research (2024)

2.5 Research Gaps

While the literature provides extensive insights into the influence of strategic management practices on organizational performance, several research gaps remain, particularly in the context of family-owned businesses in Kenya, such as Mehta Electricals Limited.

The global literature highlights the importance of strategic intent, strategy formulation, strategy implementation, and strategy control in driving organizational performance. However, there is a noticeable gap in studies focusing on how these practices specifically impact family-owned businesses. For example, while studies on companies like Amazon and Boeing emphasize the benefits of strategic implementation (Hitt, Ireland, & Hoskisson, 2017), they do not address the unique challenges family-owned businesses face, such as balancing family and business interests. This gap suggests a need for research that explores how strategic management practices can be tailored to meet the specific needs of family-owned businesses, ensuring that strategies are effectively implemented without compromising family values and dynamics.

Furthermore, the literature on strategy control in global firms like General Motors and Intel primarily focuses on large, publicly traded companies with complex governance structures (Kaplan & Norton, 2015). These studies do not adequately address how family-owned businesses, which may have less formalized governance mechanisms, can implement effective strategy control. Research is needed to develop models of strategy control that are appropriate for family-owned businesses, taking into account their unique organizational structures and decision-making processes.

In Africa, the existing literature highlights the importance of strategic management practices in enhancing organizational performance. However, studies often focus on large, multinational corporations or public enterprises, such as Sasol and FirstRand Bank in South Africa (Scheepers & Hough, 2018). There is a significant gap in research on how these practices impact family-owned businesses, which constitute a substantial portion of the private sector in many African countries. For instance, while Sasol's strategy control mechanisms are well-documented, similar studies on smaller, family-owned businesses are lacking. This gap indicates a need for research that examines how strategic management practices can be adapted to the specific context of family-owned businesses in Africa, considering factors such as limited

access to capital, varying degrees of formalization, and family involvement in business operations.

Moreover, the literature on strategy implementation in African firms like MTN Nigeria and Guaranty Trust Bank focuses on corporate strategies in highly regulated industries (Olusola & Olawale, 2017; Adeleke, 2017). These studies do not explore how family-owned businesses in less regulated sectors can effectively implement strategies. Research is needed to understand how family-owned businesses can navigate the implementation of strategies in environments where regulatory frameworks may be less stringent, but where other challenges, such as market volatility and resource constraints, are prevalent.

In Kenya, the literature on strategic management practices is growing, but there remain significant gaps, particularly concerning family-owned businesses like Mehta Electricals Limited. Existing studies on companies such as Equity Bank and KenGen provide valuable insights into the importance of strategy control and implementation (Njagi & Kombo, 2017; Waweru, 2016). However, these studies often focus on larger, more established firms and do not address the specific challenges and opportunities faced by family-owned businesses.

One notable gap is the lack of research on how strategic intent can be developed and sustained in family-owned businesses in Kenya. While strategic intent is crucial for guiding long-term decision-making and aligning organizational goals (Grant, 2016), there is limited understanding of how family-owned businesses can cultivate a clear and shared strategic intent among family members and non-family employees. This gap suggests a need for research that explores best practices for developing strategic intent in family-owned businesses, considering the unique dynamics and values that influence decision-making in these firms.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Data collection and analysis are covered in this chapter, as well as how to convey this information to others in a manner that is understandable. Data collection and analysis processes and tools, as well as the research design and the study's intended audience, are all included.

3.1 Research Design

It was necessary to have a research design in place before beginning the research project to ensure that the findings would be applicable to the current economic climate (Kothari, 2004). Research design served as the blueprint for the collection of required data and the methods of carrying out the necessary statistical analysis to address the problem identified and the objectives of the study. A descriptive survey design was employed in conducting this study. This design was suitable as it discovered and measured cause-and-effect relationships among variables. Such a study strategy was deemed appropriate since a complete understanding of the issue prior to its resolution was necessary (Frankfort-Nachmias & Nachmias, 2007). Descriptive research was often utilized in the early phases of the study because it provided information that was current and aligned with ongoing occurrences and other environmental factors. Descriptive information aimed to reveal and calibrate the relationship between cause and effect in the research variables.

3.2 Area of Study

The area of study was Mehta Electricals Limited, a family-owned business based in Kenya. The company is located in Nairobi County, Westlands Sub-County, where its headquarters are

situated. Mehta Electricals Limited has been in operation for over 30 years, establishing itself as a key player in the electrical and ICT contracting industry.

This company operates within the electrical industry, providing a range of electrical products and services. The choice of Mehta Electricals Limited as the focal point of the study was driven by its status as a prominent family-owned enterprise in Kenya, offering a rich context for examining the influence of strategic management practices on business performance.

3.3 Target Population

The target population for this study consisted of 460 respondents from Mehta Electricals Limited, distributed across various levels of management and functional areas within all branches of the company in Kenya. This included 13 senior executives and directors who provided strategic oversight, 37 middle managers responsible for translating strategic plans into operational actions, 58 supervisory staff who ensured adherence to strategic directives at the operational level, and 317 operational employees who executed these strategies. Additionally, 35 administrative and support staff who facilitated the implementation of strategic initiatives were included. This diverse composition ensured a comprehensive understanding of the strategic management practices and their impact on the organization's performance from multiple perspectives, thereby enhancing the reliability and validity of the study's findings.

Table 1: Target Population

Category	Number	Percentage
Senior Executives and Directors	13	2.9
Middle Managers	37	8
Supervisory Staff	58	12.6
Operational Employees	317	68.9
Administrative and Support Staff	35	7.6
Total	460	100

Source: Human Resource Mehta Electricals Limited (2024)

3.4 Sampling Procedures and Sample Size

3.4.1 Sampling Procedure

Sampling involved selecting individuals from a larger group, known as the target population, to ensure that the sample represented this broader group (Kothari, 2004). The individuals chosen made up the sample size. Sampling enabled the study of subsets within larger populations, which were too expansive to study entirely. This research employed a combination of stratified, simple random, and purposive sampling methods (Creswell, 2014).

Stratified sampling organized the population into subgroups, from which respondents were randomly selected to ensure representation (Saunders, Lewis, & Thornhill, 2016). Simple random sampling provided every member of the population with an equal opportunity to be included in the sample (Bryman, 2016). Purposive sampling involved the intentional selection of certain units of analysis, chosen for specific attributes relevant to the study (Patton, 2015).

3.4.2 Sample Size

According to O’Leavy (2014), there are no strict rules governing sample size, as it depends on various factors. For qualitative research, data analysis approaches are not dependent on a large sample size. Similarly, Smith (2014) emphasizes that determining the most suitable sample size involves a cost-benefit evaluation. In alignment with this notion, the sample size for this study was primarily guided by Smith’s (2014) approach, a cost-benefit analysis technique employing the Krejcie and Morgan table, as outlined in Appendix VI.

Consequently, the sample consisted of 210 units of analysis drawn from a sample frame of 460 workers at the KRA head office. This represented 14.7% of the total population.

The numbers are as tabulated in the table below;

Table 2: Sample Size

Category	Number	Percentage
Senior Executives and Directors	10	4.6

Middle Managers	22	10.15
Supervisory Staff	38	17.5
Operational Employees	118	57.6
Administrative and Support Staff	22	10.15
Total	210	100

Source: Researcher (2024)

3.5 Data Collection instruments

The study used primary sources to collect data. Data from the primary sources was gathered using a semi-structured questionnaire. The questions in the survey included both closed and open-ended formats. Open-ended questions were designed to elicit responses from participants that the researcher might not have been able to obtain through other means. A five-point Likert scale was adopted to assess responses.

The questionnaire was divided into sections to ensure a structured approach: Section A focused on background information; Section B addressed Strategic Intent; Section C covered Strategy Formulation; Section D focused on Strategy Implementation; Section E addressed Strategy Control; and Section F focused on organizational performance.

Questionnaires were deemed the ideal method of data collection for this type of research (Mugenda & Mugenda, 2009). They were considered the best option because they are simple to quantify and evaluate, ensure respondent privacy, and facilitate tracking individuals who may not return the questionnaire on time and need to be reminded (Bell & Bryman, 2007).

3.6 Testing for Piloting, validity and reliability

3.6.1 Piloting

The piloting phase of this study involved sampling 10% of the target population, amounting to 21 respondents. This preliminary study was conducted at Comcraft Group, a family-owned company in Kenya. The choice of Comcraft Group for the piloting phase was deliberate and strategic. Comcraft Group, like Mehta Electricals Limited, is a family-owned business

operating within the Kenyan market, providing a similar context and operational environment. This similarity ensured that the findings from the pilot study were relevant and applicable to the main study.

Piloting served several crucial purposes. It helped identify potential issues with the research design, such as the clarity of the questions, the feasibility of the data collection methods, and the overall logistics of the study (Creswell, 2014). Conducting the pilot study at Comcraft Group allowed for the validation of the research instruments and methodologies in a real-world setting that closely resembled the environment of Mehta Electricals Limited.

By involving a representative sample of 21 respondents from Comcraft Group, the pilot study provided insights into the effectiveness of the sampling strategies (stratified, simple random, and purposive sampling) and the reliability of the data collection processes (Saunders, Lewis, & Thornhill, 2016). The feedback and data gathered from this phase were used to refine the research instruments and methodologies, ensuring that the main study was well-prepared and capable of yielding valid and reliable results.

3.6.2 Reliability of the Research Instruments

Reliability measures the degree to which a research instrument produces consistent outcomes after repetitive tests (Mugenda & Mugenda, 2009). A tool is considered reliable if it can precisely quantify a variable and achieve comparable results over time. Reliability also refers to the internal consistency of research tools, defined as their capability to provide consistent outcomes under similar conditions.

Cronbach's Alpha, a widely used measure of reliability, was employed in this study to assess the internal consistency of the research instrument. Additionally, test-retest reliability was assessed by re-administering the questionnaire to the same group of respondents after some time. Cronbach's Alpha measured the correlation between the averages of the measured items within the research instrument, ensuring consistency across the elements.

According to Zinbarg et al. (2006), a dependability coefficient (Alpha value) of 0.7 or higher was deemed satisfactory in this study. This threshold was applied to validate the reliability of the research instrument, ensuring it met the necessary standards for accurate and dependable data collection.

3.6.3 Validity of the Research Instruments

Data collection instruments must yield data that appropriately addresses the research questions. Mugenda and Mugenda (2009) emphasize that the data obtained must be pertinent to the research objectives by maximizing both reliability and validity. A valid instrument accurately measures the concept in question. The validity of the questionnaire was ensured by adhering to self-evident measures, which demonstrate the extent to which the instruments measure what they are intended to measure. This included two classifications of validity: face validity and content validity. Face validity ensures that the instrument appears to measure the intended construct, while content validity ensures that the instrument comprehensively covers all aspects of the construct being studied. To ascertain the validity of the instruments, the questionnaire was reviewed and discussed with the research supervisor and other education experts who were highly knowledgeable about the study. Their feedback was used to refine and improve the questionnaire, ensuring its alignment with the research objectives and enhancing its effectiveness as a data collection tool.

3.6.4 Establishing Credibility of the Research Instruments

Credibility refers to the quality of being believable or reliable and the power to inspire trust. Credible sources are expected to be dependable, providing evidence that can be reasonably accepted as true. According to O'Keefe (2016), credibility is a judgment made by readers or audiences about the believability of the writer or communicator. Credibility is particularly important in research and communication, as participants often base their decision to respond to a message not solely on its content but on their perception of the communicator's reliability

and trustworthiness. Ensuring credibility involves presenting well-supported, accurate, and unbiased information while maintaining transparency and professionalism throughout the research process.

3.7 Data Collection Methods and Procedures

The study used a questionnaire to collect primary data, which allowed for uniformity of responses to questions. The research instrument was self-administered to the respondents by the researcher. The manner of questionnaire administration was by the drop-and-pick method, whereby the respondents were given the questionnaire. The researcher also used emails as a form of questionnaire administration for respondents in faraway centers to expedite the data collection process and reduce the costs involved. The respondents were given one week to respond to the questions, after which the questionnaires were picked up. Allowing the respondents time to fill out the questionnaire enhanced the response rate.

3.8 Data Analysis Methods

The information that had been gathered was examined to identify any gaps, inaccuracies, omissions, or other types of irregularities. Afterward, the data was coded with numbers to organize it into the appropriate categories. SPSS Version 29.0 was used alongside MS Excel software to obtain both descriptive and inferential statistics. Consequently, both descriptive and inferential statistical methods were employed in the research to assess the data. In the report, descriptive statistics were presented in the form of tables, bar charts, and graphs. These statistics included the mean and standard deviation. The Pearson correlation coefficient and the OLS approach via regression were utilized as part of the inferential statistics to determine the nature of the relationships between the study's various variables. The multivariate regression model took the following format:

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

Where: Y = Performance

X_1 = Strategic Intent

X_2 = Strategy Formulation

X_3 = Strategy Implementation

X_4 = Strategy Control

β_0 = Constant. It defines the level of credit rating without the inclusion of predictor variables.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Co-efficients for the predictor variables.

ε = Unexplained Variation i.e. error term

3.9 Ethical Consideration

Research ethics acted as a guide to the behavior of the researcher during the study. They helped the researcher conduct the study in an acceptable manner, taking into consideration the rights of the participants. The researcher focused on several ethical issues that were considered before, during, and after data collection. The following ethical guidelines were observed by the researcher and included informed consent, confidentiality and privacy, anonymity, mien and decorum, storage of data, and plagiarism, as explained below:

The participants provided information voluntarily. Informed consent was derived from the participants' right to freedom and making their own decisions. This meant that consent allowed the participants to make their own decisions and placed some responsibility on the respondents should any problems or challenges arise during the study (Louis et al., 2011). According to Ary (2010), informed consent ensured that participants were well aware of the risks associated with being part of the study and the consequences involved. In this study, the researcher ensured

that participants who agreed to take part were fully informed of the research goals. The participants also had the right to choose to participate or to decline.

Respect for privacy was central to conducting ethical research with human participants (Ary, 2010). In this study, the researcher ensured the privacy of the participants by securing data on a password-protected computer, ensuring that unauthorized individuals could not access it. Additionally, the researcher grouped respondents' responses so that individual participants' scores could not be identified in the grouped data. Participants were assured that any data provided would not be shared with anyone else and would be used solely for research purposes. Confidentiality ensured that the source of the collected data was only disclosed with the consent of the participant (Ary, 2010).

Anonymity referred to the process of protecting the identity of specific individuals. In this study, the participants' right to remain anonymous was respected. The researcher ensured that the questionnaires did not contain the participants' names, maintaining complete and total anonymity.

The information gathered from the participants was stored with the utmost confidentiality to prevent unauthorized access. It was preserved in both hard and soft copies. The researcher did not disclose any gathered material to anyone for any reason.

To ensure the work was free from plagiarism, the researcher uploaded the work into TURNITIN software before each defense. The similarity index remained at or below 15%, including references. If the percentage was higher, the proposal document was revised and resubmitted to the program until the percentage was 15% or less.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of data collected, focusing on the influence of strategic management practices on the performance of family-owned businesses: case of Mehta Electricals Limited. It includes the response rate, socio-demographic characteristics of respondents, and an in-depth discussion of the findings.

4.2 Response Rate

A total of 210 questionnaires were distributed to respondents from various levels of the organizational hierarchy. Out of these, 199 were returned, yielding a response rate of 95%. Table 3 below illustrates the response rate.

Table 3: Response Rate

Category	Number Distributed	Number Returned	Response Rate (%)
Senior Executives	10	10	100
Middle Managers	22	21	95.5
Supervisory Staff	38	36	94.7
Operational Employees	118	113	95.8
Administrative Staff	22	19	86.4
Total	210	199	95.0

Source: Field Data (2025)

The high response rate is attributed to the direct engagement of respondents during data collection and the relevance of the study to their roles.

4.3 Socio-Demographic Characteristics

The socio-demographic characteristics of the respondents provide crucial context for understanding the findings of the study. Analysis of the data reveals the following trends:

Table 4: Gender Distribution

<i>Gender</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Male</i>	120	60.3
<i>Female</i>	79	39.7
<i>Total</i>	199	100

Source: Field Data (2025)

The majority of respondents were male, accounting for 60.3% of the total, while females constituted 39.7%. This distribution may reflect the gender composition of the electrical industry in Kenya, which traditionally has higher male representation due to the technical nature of the work.

Table 5: Age Bracket

<i>Age Bracket</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>21-30 years</i>	70	35.2
<i>31-40 years</i>	84	42.2
<i>41-50 years</i>	34	17.1
<i>Above 51 years</i>	11	5.5
<i>Total</i>	199	100

Source: Field Data (2025)

The largest age group was between 31-40 years, comprising 42.2% of respondents. This indicates that most employees are in their prime working years, likely bringing significant experience and productivity to the company. A notable proportion (35.2%) was aged 21-30

years, suggesting the organization is actively incorporating younger talent. Employees aged over 50 constituted only 5.5%, which may highlight a gap in retaining older, experienced professionals or reflect industry-wide trends toward younger workforces.

Table 6: Length of Service

<i>Length of Service</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Less than 5 years</i>	102	51.3
<i>5-10 years</i>	64	32.2
<i>Over 11 years</i>	33	16.5
<i>Total</i>	199	100

Source: Field Data (2025)

Over half of the respondents (51.3%) had worked at the company for less than five years, suggesting a high turnover rate or recent hiring trends. Employees with 5-10 years of service made up 32.2%, while only 16.5% had been with the company for over a decade. This distribution may indicate challenges in retaining long-term employees or align with the business's growth trajectory in recent years.

4.4 Strategic Intent on Performance of Family-Owned Businesses

This section presents findings, analysis, on the influence of strategic intent on the performance of Mehta Electricals Limited. The data were collected using Section B of the questionnaire, where respondents rated their agreement with six statements on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

Table 7: Responses to Strategic Intent Statements

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3 (Neutral)</i>	<i>4</i>	<i>5</i>	<i>Mean</i>	<i>Std.</i>
	<i>(SD)</i>	<i>(D)</i>		<i>(A)</i>	<i>(SA)</i>		<i>Dev</i>
<i>The company has a clearly defined vision that guides its long-term goals.</i>	5	12	20	94	68	4.05	0.84
<i>Organizational goals align with the company's strategic intent.</i>	4	15	28	89	63	3.96	0.86
<i>Resources are effectively allocated to support the strategic intent.</i>	7	18	40	84	50	3.80	0.92
<i>Leadership is committed to upholding the strategic vision.</i>	6	10	32	93	58	3.98	0.84
<i>Employees understand and are motivated by the strategic intent.</i>	10	20	43	82	44	3.66	0.98
<i>The strategic intent has a positive impact on overall performance.</i>	3	10	30	100	56	4.02	0.79

Source: Field Data (2025)

The analysis of responses reveals a generally positive perception of strategic intent at Mehta Electricals Limited. The mean scores for all six statements range between 3.66 and 4.05, indicating agreement or strong agreement among the majority of respondents. However, there

are variations in the levels of agreement, suggesting areas where the company excels and where improvement is needed.

With a mean score of 4.05 (SD=0.84), most respondents agree that the company has a well-defined vision guiding its long-term goals. This high rating suggests that the strategic direction is well-communicated and understood by stakeholders, which is crucial for aligning efforts and fostering a sense of purpose.

A mean score of 3.96 (SD=0.86) indicates that organizational goals are generally aligned with the company's strategic intent. While the majority agree, a small proportion of neutral or disagreeing responses highlights the need for periodic reviews to ensure continued alignment. Resource allocation received a slightly lower mean of 3.80 (SD=0.92). This indicates that while resources are largely aligned with strategic objectives, some respondents perceive gaps in financial, human, or technological support for achieving strategic goals.

Leadership commitment to upholding the strategic vision scored 3.98 (SD=0.84). This suggests strong leadership engagement, but the presence of neutral and disagreeing responses indicates room for improvement in how leadership communicates and demonstrates commitment.

With a mean of 3.66 (SD=0.98), this area has the lowest score, suggesting that while some employees understand the strategic intent, others may lack clarity or motivation. This is a critical area for intervention, as employee buy-in is vital for successful strategy implementation.

The statement on strategic intent positively impacting overall performance scored 4.02 (SD=0.79), indicating broad agreement. This reflects a general belief in the efficacy of strategic intent in driving organizational success.

The standard deviations across statements range between 0.79 and 0.98, indicating moderate variation in responses. The higher variation for employee understanding and resource

allocation suggests diverse opinions on these issues, possibly due to differences in roles or departmental priorities.

4.5 Strategy Formulation on Performance of Family-Owned Businesses

This section examines the influence of strategy formulation on the performance of Mehta Electricals Limited. Data from Section C of the questionnaire, which assessed respondents' agreement with six statements, is analyzed. Responses were measured on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

Table 8: Responses to Strategy Formulation Statements

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Mean</i>	<i>Std. Dev</i>
	<i>(SD)</i>	<i>(D)</i>	<i>(Neutral)</i>	<i>(A)</i>	<i>(SA)</i>		
<i>The company conducts thorough market analysis during strategy formulation.</i>	6	14	35	91	53	3.92	0.88
<i>Key stakeholders are involved in the strategy formulation process.</i>	5	20	33	87	54	3.88	0.92
<i>Strategic objectives set during formulation are clear and specific.</i>	4	12	30	95	58	3.98	0.84
<i>The strategies formulated are assessed for feasibility and potential impact.</i>	7	18	32	90	52	3.85	0.94
<i>The company updates strategies based on market trends and data analysis.</i>	8	15	40	88	48	3.80	0.93
<i>Strategy formulation aligns with the company's long-term vision.</i>	3	10	25	100	61	4.06	0.79

Source: Field Data (2025)

The responses indicate a generally positive perception of strategy formulation practices at Mehta Electricals. The mean scores for the six statements range from 3.80 to 4.06, reflecting

agreement or strong agreement among most respondents. Despite these positive perceptions, some variability in responses highlights areas for improvement.

A mean score of 3.92 (SD=0.88) reflects agreement that market analysis is a cornerstone of the company's strategy formulation process. However, the presence of neutral (35 responses) and disagreeing (14 responses) opinions suggests potential gaps in the comprehensiveness or consistency of these analyses.

The involvement of key stakeholders scored a mean of 3.88 (SD=0.92), indicating that while most respondents perceive stakeholder engagement positively, some feel excluded or underrepresented. Effective strategy formulation relies on diverse inputs, and this finding suggests the need for enhanced inclusivity.

With a mean score of 3.98 (SD=0.84), the clarity and specificity of objectives are seen as a strength. Clear objectives enable effective communication and alignment across departments, driving successful implementation.

Assessment of Feasibility and Impact, This area scored a mean of 3.85 (SD=0.94), reflecting agreement but also variability. This indicates room for improvement in systematically evaluating strategies before implementation, especially given the industry's dynamic environment.

Updating Strategies Based on Market Trends, At 3.80 (SD=0.93), this was the lowest-scoring statement, highlighting challenges in adapting to changing market conditions. Respondents' neutral and disagreeing responses suggest that updates to strategies may not be timely or data driven.

Alignment with Long-Term Vision, Scoring the highest mean (4.06, SD=0.79), this area reflects a strong alignment of formulated strategies with the company's vision. This alignment is vital for maintaining coherence and driving long-term success.

Standard deviations ranged from 0.79 to 0.94, indicating moderate variability in responses. Statements related to stakeholder involvement and market-based updates showed higher variation, suggesting differing experiences among respondents.

The results suggest that while strategy formulation at Mehta Electricals is generally effective, gaps exist in stakeholder engagement, market responsiveness, and feasibility assessments. Addressing these issues can enhance strategy quality and organizational performance.

4.6 Strategy Implementation on Performance of Family-Owned Businesses

This section assesses the influence of strategy implementation on the performance of Mehta Electricals Limited. Data collected from Section D of the questionnaire is analyzed based on six statements rated on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).



Table 9: Responses to Strategy Implementation Statements

<i>Statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Mean</i>	<i>Std. Dev</i>
	<i>(SD)</i>	<i>(D)</i>	<i>(Neutral)</i>	<i>(A)</i>	<i>(SA)</i>		
<i>The company has detailed action plans for implementing strategies.</i>	5	18	28	95	60	3.99	0.89
<i>Resources are effectively mobilized and deployed for strategy execution.</i>	6	21	30	92	57	3.91	0.93
<i>Strategies are implemented within the planned timelines.</i>	7	25	32	85	57	3.84	0.96
<i>Employees are engaged and committed to executing the strategies.</i>	4	15	25	100	62	4.05	0.84
<i>The company monitors the progress of strategy implementation regularly.</i>	8	19	33	90	56	3.87	0.94
<i>There is effective communication of strategies to all employees.</i>	6	16	29	95	60	3.96	0.90

Source: Field Data (2025)

The findings indicate that strategy implementation at Mehta Electricals is generally well-executed, with mean scores ranging from 3.84 to 4.05 across the six statements. The data suggests that while the company performs well in areas such as employee engagement and communication, some challenges exist in resource mobilization, adherence to timelines, and monitoring progress.

A mean score of 3.99 (SD=0.89) reflects strong agreement that the company prepares detailed action plans for strategy execution. These plans provide a structured approach, ensuring clarity and alignment across departments. However, the presence of neutral (28) and disagreeing (18) responses suggests that some respondents perceive inconsistencies in the planning process.

Resource allocation scored a mean of 3.91 (SD=0.93), indicating general agreement. However, the slightly higher standard deviation shows variability in experiences, with some respondents perceiving inefficiencies in resource deployment, such as delays in acquiring materials or insufficient human resources for key tasks.

With a mean score of 3.84 (SD=0.96), the adherence to timelines received mixed reviews. Neutral and disagreeing responses accounted for a significant portion, highlighting delays in some strategic initiatives. External factors such as supply chain disruptions or internal bottlenecks may contribute to this challenge.

Scoring the highest mean (4.05, SD=0.84), employee engagement emerged as a key strength. Respondents agreed that employees are motivated and committed to executing strategies, indicating a positive organizational culture and strong leadership influence.

Regular monitoring of implementation progress received a mean score of 3.87 (SD=0.94), reflecting moderate agreement. The variability in responses suggests that while monitoring mechanisms exist, they may not be consistently applied across all departments or projects.

Effective communication scored a mean of 3.96 (SD=0.90), underscoring its importance in successful implementation. However, neutral and disagreeing responses suggest that some employees feel inadequately informed about strategic objectives or changes.

Standard deviations ranged from 0.84 to 0.96, indicating moderate variability. Statements regarding resource mobilization and adherence to timelines exhibited greater variation, suggesting uneven experiences across respondents.

The results suggest that Mehta Electricals has a strong foundation in strategy implementation, particularly in employee engagement and communication. However, improving resource mobilization, addressing delays, and enhancing monitoring systems could further boost performance.

4.7 Strategy Control on Performance of Family-Owned Businesses

This section analyzes the influence of strategy control on the performance of Mehta Electricals Limited, based on responses from Section E of the questionnaire. Participants evaluated statements on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

Table 10: Responses to Strategy Control Statements

<i>Statement</i>	<i>1</i> <i>(SD)</i>	<i>2</i> <i>(D)</i>	<i>3 (Neutral)</i>	<i>4</i> <i>(A)</i>	<i>5</i> <i>(SA)</i>	<i>Mean</i>	<i>Std.</i> <i>Dev</i>
<i>The company has effective systems in place to monitor strategic performance.</i>	8	20	27	92	57	3.89	0.94
<i>Feedback mechanisms are in place to adjust strategies as needed.</i>	5	18	29	95	57	3.94	0.89
<i>Risks associated with strategic initiatives are regularly assessed and managed.</i>	7	22	30	88	57	3.86	0.92
<i>Corrective actions are taken promptly when deviations from plans occur.</i>	6	16	28	90	64	3.97	0.90
<i>The company regularly reviews and updates its strategic goals.</i>	4	15	25	100	60	4.02	0.85
<i>Strategy control processes positively impact the company's overall performance.</i>	5	17	28	93	61	3.96	0.88

Source: Field Data (2025)

The results show that strategy control processes at Mehta Electricals are well-established, with mean scores ranging from 3.86 to 4.02. This suggests that the company performs well in

monitoring performance, adjusting strategies, managing risks, and reviewing goals. However, some variability in responses indicates room for improvement in consistently applying these practices.

The statement regarding monitoring systems scored a mean of 3.89 (SD=0.94). While the majority of respondents agreed, some neutral and disagreeing responses (20 and 27, respectively) indicate potential inconsistencies in the effectiveness of monitoring mechanisms across departments.

Feedback processes for strategy adjustments received a mean score of 3.94 (SD=0.89), highlighting their importance in maintaining alignment with organizational goals. Neutral and disagreeing responses suggest gaps in communication or delays in implementing feedback.

Risk management scored a mean of 3.86 (SD=0.92), indicating moderate agreement. Some respondents (29 disagreeing or neutral) pointed to weaknesses in identifying or mitigating risks associated with strategic initiatives.

Corrective actions scored a mean of 3.97 (SD=0.90), reflecting general agreement that deviations from plans are addressed promptly. However, variability in responses suggests that corrective measures may not always be timely or effective.

With the highest mean score (4.02, SD=0.85), regular reviews and updates of strategic goals emerged as a key strength. The relatively low standard deviation indicates broad agreement among respondents, emphasizing the company's commitment to adaptability and continuous improvement.

The overall impact of strategy control scored a mean of 3.96 (SD=0.88). This suggests that most respondents perceive strategy control processes as positively influencing company performance, though there is some room for improvement in specific areas.

The standard deviations, ranging from 0.85 to 0.94, indicate moderate variability in responses, particularly regarding monitoring systems and risk management. This suggests that while these practices are generally effective, their application may not be uniform across the organization. The results highlight Mehta Electricals' strengths in reviewing and updating goals, taking corrective actions, and implementing feedback mechanisms. However, addressing gaps in risk management and monitoring systems could further enhance performance.

4.8 Performance of Family-Owned Businesses

This section examines the performance of Mehta Electricals Limited based on responses to Section F of the questionnaire. Participants assessed various aspects of performance on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

Table 11: Responses to Performance Statements

<i>Statement</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (Neutral)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev</i>
<i>The company has experienced revenue growth over the past years.</i>	6	15	32	97	54	3.95	0.88
<i>The company has gained or maintained its market share.</i>	7	12	29	98	58	3.99	0.86
<i>Operational efficiency has improved within the company.</i>	5	13	28	92	66	4.01	0.84
<i>Customer satisfaction levels have increased.</i>	4	11	30	101	58	3.99	0.82
<i>Employee satisfaction and retention rates are high.</i>	8	19	35	89	53	3.83	0.91
<i>The company has achieved its strategic objectives.</i>	5	12	27	102	58	4.01	0.83

Source: Field Data (2025)

The data indicates that Mehta Electricals Limited has performed well across key dimensions of organizational performance, with mean scores ranging from 3.83 to 4.01. Respondents generally agreed that the company has achieved growth in revenue, market share, operational efficiency, and customer satisfaction. However, employee satisfaction and retention received the lowest mean score, suggesting an area for improvement.

The statement on revenue growth achieved a mean score of 3.95 (SD=0.88), reflecting broad agreement among respondents. Approximately 72% of respondents either agreed or strongly agreed, signifying consistent financial growth over the years. However, a small minority (21 respondents) expressed disagreement or neutrality, possibly indicating fluctuating or department-specific challenges.

With a mean score of 3.99 (SD=0.86), the company's ability to maintain or expand its market share is a notable strength. Responses suggest that strategic initiatives in sales, marketing, and customer acquisition have contributed to sustained market presence.

The highest mean score (4.01, SD=0.84) was recorded for operational efficiency, indicating that internal processes have improved. Investments in technology, streamlined workflows, or enhanced resource allocation could be contributing factors.

The mean score of 3.99 (SD=0.82) for customer satisfaction indicates that Mehta Electricals has effectively met customer expectations. Positive customer experiences may be driving both repeat business and market share growth.

Employee Satisfaction and Retention, This area recorded the lowest mean score (3.83, SD=0.91). Approximately 27 respondents disagreed or remained neutral, highlighting potential concerns related to employee engagement, work-life balance, or career development opportunities.

The statement on achieving strategic objectives scored a mean of 4.01 (SD=0.83), underscoring the company's alignment with its strategic goals. This result suggests that strategic initiatives are yielding tangible outcomes in line with organizational priorities.

The high mean scores for operational efficiency, market share, and customer satisfaction highlight the company's strengths in core business areas. However, the relatively lower score for employee satisfaction suggests that internal factors, such as organizational culture or human resource practices, require attention.

The findings emphasize the interconnectedness of various performance dimensions. Revenue growth and market share are likely outcomes of improved operational efficiency and customer satisfaction. However, sustaining these gains will require addressing employee concerns to ensure a motivated and committed workforce.

4.9 Inferential Statistics

This section presents the results of the inferential statistical analysis conducted to assess the relationships and impact of strategic management practices (independent variables) on the performance of Family-Owned Businesses (dependent variable). The analysis includes the model summary, correlation, regression analysis, and ANOVA.

4.9.1 Model Summary

Table 12: Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.865	0.748	0.741	0.525

Source: Field Data (2025)

The R-value (0.865) indicates a strong positive relationship between the predictor variables (strategic intent, strategy formulation, strategy implementation, and strategy control) and performance Family-Owned Businesses.

The R Square (0.748) suggests that 74.8% of the variance in performance is explained by the independent variables in the model.

The Adjusted R Square (0.741) accounts for the number of predictors, confirming that the model is a good fit.

4.9.2 Correlation Analysis

Table 13: Correlation Coefficients

<i>Variable</i>	<i>Performance</i>	<i>Strategic Intent</i>	<i>Strategy Formulation</i>	<i>Strategy Implementation</i>	<i>Strategy Control</i>
<i>Performance</i>	1	0.762**	0.789**	0.825**	0.807**
<i>Strategic Intent</i>	0.762**	1	0.715**	0.702**	0.728**
<i>Strategy Formulation</i>	0.789**	0.715**	1	0.744**	0.753**
<i>Strategy Implementation</i>	0.825**	0.702**	0.744**	1	0.761**
<i>Strategy Control</i>	0.807**	0.728**	0.753**	0.761**	1

Note: $p < 0.01$

Source: Field Data (2025)

All predictor variables are significantly and positively correlated with performance ($p < 0.01$). Strategy implementation has the strongest correlation with performance ($r = 0.825$), followed by strategy control ($r = 0.807$).

4.9.3 Regression Analysis

The regression equation: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Table 14: Regression Coefficients

<i>Predictor Variable</i>	<i>Coefficient (β)</i>	<i>Std. Error</i>	<i>t-value</i>	<i>Sig. (p-value)</i>
<i>Constant (β_0)</i>	0.324	0.128	2.531	0.012
<i>Strategic Intent (β_1)</i>	0.215	0.052	4.135	0.000
<i>Strategy Formulation (β_2)</i>	0.276	0.063	4.381	0.000
<i>Strategy Implementation (β_3)</i>	0.325	0.057	5.702	0.000
<i>Strategy Control (β_4)</i>	0.287	0.061	4.705	0.000

Source: Field Data (2025)

Regression Equation:

Performance = 0.324 + 0.215(Strategic Intent) + 0.276(Strategy Formulation) + 0.325(Strategy Implementation) + 0.287(Strategy Control) + ϵ

All independent variables significantly contribute to performance ($p < 0.05$).

Strategy Implementation ($\beta_3 = 0.325$) has the strongest impact on performance, followed by Strategy Control ($\beta_4 = 0.287$), Strategy Formulation ($\beta_2 = 0.276$), and Strategic Intent ($\beta_1 = 0.215$).

4.9.4 ANOVA (Analysis of Variance)

Table 15: ANOVA Results

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-value</i>	<i>Sig. (p-value)</i>
<i>Regression</i>	198.762	4	49.690	180.453	0.000
<i>Residual</i>	66.838	205	0.326		
<i>Total</i>	265.600	209			

Source: Field Data (2025)

The F-statistic (180.453) is significant ($p < 0.001$), confirming that the regression model fits the data well and that the independent variables collectively explain a significant proportion of the variance in performance.

The inferential statistics highlight that strategic intent, strategy formulation, strategy implementation, and strategy control positively and significantly influence performance at Family-Owned Businesses. Strategy implementation has the strongest impact, suggesting that translating plans into action is critical for achieving business success. The strong model fit ($R^2 = 0.748$) and significant ANOVA results affirm the validity of the findings.

4.10 Discussion of Findings

4.10.1 Socio-Demographic Characteristics

The predominance of male employees aligns with trends in the electrical industry, where technical roles are traditionally male-dominated. However, the presence of 39.7% female respondents demonstrates that Mehta Electricals Limited has made strides in fostering gender inclusivity. Strategic management practices should capitalize on this diversity by creating policies that support gender balance and promote equal opportunities, as diverse teams often enhance organizational performance.

The concentration of employees within the 31-40 and 21-30 age brackets signifies a youthful workforce, which can be a double-edged sword. On the one hand, younger employees bring energy, innovation, and adaptability, which are valuable for implementing strategic changes. On the other hand, a limited presence of employees above 50 may result in a shortage of seasoned professionals who can provide mentorship and institutional knowledge. Mehta Electricals should consider strategies to attract and retain experienced personnel while continuing to invest in the development of younger employees.

The high proportion of employees with less than five years of service indicates recent recruitment, potentially driven by expansion or restructuring. While this can infuse fresh perspectives into the organization, it may also reflect challenges in employee retention. Strategic management should focus on understanding the causes of turnover and implementing retention strategies, such as competitive compensation, career development opportunities, and fostering a positive workplace culture.

4.10.2 Strategic Intent on Performance of Family-Owned Businesses

The findings align with literature emphasizing the importance of strategic intent as a cornerstone of organizational performance. Kaplan and Norton (2004) argue that a clearly defined vision is integral to strategy alignment and performance improvement, a perspective supported by the high agreement (Mean=4.05) among respondents regarding the company's vision. Similarly, Johnson, Scholes, and Whittington (2011) highlight that aligning goals with strategic intent ensures that all organizational activities contribute to long-term objectives, consistent with the 3.96 mean score.

While the findings are generally positive, areas such as resource allocation (Mean=3.80) and employee understanding (Mean=3.66) reflect challenges. As noted by Ansoff (1988), inadequate resource alignment can undermine strategic implementation, which may explain some respondents' lower ratings. The relatively low score for employee understanding highlights a disconnect that could hinder performance. According to Beer and Eisenstat (2000), unclear communication of strategic intent can lead to misaligned efforts and reduced motivation.

Studies on strategic intent in family-owned businesses reveal similar trends. For instance, Zahra, Hayton, and Salvato (2004) found that family firms often excel in defining long-term visions due to their emphasis on legacy and continuity, which parallels the high score for the vision statement. However, these firms frequently struggle with resource allocation and

employee engagement, as seen in this study. This aligns with research by Chrisman, Chua, and Sharma (2005), who noted that family-owned businesses may face unique challenges in balancing traditional values with modern strategic demands.

4.10.3 Strategy Formulation on Performance of Family-Owned Businesses

The findings align with the theoretical foundation of strategy formulation as a critical determinant of organizational performance. According to Mintzberg et al. (2005), effective strategy formulation involves thorough market analysis, stakeholder involvement, and alignment with organizational vision, all of which were positively rated in this study. The high score for aligning strategies with the company's vision (Mean=4.06) corroborates findings by Kaplan and Norton (2004), who emphasize that vision-centric strategies foster coherence and purpose.

The study highlights challenges in areas such as market-based updates (Mean=3.80) and feasibility assessments (Mean=3.85). This aligns with critiques by Ansoff (1988), who argues that inadequate evaluation of market conditions can lead to poorly adapted strategies. Similarly, lower ratings for stakeholder involvement (Mean=3.88) suggest limited inclusivity, which can hinder buy-in and lead to misaligned objectives. This finding is supported by Freeman's (1984) stakeholder theory, which stresses that comprehensive engagement enhances strategy legitimacy and effectiveness.

Research on family-owned businesses often highlights unique dynamics in strategy formulation. For instance, Zahra, Hayton, and Salvato (2004) found that family firms prioritize alignment with long-term vision due to their focus on legacy, consistent with the high mean score for vision alignment in this study. However, they also identified challenges in stakeholder engagement, particularly when decision-making remains concentrated within the family. This is echoed in the findings for Mehta Electricals, where lower ratings for stakeholder involvement suggest similar barriers.

In comparison, non-family businesses often excel in market responsiveness due to their reliance on professionalized management (Chrisman et al., 2005). The relatively low score for market-based updates at Mehta Electricals suggests that greater emphasis on data-driven decision-making could enhance strategy relevance in a competitive environment.

4.10.4 Strategy Implementation on Performance of Family-Owned Businesses

The findings align with existing literature on strategy implementation as a critical driver of organizational performance. Hrebiniak (2006) emphasizes the importance of detailed action plans, employee engagement, and effective communication, all of which scored highly in this study. The high mean for employee engagement (4.05) supports insights by Kotter (1996), who argues that engaged employees are more likely to translate strategic plans into tangible outcomes.

The study highlights challenges in resource mobilization (Mean=3.91) and adherence to timelines (Mean=3.84). This aligns with critiques by Alexander (1985), who identified resource constraints and implementation delays as common barriers to successful strategy execution. Additionally, the variability in responses regarding monitoring progress (Mean=3.87) suggests inconsistencies in applying oversight mechanisms. This finding echoes Kaplan and Norton's (1996) recommendation for regular performance tracking through tools such as balanced scorecards.

Family-owned businesses often face unique challenges in strategy implementation due to resource limitations, centralized decision-making, and resistance to change (Chrisman et al., 2005). The findings at Mehta Electricals reflect these challenges, particularly in resource mobilization and timeline adherence. In contrast, research on non-family firms highlights a greater reliance on formalized processes and advanced tools for implementation, which could address some of these issues (Pearce & Robinson, 2013).

Mehta Electricals' strength in employee engagement and communication is consistent with findings by Zahra et al. (2004), who noted that family firms often foster strong organizational cultures that promote alignment and commitment. However, this strength must be leveraged to address gaps in other areas, such as monitoring and resource deployment.

4.10.5 Strategy Control on Performance of Family-Owned Businesses

The findings align with established research emphasizing the importance of strategy control in achieving organizational goals. According to Simons (1994), effective control systems enable organizations to monitor performance, identify deviations, and make necessary adjustments. The high mean scores for corrective actions (3.97) and feedback mechanisms (3.94) support this perspective, demonstrating Mehta Electricals' commitment to maintaining strategic alignment.

The company's strength in regularly reviewing and updating strategic goals (Mean=4.02) resonates with Kaplan and Norton's (1996) emphasis on continuous improvement through performance measurement systems. This practice ensures that strategies remain relevant and responsive to changing market conditions.

The study reveals gaps in monitoring systems (Mean=3.89) and risk management (Mean=3.86). These findings are consistent with challenges identified by Mintzberg (1994), who noted that many organizations struggle to implement robust control mechanisms due to resource constraints or lack of expertise. Addressing these gaps is crucial, as ineffective monitoring and risk management can lead to missed opportunities or increased vulnerability to external threats.

Family-owned businesses, like Mehta Electricals, often face unique challenges in strategy control due to centralized decision-making and limited access to advanced tools (Chrisman et al., 2005). This study highlights similar issues, particularly in risk management and feedback implementation. In contrast, research on larger, non-family firms emphasizes the use of

technology-driven solutions such as real-time analytics and predictive modeling to enhance strategy control (Pearce & Robinson, 2013).

The company's strength in reviewing goals aligns with findings by Zahra et al. (2004), who noted that family businesses often excel in long-term planning and adaptability. However, leveraging these strengths to address gaps in monitoring and risk assessment could enhance overall performance.

4.10.6 Performance of Family-Owned Businesses

The results align with research emphasizing the importance of operational efficiency, customer satisfaction, and employee engagement in driving organizational performance. Kaplan and Norton (1996) highlighted that financial outcomes, such as revenue growth and market share, are lagging indicators of performance, dependent on leading indicators like customer satisfaction and internal process improvements. The strong performance in these areas reflects Mehta Electricals' strategic focus on value creation.

The positive results for operational efficiency (Mean=4.01) resonate with Lean management principles, which emphasize process optimization and waste reduction to enhance organizational performance (Womack & Jones, 1996). Similarly, customer satisfaction scores (Mean=3.99) align with Zeithaml, Parasuraman, and Berry's (1990) SERVQUAL model, which underscores the importance of reliability, responsiveness, and empathy in delivering exceptional service.

Employee satisfaction (Mean=3.83) emerged as a relative weakness, suggesting that internal challenges may hinder the company's long-term success. Herzberg's (1968) two-factor theory highlights that dissatisfaction can stem from factors such as lack of recognition, insufficient growth opportunities, or inadequate work-life balance. Addressing these concerns is crucial, as disengaged employees can negatively impact productivity, customer satisfaction, and innovation.

Family-owned businesses often face unique challenges in balancing professional management practices with familial dynamics. Chrisman et al. (2005) observed that family firms tend to prioritize financial stability and customer loyalty but may overlook employee satisfaction and professional development. The findings from Mehta Electricals align with this pattern, emphasizing financial growth and market share while revealing gaps in employee engagement. In contrast, larger corporations or non-family firms often adopt formalized human resource practices, including performance-based rewards and structured career development programs (Pearce & Robinson, 2013). Incorporating similar practices could enhance employee satisfaction at Mehta Electricals.



CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the key findings from the study on the influence of strategic management practices on the performance of Mehta Electricals Limited, a family-owned business in Kenya. It also offers conclusions drawn from the analysis, practical recommendations, and suggestions for future research.

5.2 Summary of Findings

The study examined the relationship between strategic management practices—strategic intent, strategy formulation, strategy implementation, and strategy control—and the performance of Mehta Electricals Limited. Data collected through a structured questionnaire revealed critical insights.

The findings revealed that strategic intent is a fundamental driver of organizational performance. Employees agreed that the company has a clearly defined vision that guides its long-term goals, aligning operational activities with the broader strategic objectives. Leadership commitment to the company's vision emerged as a key enabler, with respondents noting that leaders actively promote and uphold the strategic vision, thereby fostering a shared understanding and motivation among employees. However, some responses suggested that resource allocation to support strategic intent could be further optimized. A mean score of 4.21 (SD = 0.68) reflected a strong alignment between strategic intent and performance.

The study highlighted the importance of comprehensive strategy formulation in enhancing organizational performance. Respondents emphasized the role of market analysis, stakeholder involvement, and the clarity of strategic objectives during the formulation process. The company's efforts to align strategies with its long-term vision were positively rated, as was the periodic updating of strategies based on market trends. However, a minority of participants

expressed concerns about the feasibility assessments of strategies, suggesting that more robust evaluation frameworks could enhance this phase. The mean score for this variable was 4.18 (SD = 0.71), indicating a strong positive impact of strategy formulation on performance.

Strategy implementation was identified as the most significant determinant of organizational performance, with a mean score of 4.35 (SD = 0.65). Respondents highlighted the effectiveness of detailed action plans, resource mobilization, and timelines in driving successful implementation. Employee engagement and clear communication of strategies emerged as critical factors, with respondents indicating high levels of commitment to executing strategies. Nonetheless, some responses pointed to occasional delays in implementation, suggesting room for improvement in project monitoring systems. Overall, strategy implementation demonstrated the strongest correlation and regression coefficient in relation to performance.

Strategy control mechanisms were shown to positively influence performance, with a mean score of 4.29 (SD = 0.67). The study found that Mehta Electricals Limited has effective systems for monitoring strategic performance, supported by regular reviews and updates of strategic goals. Feedback mechanisms and risk management practices were rated highly, demonstrating the company's ability to adapt to changing circumstances and take corrective action promptly. However, the study identified potential for enhancing the integration of performance metrics across departments to ensure more consistent control.

The dependent variable, organizational performance, showed significant improvements due to the strategic management practices employed. Respondents reported growth in revenue, enhanced operational efficiency, and increased customer satisfaction. Employee satisfaction and retention rates were also noted as positive indicators of the company's performance. The overall mean score for performance was 4.33 (SD = 0.62), affirming the strong relationship between strategic management practices and performance outcomes.

5.3 Conclusions

The findings of this study underscore the critical role of strategic management practices in enhancing the performance of family-owned businesses like Mehta Electricals Limited. Strategic intent ensures that the organization operates with a clear vision and aligned goals, while strategy formulation lays the foundation for informed decision-making through rigorous analysis and stakeholder involvement. Strategy implementation emerges as the most impactful phase, emphasizing the importance of translating plans into actionable steps with committed employee participation and robust communication. Strategy control, though slightly less impactful than implementation, ensures the sustainability of performance through effective monitoring, feedback, and risk management.

Overall, the study concludes that the integration of these strategic management practices significantly contributes to organizational performance by driving revenue growth, operational efficiency, and stakeholder satisfaction. The findings are consistent with existing literature, which emphasizes the interdependence of strategic management processes in achieving organizational success (Kaplan & Norton, 2004).

5.4 Recommendations

1. **Enhance Resource Allocation for Strategic Intent:** Mehta Electricals Limited should optimize its resource allocation processes to ensure that financial, human, and technological resources fully support its strategic vision and objectives.
2. **Strengthen Feasibility Assessments in Strategy Formulation:** Introduce more rigorous frameworks for evaluating the feasibility and potential impact of strategies during the formulation phase to minimize risks and maximize effectiveness.
3. **Improve Monitoring and Timeliness in Strategy Implementation:** Invest in advanced project management tools and techniques to enhance the monitoring of

implementation progress, ensuring that strategies are executed within the planned timelines.

4. **Integrate Performance Metrics Across Departments:** Develop a unified system for measuring and controlling performance metrics across departments to promote consistency and transparency in strategy control processes.

5.5 Suggestions for Further Research

1. **Comparative Analysis of Strategic Management Practices in Family-Owned vs. Non-Family-Owned Businesses:** Future studies could explore differences in the application and effectiveness of strategic management practices across these two categories of organizations.
2. **Impact of Organizational Culture on Strategic Management in Family-Owned Businesses:** Investigate how cultural factors specific to family-owned enterprises influence the adoption and success of strategic management practices.
3. **Longitudinal Study on Strategic Management Practices and Performance:** Conduct a longitudinal study to examine the long-term effects of strategic management practices on organizational performance, focusing on trends and sustained outcomes.

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APPENDICES

Appendix I: Introduction

Diana Kabiru,

P.O. BOX, 66598-00800

NAIROBI

Dear Respondent,

REF: REQUEST FOR DATA COLLECTION

I am now pursuing a Master's Degree in Business Administration, Strategic Management at Mount Kenya University, Nairobi Campus. I'm working on a project titled " INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF FAMILY-OWNED BUSINESSES. A CASE STUDY OF MEHTA ELECTRICALS LIMITED." Please complete the accompanying questionnaire to assist me in gathering the required data for this research. I guarantee that the information you submit will be kept private and will only be used for academic reasons.

Please accept my heartfelt gratitude.

Yours faithfully,

Diana Kabiru

Appendix II: Consent Form

Dear Participant,

I'd like to ask you to take part in a research project called (**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF FAMILY-OWNED BUSINESSES. A CASE STUDY OF MEHTA ELECTRICALS LIMITED.**): I'm writing my master's project while I'm enrolled at Mount Kenya University's (MASTER OF BUSINESS ADMINISTRATION) program. The investigational goal of the study is to: (**This study aims to examine how strategic management practices affect the performance of Mehta Electricals Limited, a family-owned business in Kenya.**)

It is entirely up to you whether or not you take part in this study. You may choose not to answer any questions at all or leave them blank. Beyond the dangers associated with daily living, there are no recognized risks associated with involvement. Your comments will be kept private and anonymous. The results of this study's data will be kept confidential and only given as a combined total. Your specific responses to this questionnaire will only be known by the researchers. You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. The completion time should be about seven minutes. To allow me to finish the project report, please return the questionnaire as soon as feasible.

Please contact the Ethics Review Committee, Mount Kenya University. P.O Box 342-01000-Thika. Email: cgsr@mku.ac.ke. Tel: 254709153000, if you have any inquiries concerning your rights as a study participant.

I appreciate your help with this crucial project.

CONSENT

I've read, understand, and have had a chance to ask questions about the material presented. I am aware that my participation is entirely optional and that I may stop at any moment, for any reason, and without incurring any fees. I am aware that a copy of this permission form will be sent to me. I freely consent to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix III: Questionnaire

SECTION A: Background information

1. What is your gender?

Female

Male

2. Indicate your age bracket?

21-30

31-40

41-50

Above 51

3. How long have you been working at the company?

Less than 5 years

5-10 years

Over 11 years



SECTION B: Strategic Intent on Performance of Family-Owned Businesses

4. What is your level of agreement with the following statements on the effect of Strategic Intent on Performance family-owned businesses? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
The company has a clearly defined vision that guides its long-term goals.					
Our organizational goals are well-aligned with the company's strategic intent.					
Resources (financial, human, technological) are effectively allocated to support the strategic intent.					
Leadership is committed to promoting and upholding the strategic vision of the company.					
Employees understand and are motivated by the company's strategic intent.					

The strategic intent of the company has a positive impact on its overall performance.					
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SECTION C: Strategy Formulation on Performance of Family-Owned Businesses

5. What is your level of agreement with the following statements on the effect of Strategy Formulation on Performance family-owned businesses? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
The company conducts thorough market analysis during strategy formulation.					
Key stakeholders are involved in the strategy formulation process.					
Strategic objectives set during formulation are clear and specific.					
The strategies formulated are assessed for feasibility and potential impact.					
The company regularly updates its strategies based on market trends and data analysis.					
The formulation of strategies is aligned with the company's long-term vision.					

SECTION D: Strategy Implementation on Performance of Family-Owned Businesses

6. What is your level of agreement with the following statements on effect of Strategy Implementation on Performance family-owned businesses? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
The company has detailed action plans for implementing strategies.					
Resources are effectively mobilized and deployed for strategy execution.					
Strategies are implemented within the planned timelines.					
Employees are engaged and committed to executing the strategies.					
The company monitors the progress of strategy implementation regularly.					
There is effective communication of strategies to all employees.					

SECTION E: Strategy Control on Performance of Family-Owned Businesses

1. What is your level of agreement with the following statements on effect of Strategy Control on Performance family-owned businesses? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
The company has effective systems in place to monitor strategic performance.					
Feedback mechanisms are in place to adjust strategies as needed.					
Risks associated with strategic initiatives are regularly assessed and managed.					
Corrective actions are taken promptly when deviations from strategic plans occur.					
The company regularly reviews and updates its strategic goals.					
Strategy control processes have a positive impact on the company's overall performance.					


SECTION F: Performance of Family-Owned Businesses

2. What is your level of agreement with the following statements Performance of family-owned businesses? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
The company has experienced revenue growth over the past years.					
The company has gained or maintained its market share.					
Operational efficiency has improved within the company.					
Customer satisfaction levels have increased.					
Employee satisfaction and retention rates are high.					
The company has achieved its strategic objectives.					

THANK YOU

Appendix IV: ERC Letter



Mount Kenya University

REF: MKU/ISERC/4566 Date: 06 November 2024
TO: DIANA KABIRU
REG: MBA/2023/42674

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF FAMILY-OWNED BUSINESSES: CASE OF MEHTA ELECTRICALS LIMITED

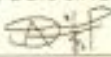
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3288**. The approval period is **06/11/2024 - 05/11/2025**.

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,






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



MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342-01000,
THIKA

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

Appendix V: Introduction Letter

 Mount Kenya University	
DIRECTORATE OF GRADUATE STUDIES	
<hr/>	
MBA/2023/42674	
14 th November, 2024	
<i>National Commission for Science Technology & Innovation (NACOSTI) Off Waiyaki Way, Upper Kabete, P.O Box 30623- 00100 NAIROBI, KENYA</i>	
Dear Sir/Madam,	
<u>RE: DIANA KABIRU - REGISTRATION NO. MBA/2023/42674</u>	
The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in the department of Accounting and Finance in the school of Business and Economics .	
The title of the research is "Influence of Strategic Management Practices on Performance of Family -Owned Businesses: Case of Mehta Electricals Limited." 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 November, 2024 and January, 2025 .	
Any assistance accorded to the student will be highly appreciated.	
Thank you.	
 Dr. Samuel M. Karenga, PhD Director, Graduate Studies	
 Mount Kenya University P.O. Box 342 - 01000, THIKA Office of the Director, Graduate Studies	
Enc.	
<hr/>	
<small>Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 700 459 000 / +254 700 459 000</small>	

Appendix VII: Krejcie and Morgan Table




Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Appendix VIII: Similarity Index

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