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DETERMINANTS OF ORGANISATIONAL PERFORMANCE IN THE CEMENT MANUFACTURING INDUSTRY IN KENYA: A CASE OF SAVAN. CEMENT LTD

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ABSTRACT

The purpose of the study was to determine factors affecting organizational performance in the manufacturing industry: a case study of Savan Cement. Specific objectives of the study were to establish the effects of Government policy, company policy, management support and Information Technology on supply of organizational performance in the manufacturing industry: a case study of Savan Cement. The study is significant to management of Savan Cement Company, other organizations and other researchers. The study adopted descriptive research design. The target population was 90 employees from which a sample size of 45 respondents was selected using stratified random sampling technique. The instrument of data collection was questionnaires. Data was analyzed using qualitative and quantitative methods. Qualitative data represented inform of descriptive notes while quantitative will be represented inform of tables and figures. The study concludes that management support affects organization performance in Savan cement industries. From the study it can be concluded that employee training encourages growth within the worker and the organization itself, eventually fostering organization performance within the organization. With better training, employees become more resourceful and effectively participate in the organization's growth and performance. Employee training enhances employee commitment to the organization thus influencing organization performance. The study also concluded that information technology affects organization performance in Savanna cement Industries. It has been established that financial and non-monetary assistance enables employees to successfully perform their duties and improves their productivity, resulting in greater involvement within the organization. The study also concluded that information technology has an impact on the performance of Savanna cement Industries. Values, norms, beliefs, and attitudes held in high regard by the organization proved to improve organizational performance, as demonstrated by the majority of respondents during the study. It was also discovered that company policy has an impact on organizational performance in Savanna cement Industries. Employees become involved in duties and company operations as a result of favorable company policies and practices that encourage employee participation and set out company plans and objectives.

Keywords: Supply skills Requirement Planning , Company Policy , Government Policy , Management Support

INTRODUCTION

According to Jakob (2017), the structure of the global cement industry is complex. It consists of cement and clinker movements within local, national, regional and global markets. The structure is very dynamic and affected by environmental factors which include public sector spending on infrastructure projects, demand for housing, macro-economic growth, spending levels, among others. There are relatively few multinational cement companies dominating the global cement market (Arnold and Stephen 2019). Lafarge Holcim based in Switzerland is the world largest cement producer with a total capacity of 345.2 million tons per year. The other players in the top ten global cement producers are Heidelberg Cement, Cemex, Ultra Tech Cement, Verbatim, Inter Cement, CRH, Buzzi Unicem, Euro cement and Dangote Cement (Edwards, 2017). The significant investment in the regional cement industry by some of the biggest global cement producers, Lafarge Holcim, Cemex and Dangote, shows the complexity of the cement market. Cement production in the region has been driven by large infrastructure projects, for instance, the Standard Gauge railway in Kenya, booming construction activities in the region, energy infrastructure projects in Uganda, among others. With the entry of global cement companies in the local market, competition has become aggressive than ever. Global competition has been sharpened by reduced trade barriers, spread of technology and lower costs for communication and transportation.

This is a case study of Savannah Cement Limited ("SCL"), a state-of-the-art, Eco-friendly, 1.5 million-tonne-per-year cement grinding factory. It is located 30 kilometers from Nairobi, Kenya, near Athi-River. SCL, which was established in July 2012, is owned locally. It holds a fifteen percent (15%) stake in the Kenyan cement industry. SCL is now a grinding facility, essentially processing imported clinker (the primary raw material), gypsum, and pozzolana to generate two types of cement: CEM I 42.5 and CEM IV 32.5R. CEM I 42.5 (traditionally known as Ordinary Portland Cement) is a high-strength cement having a compressive strength of 42.5 million Pascals (MPa) after 28 days, thus the designation CEM I 42.5. This type of cement is utilized in locations where great strength is required, such as the construction of bridges, high-rise structures, and building slabs. The CEM IV 32.5R is a cement with a compressive strength of 32.5MPa after 28 days. This cement is used for bricklaying, plastering, and any other general purpose (Savannah-Cement, 2016).

Statement of the Problem

The distribution problem is a very active research topic that has attracted the interest of several scholars. Lack of communication is a significant supply skills distribution obstacle. To guarantee that supply matches demand, regular monitoring and coordination are required from both suppliers and customers. Attempting to comprehend the whole capabilities of your providers is a challenging feature of supply skills distribution administration. Finding and executing the appropriate KPIs remains supply chain management's greatest obstacle.

Disagreements about the appropriate metrics between supply chains, product lines, or departments within a company, agreement on definitions and calculations, having too many or too few metrics, difficulty benchmarking, and difficulty locating metrics supported by off-the-shelf reporting tools are all examples of this. Capacity constraints are a typical occurrence for many businesses. Inadequate manufacturing machinery, storage space, vehicles, or even drivers might have a substantial impact on the overall effectiveness of logistics.

Therefore, often the manufacturing sector experience business closure due to the ignorance of such factors affecting supply of skilled manpower. It is advisable for an organization to ensure that the factors affecting procurement department are dealt with to achieve efficient products and highly profitability levels. Stores department in an organization provides services in an efficient manner; however, the services cannot be attained effectively where stores operation is not operating efficiently. Supply of skilled manpower has become a strategic agenda in public and private organization.

The challenges facing supply in organization are still plentiful. The battle for infrastructure is also a major problem for many organizations especially within specialist function such as supply of skilled manpower. This is particularly vital given that strategic management of means of transportation is regarded as the top measure for delivery, efficiency and performance gains. The other challenge facing the supply of skilled manpower is the chain of distribution. Here the supply chain is to provide to a company the accomplishment of the task of delivering the products at the right time, place, right quality, and right quantity and from the right source at a minimum cost.

Objectives of the Study.

General Objectives

The main objective of this study was to assess the factors affecting organizational

performance in the manufacturing industry: a case study of Savan Cement.

Specific Objective

- i. To determine the effect of government policy on organizational performance in the manufacturing industry.
- ii. To find out the effect of company policy on organizational performance in the manufacturing industry.
- iii. To determine the influence of information technology on organizational performance in the manufacturing industry.
- iv. To find out the effect of management support on organizational performance in the manufacturing industry.

Importance of the Study

This research will benefit the intended organization. It will assist managers in capturing the variables of skilled manpower storage in order to strategically put it and determine the contribution of stores to organizational goals.

The research study will provide other manufacturing organizations with a clearer understanding of the factors affecting the availability of skilled labor and assist them in formulating strategies to address these issues, providing them a competitive advantage over rivals who are unaware of these factors.

The use of this study's findings will aid future researchers. This study will serve as a point of reference for future research on the same or related issue. As a reference, it may also pique the attention of academicians, encouraging them to conduct more study on the problems and solutions, and therefore reducing procurement challenges.

LITERATURE REVIEW

Theoretical Literature Review

The research is anchored on the following theoretical foundations; The Management style Theory, and Resource-Based Theory. The study's main anchor theory is the Management style Theory.

The Management style Theory

James MacGregor Burns proposed the Management Style Theory (TLT) (2014). This theory is about the ability to energize and alert groups to drive change by identifying the need for

change, creating and communicating a common vision or goal for the future, and effectively working across the business as well as using systems and people to achieve change (Kirimi, 2013; Northouse, 2007; Bass & Avolio, 1990).

TLT emphasizes the leader's ability to influence or change his followers' values, beliefs, and needs (Burns, 2014). Transformational leaders, according to Bass, have strong emotional bonds with their followers and use good visioning, rhetoric, and impression management skills. The leader's and the followers' goals merge into one, and the leader boosts the followers' confidence, sense of purpose, levels of motivation, and expectations of themselves (Bass, 1997). Management style includes charisma, inspiration, information technology, and company policy (Cameron & Green, 2009), as a charismatic leader can change people's behavior, organizational structure, and other relevant aspects (Rudani, 2011).

The transformational leader inspires followers to go above and beyond what they expected, and the extent of transformation is measured by the leader's impact on followers (Northouse, 2007). Bass (1990), as cited in Kirimi (2013) and Rudani (2011), defines four elements of management style: company policy, leadership, and communication, Information technology, government policy, and idealized influence are all examples of idealized influence. A leader who follows company policy focuses on the followers' growth and self-development needs, acting as a mentor and trainer through recognition, respect, open communication, and full support. Information technology entails a leader soliciting new and novel approaches to work performance and creative problem solutions from followers, as well as emphasizing the importance of nurturing and developing innovative skills in his followers. Government policy is about articulating a vision that can appeal to followers' high ideals and values, as well as creating a sense of justice, loyalty, and trust, as well as encouraging followers to set and achieve high performance standards (Kirimi, 2013).

Since it explains how leaders can initiate, develop, and carry out significant changes in organizations by setting out to empower followers and nurture them in change, this theory supports the first variable on top leadership support. This theory explains the strategy used to bring about change in both social systems and individuals. In its ideal state, it induces significant and advantageous change in the followers with the ultimate objective of transforming followers into leaders.

Resource-Based View

Birger Werner felt created this theory in 1984. The application of a collection of priceless tangible or intangible resources at the firm's disposal forms the foundation of the resource-based view (RBV), which serves as the basis for a firm's competitive advantage (Palmatier, 2014). These resources must be heterogeneous in nature and not perfectly mobile in order to convert a transient competitive advantage into a long-term competitive advantage. This effectively translates into valuable resources that cannot be fully imitated or completely replaced without great effort (Samaha, 2014).

Resources can be classified as either tangible or intangible inputs to a process. The role of organizational culture in change management was explained using the resource-based theory. In public hospitals, resources include money, equipment, employee skills and competence, as well as leadership abilities. Competencies/skills are a subset of resources that have transformational and administrative capabilities, such as groups of activities, specialized skills, or practical process learning, and that support an association's success in meeting key objectives or in relation to fundamental achievement components. A group should produce abilities rather than buying them on the open market.

Empirical Literature Review

Company Policy

A company's policy is its response to a certain issue. This method is often comprehensive and may contain components such as prohibited conduct, rights, and conflict resolution processes. Several policies may exist inside an organization, and they may apply to clientele or workers. When a firm policy affects personnel, either management or human resources is likely to monitor it. When dealing with clients, policies are frequently addressed by customer service agents or managers. The phrase policy may mislead individuals into believing that a single concept or regulation is being conveyed. In contrast, a business policy is typically a set of concepts pertaining to a specific subject. It often conveys what an individual should anticipate from a corporation, what the organization expects from individuals, and what will occur when events vary from the usual (Armstrong, 2015)

To guarantee that a firm complies with a mandatory legislation, it is frequently important to adopt a corporate policy. In many areas, the law prohibits discrimination on the basis of religion or pregnancy, for instance. In addition to the guilty individual, a corporation may be held accountable for violations of this legislation. Typically, businesses adopt procedures to

aid in preventing the occurrence and lessen the likelihood of complicity being understood. This policy is expected to include a number of substantial elements. First, it may define the issue, discrimination in this example. It may then explain prohibited conduct. Typically, the processes for persons who perceive themselves to be victims to file complaints will be mentioned. Also likely to be mentioned in the policy is a disciplinary action plan for violators (Armstrong, 2015)

Typically, a client-related corporate policy covers how they will be handled and the requirements to which they consent. A shop may have a return policy in the event that a consumer decides she does not want an item she has purchased. This policy may prohibit the return of some products. It may specify consumer criteria, such as having the receipt and original packaging. In addition, it should outline the company's duties, such as refunding a purchase made within 30 days using the same payment method initially used. There are several advantages to corporate policy. They promote impartiality since the terms are stated in a generic rather than specific manner. People are aware of how a company will address a problem in advance, which might increase its popularity. A disadvantage of corporate policies is that they may have legal ramifications for the firms that apply them. When someone deviates from a policy, the corporation may be held accountable since courts may deem it a contract violation (Smith, 2015)

Government Policy

Policy is administrative law that establishes or restricts rights and assigns obligations. It can be distinguished from primary legislation, which is enacted by the legislature, and court rulings. Regulation can take a variety of forms. Legal restrictions established by the government, self-regulation or by an industry through a trade association, social standards, co-regulation, and market regulation. One might see regulation as actions or behavior that impose penalties, such as a fine, to the degree permissible by local law. Administrative law or the implementation of regulatory regulations can be compared to statute or case law (Levi, 2010)

Governments around the world have acknowledged the significance and impact of policies on their respective economies. Policies lead to the establishment of a minimum standard, which has significant competitive effects, such as enhancing the competitiveness of resolving issues like product compatibility and consumer safety. Countries with leaders that encourage the

development of standards have a competitive edge, and internationally recognized standards are essential to the growth of international trade. While the potential disadvantages of standardization are generally acknowledged, so are its benefits. By their very nature, badly executed standard-setting activities can inhibit or even eliminate competition, raising antitrust issues. As regulatory governments, they are obligated to monitor policy formation in order to avoid misuse of the process. It is commonly acknowledged that much of Kenya's economic issues may be ascribed to the dramatically divergent policy ideologies that have controlled the country since the introduction of multiparty politics and take little expertise to recognize. Legislation always makes necessary government policy (Levi, 2010)

Taylor (2019) asserted that the intended consequences of a policy vary significantly according on the organizations and the situation in which it is created. In general, policies are implemented to avoid the bad impacts of a policy that has been observed in the company or to achieve a beneficial outcome. The impact of cooperative buying strategies are bad. Numerous major corporations have regulations requiring all purchases over a particular threshold to go through a purchasing process. By mandating this standard purchase procedure via policy, the business may reduce waste and standardize its purchasing procedures.

Management Support

According to Ramaseshan (2015), senior management support is the most commonly cited barrier to supplier participation programs. In several empirical researches, management support and participation are seen as highly influential factors in adopting and implementing supplier engagement. It was discovered that the most significant obstacle to supplier engagement adoption is management mindset, followed by the cost of the system. A successful strategy was one in which senior management took the initiative to incorporate supplier engagement. Support from upper management for supplier participation implementation is crucial, as it will result in complete implementation. In contrast, personnel acceptability and trainings or education for staff were determined to have the least effect on the implementation of supplier engagement. Similarly, supplier engagement affects the organization's contacts with its trade partners, alters business processes, and affects this company's industry competitiveness. All modifications required to enable supplier participation in any circumstance require management support. Therefore, all of the advantages can only be realized if the executive team has a thorough grasp of supplier engagement and actively supports its critical role in the effective implementation and

deployment of the strategy.

According to Robbins (2017), a friend-manager would ensure that her connection with staff members is never only focused on work. She will search for shared interests and use them to establish relationships with colleagues. Obviously, a friend-manager must still manage to ensure work is completed, but rapport makes this duty simpler. In ideal conditions, we perform tasks for our friend-manager for the same reasons we perform tasks for our friends: because we like and desire to. A parent-manager will treat employees like his own children. He believes it is his duty to develop workers in a more hands-on, even invasive, manner. Frequently, this blurs the line between the professional and the personal, with a parent-manager being interested in not just your work but also your diet, life goals, significant other, etc. Similar to the methods employed by our own parents, a parent-manager commonly employs guilt and tough love to control employees.

Information Technology

According to Lucy (2017), Information Technology is more about information systems, which is any structured mix of people, hardware, software, communication networks, and data resources that gathers, transforms, and distributes information inside an organization. Since the beginning of civilization, humans have used information systems to interact using a range of physical devices, including (hardware) information system instructions and processes (software), communication routes (network), and stored data (data resources). She maintained that the deployment of cutting-edge information technology is essential for assuring the delivery of high-quality services. As required, the adoption of computers saved several organizations money on stationery, filing speed, and labor costs.

According to Delta (2008), there were different but related definitions of MRP, both however, share the same underlying. Their definition will be a technique that assisted in detailed planning of production and had some characteristics that are geared specifically to assemble operations; it will be different demand techniques and will be also computer based information systems. It sorts out the order of sequence of tasks and gives its data to work on. MRP as a basis tool for performing the detailed supply skills planning function in the manufacture of component parts and their assembly into finished items. It will be used by many companies that had invested in batch production processes. MRP managerial objective will be to provide the right part at the right time to meet the schedule to completed products. To do this, MRP provides formal plans for each part, number, whether skilled

manpower, components or finished goods accomplishing these plans without excess inventory, over time labour, or other component.

Armstrong (2018) states that, the limitation of traditional purchasing led to the emergency of inventory which involved information technology in some activities involved in the inventory control as a whole hat will be information technology. It has been viewed as one of the dramatic tones that shape people’s lives today. New technology creates long consequences that are not always foreseen. It will be these reasons that organizations should monitor the trends of technology that is the pace of change, the opportunities for innovations, ranging research etc. to develop budgets and increase regulations. Organizations should adopt and tend to benefit from the forth coming technologies because it will bring efficiency to the business.

Figure 1 Conceptual Framework

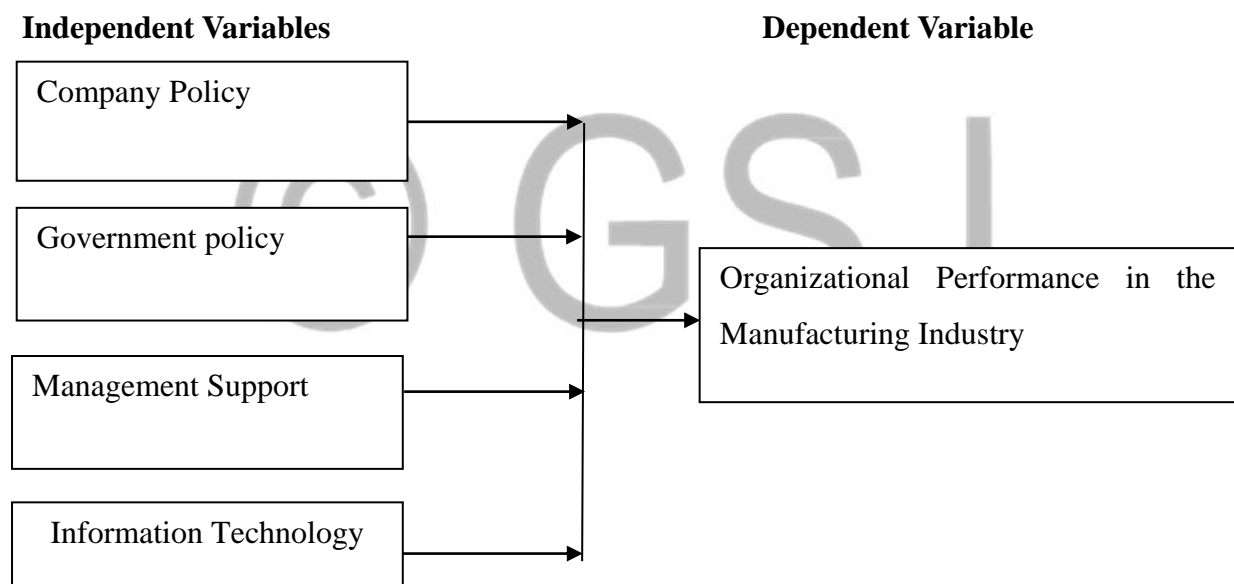


Table 1 Operationalization of variables

Variable	Indicator	Tool of analysis	Measurement scale
Government policy	<ul style="list-style-type: none"> • Rules • Regulations • Policy 	Descriptive statistics	Licket scale questionnaires, Frequencies, and percentage
Company policy	<ul style="list-style-type: none"> • Rite • Rituals • Codes • Conduct 	Descriptive statistics	Licket scale questionnaires, Frequencies, and percentage
Information technology	<ul style="list-style-type: none"> • Accessibility • Adoptability • Simplicity 	Descriptive statistics	Licket scale questionnaires, Frequencies, and percentage
Management support	<ul style="list-style-type: none"> • Finance • Resources • Stakeholders 	Descriptive statistics	Licket scale questionnaires, Frequencies, and percentage

RESEARCH METHODOLOGY

Research Design

Descriptive research method was in cooperated since it's concerned with describing the state of affairs and specific predictions which lead to narration of facts and characteristics concerning individual groups, analysis, comparison and interpretation of data. The objective of descriptive research is to collect comprehensive and reliable information. A descriptive survey is a technique for gathering data by interviewing or presenting questions to a representative sample of persons. The layout was appropriate for the purposes of event organization comparison. Respondent data was collected via a descriptive research approach. The design is favored since it answers questions like who, how, what, when, and how much. Mugenda and Mugenda (2001). A descriptive research was meticulously constructed to

guarantee a comprehensive description of the situation, to minimize bias in data collecting, and to minimize mistakes in data interpretation.

Target Population

A population is a group of individuals, events, or things that have similar features and comply to a specified definition. The population is the total number of cases from which a representative sample is drawn Mugenda & Mugenda (2003). Kombo (2006) defines the target population as the entire collection of individuals with shared traits to whom the researcher wishes to generalize the study's findings. According to Kothari (2004), a target population consists of all members of an actual or hypothetical group of people, events, or objects to which an investigator seeks to generalize the results. In this instance, the target demographic consists of 100 individuals from Savannah Cement, including top, middle, and support levels of management in the administration department.

Table 2 Target population

Category	Target population	Percentage
Top Management	8	8
Middle Management	28	28
Support staff	64	64
Total	100	100

Sample and sampling technique

In this study, stratified random sampling was utilized. According to Kombo and Tromps (2006), it includes splitting your population into homogeneous employment groups and then randomly sampling each subgroup. This strategy was suitable since it allows for the representation of both the entire population and the population's most important subgroups. The technique is superior because it reduces prejudice. The standard process for obtaining stratified samples is to stratify the population by establishing a number of distinct partitions based on sample size, and then to combine the findings to generate stratified samples. Therefore, the sample was collected from each strata from which respondents were selected. The researcher selected a sample size of 50 that represented 50% of the target population. Mugenda & Mugenda (2003)

Table 3 Sample Size

Category	Target Population	Sample Size	Percentage
			%
Top level management	8	4	8
Middle level management	28	14	28
Support staff	64	32	64
Total	100	75	100

Data Collection Instruments

Data collecting instruments are basically the methods which the researcher uses in collecting data from the sampled respondents. The main data collection instruments that were used by the researcher were questionnaires. The researcher delivered the questionnaires and collected them after three days. The questionnaires were designed in such a way to give room for open – ended and closed-ended questions. Open – ended questions were used to enable responded express views freely. Closed-ended questions were also used in order to guide the respondents and focus them on giving relevant answer to the study objectives. Research instrument were be pre–tested to increase the validity and reliability of the responses.

Data Collection Procedure

A questionnaire was used to gather information. A questionnaire consists of a list of questions regarding the subject matter and space for the respondents to fill in their responses. The questionnaire will include both closed-ended and open-ended questions in order to collect data from the respondents. As a result, both quantitative and qualitative data was gathered from the respondents by using these two types of questions. Three research assistants were chosen before the survey is started so they can help the researcher administer the questionnaire.

The assistants received a briefing on the project and its goals before receiving training on how to administer the questionnaire to the subject. In accordance with the sample size, questionnaires were prepared, distributed by hand, and given to the respondents. The respondents were then have seven days to complete the questionnaires. The questionnaires were then gathered again for the final analysis.

Data Analysis and Presentation

This process involves gathering, modeling, and transforming raw data in order to highlight relevant information, make suggestions, and provide decision support (Kothari, 2001). The goal of data analysis is to transform raw data into understandable designs.

Two of the criteria put forth by Kumar (2005) for choosing an appropriate statistical technique are the technique's suitability for the research question and the characteristics of the data. This study measures or counts various characteristics (quantities). The questionnaire responses was coded according to how they relate for simple use with the Statistical Package for Social Sciences (SPSS), which is the most effective and practical tool for processing and analyzing data.

Ethical Considerations

Rosenthal (2004) defines ethics in research as the capacity of a researcher to report precisely what occurred. It includes keeping up trustworthiness and order in leading and revealing logical research and credit for thoughts and endeavors

Confidentiality and privacy

We respected participants' privacy by protecting both their identity and their responses by sending them special identification codes. Since the study produced indiscriminate results, no specific person will be identified from the data.

Informed Consent

Participants were knowledgeable and their consent was sought for the purpose of this study. The informed consent included anticipated duration of research and right of partakers to decline or withdraw during the process.

RESEARCH FINDINGS AND DISCUSSION

Presentation of Research findings

Response Rate

Table 4 Response Rate

Category	Population	Percentage
Response	55	72
Non-Response	22	28
Total	77	100

The total response and non-response are shown in Table 4. The results show that 72% of respondents responded favorably while 28% remained silent. Given that the majority of respondents participated, this demonstrates the study's success. According to Mugenda & Mugenda (2013), an excellent response rate for a study is one that is above 70% had been given.

Gender Analysis

Table 5 Respondent Gender Analysis

Gender	Frequency	Percentage
Male	31	56
Female	24	44
Total	55	100

The total number of men and women who responded is shown in Table 5. A male respondent's percentage was 56%, compared to a female respondent's percentage of 44%. According to the findings, more men than women responded. The results show that the organization complied with the 2010 constitution's requirement that no gender make up more than two thirds of the organization.

Age Distribution

Table 6 Respondent Age distribution

Age Category	Frequency	Percentage
21-30	9	16
31-40	20	36
41-50	18	32
Above 50	8	16
Total	55	100

The age response can be seen in Table 6. According to the analysis of the age range, 16% of people in the 21–30 age range, 36% of people in the 31–40 age range, 32% of people in the 41–50 age range, and 16% of people over the age of 51 were represented. According to the study, the majority of respondents were between the ages of 31 and 40, showing that the organization had a more energized workforce to carry out their duties.

Highest Level of Education

Table 7 Level of education

Category	Frequency	Percentage
Certificate	15	27.3
Diploma	19	34.5
Bachelors of Degree	13	23.6
Post Graduate	8	14.6
Total	55	100

According to Table 7, 34.5% of respondents have a diploma, 27.3% have a certificate, 23.6% have a bachelor's degree, and 14.6% have a postgraduate degree. This shows that the company employs a sizable number of people with the necessary skills, making them knowledgeable about both internal and external expectations of the company.

Work experience

Table 8 Working Experience

Category	Frequency	Percentage
Less than 5yrs	8	14.6
5-10 yrs.	12	21.8
10-15 yrs.	13	23.6
15 and above	22	40
Total	55	100

Table 8 shows the analysis of work history. 14.6% of workers had less than 5 years of experience, 21.8% had between 5 and 10 years, 23.6% had between 10 and 15 years, and 40% had more than 15 years. The majority of respondents are older than 15 years old. This shows that the majority of employees are familiar with the organizations' standard operating procedures and are therefore more productive because they would need little to no supervision at work.

Level of management

Table 9 Management Level

Category	Frequency	Percentage
Senior Management	5	9.1
Middle Management	11	20
Support Staff	39	70.9
Total	55	100

The management levels of the people who filled out the questionnaires are shown in Table 9. Support staff made up the majority of respondents, accounting for 70.9% of the total, followed by senior management (9.1%), middle management (20%), and other respondents (9.1%).

Whether management support affects Organization performance in manufacturing sector

Table 10 Whether management support affects organization performance in manufacturing sector

Category	Frequency	Percentage
Yes	50	90.9
No	5	9.1
Total	55	100

According to Table 10, the majority, or 90.9%, agrees that employee management support has an impact on the organization, while 9.1% disagree. The majority of people concur that management support impacts organizational performance.

Extent to which management support affects organization performance in manufacturing sector

Table 11 Extent to which management support affects organization performance in manufacturing sector

Category	Frequency	Percentage
Strongly Agree	20	36.4
Agree	12	21.8
Neutral	7	12.7
Disagree	10	18.2
Strongly disagree	6	10.9
Total	55	100

According to the results in table 11, 36.4% of respondents strongly agreed, 21.8% agreed, 12.7% neutral, 18.2% disagreed, and 10.9% strongly disagreed. The majority of respondents agreed that management support has an impact on organizational performance.

Whether Employee Information technology Affects organization performance in manufacturing sector in Kenya

Table 12 Whether Employee Information technology affects organization performance in manufacturing sector.

Category	Frequency	Percentage
Yes	50	90.9
No	5	9.1
Total	55	100

According to Table 12, 90.9% of respondents agreed that employee information technology has an impact on organizational performance, while 9.1% disagreed. Employee information technology has an impact on organization performance in the manufacturing sector, according to the majority of respondents. Both monetary and non-monetary incentives improve organizational performance. Employee engagement in the organization is boosted by incentives like good pay, bonuses, and comfortable working conditions, among others, which increase employee enthusiasm at work.

Extent to which information technology affects organization performance in manufacturing sector

Table 13 Extent to which employee information technology affects organization performance in manufacturing

Category	Frequency	Percentage
Strongly Agree	18	32.7
Agree	12	21.8
Neutral	7	12.7
Disagree	10	18.2
Strongly disagree	8	14.6
Total	55	100

Table 13 shows that 18.2% of respondents disagreed and 14.6% strongly disagreed, while 32.7% of respondents strongly agreed, 21.8% agreed, and 12.7% were neutral. The majority of respondents agreed that information technology has an impact on business performance in the Savan cement manufacturing sector.

Whether Government policy affects organization performance in manufacturing sector

Table 14 Whether government policy affects organization performance in manufacturing sector

Category	Frequency	Percentage
Yes	49	89.1
No	6	10.9
Total	55	100

According to analysis of table 14, 89.1% of respondents agreed that government policy has an impact on the organization, but 10.9% of respondents disagreed that organizational culture has an impact on performance. The majority of respondents agreed with the statement that government policy influences organizational performance. As demonstrated by the majority of respondents during the study, the organization's values, norms, beliefs, and attitudes proved to improve organization performance.

Table 15 How much do government policies impact business performance in the manufacturing sector?

Category	Frequency	Percentage
Strongly Agree	25	45.5
Agree	6	10.9
Neutral	8	14.5
Disagree	10	18.2
Strongly disagree	6	10.9
Total	55	100

According to analysis of table 15, 10.9% agree, 14.5% are neutral, 18.2% disagree, and 45.5% strongly disagree that government policy influences organization performance in the manufacturing sector. The vast majority of respondents were in agreement that government policy has an impact on business performance in the manufacturing sector.

Rating of Company Policy in the organization

Table 16 Rating of Company Policy in the Organization

Category	Frequency	Percentage
Strongly Agree	27	45.5
Agree	10	10.9
Neutral	8	14.5
Disagree	4	18.2
Strongly disagree	6	10.9
Total	55	100

From Table 16, it is clear that the researcher determined that 45.5% of respondents rated the company policy as very high. 18.2% as low, 10.9% none at all, 14.5% moderate, 10.9% high. This demonstrated that management improved as company policy improved, enabling them to compete effectively.

Limitations of the Study

The researcher had trouble persuading the staff to complete the questionnaires. The majority of the employees balked at taking part in the study. But in order to persuade the staff to participate in the study, the researcher asked the human resources division for help. Due to the firm's strict security measures, the researcher also encountered difficulties entering the premises. However, the researcher requested an introduction letter from the university from which the institution would receive notice that the researcher was authorized to conduct the study.

SUMMARY, RECOMMENDATION AND CONCLUSION

Introduction

The study's goal was to look into and evaluate variables that affect Savan Cement Industries' organizational performance in the manufacturing industry. In relation to the goals outlined in chapter one, this study's findings are summarized, concluded, and recommended in this chapter. The recommendations for the policy and practices are also covered.

Summary of the Findings

How does management support affects organization performance at Savan Cement Industries?

According to the analysis, management support does have an impact on Savan Cement Industries' organizational performance. Responses of 13% showed a very low extent, 30% a moderate extent, 16% a high extent, and 41% a very high extent. According to the study's findings, management support for employees as well as internal training programs have an impact on how well an organization performs. The results showed that with better management support, workers become more resourceful and actively contribute to the expansion and success of the organization. This ultimately improves organizational performance, which is consistent with Githinji's (2014) findings that top-level management is motivated to take initiative to assist others when they receive management support.

How does government policy affects organization performance at Savan Cement dustries?

Analysis shows that government policy affects organization performance in Savan Cement Industries. Majority of the respondents indicated that government policy affects organization performance in the organization. Government policy has a very significant impact on organization performance, according to 45.5% of respondents, 10.9% highly, 14.5% moderately, 18.2% negatively, and 10.9% not at all. According to the respondents, even though government policy

has a significant impact on how well an organization performs, the organization should continue to be competitive by continuing to offer higher and higher quality goods and services than its rivals. They would have a competitive advantage as a result. Organizational performance helps to keep the business on its toes, and eventually the business must come up with novel ways to continuously satisfy its customers in terms of customs. These results support Njuguna's (2016) research, which showed that creating new, distinctive products helps an organization succeed.

How does company policy affects organization performance at Savan Cement Industries?

The analysis depicts that company policy affects organization performance in Savan Cement Industries. Regarding how much company policy influences organizational performance, respondents gave a variety of answers: 45.5% gave very high scores, 10.9% gave high scores, 14.5% gave moderate scores, 18.2% gave low scores, and 10.9% gave no scores at all. The results show that the majority of employees agree that company policy has an impact on how well the organization performs. The results are in line with those of Bartel (2004), who claimed that HRM practices and policies like performance feedback and recognition within a particular company enhance management support and involvement because they involve them in the organizational decision-making processes. Additionally, they develop a sense of loyalty for the company and work to increase their output.

How information technology does affect organization performance at Savan Cement Industries?

The study indicated that information technology influence organization performance at Savan Cement Industries Ltd. Majority of the respondents stated that information technology influence organization performance at the organisation which was represented by 54.5%, 12.7 % of the respondents did not ascertain whether information technology influence or does not influence organization performance while 32.8% of the respondents said it does affect organization performance at the organisation. The majority of respondents agreed that information technology has an impact on organizational performance. It is clear from the results that both monetary and

non-monetary incentives improve organizational performance. This supports Mariza's (2016) research, which found that interesting work, good pay, job security, bonuses, and management support are crucial factors in improving a manufacturing company's information technology. When employees are highly motivated, it will be evident in their job satisfaction, improved careers, increased responsibility, and sense of belonging to the organization.

Recommendation

Management support

Savan cement Industries should heighten the management support in order to enhance on the performance of their employees. This can be achieved by organising seminars and workshops so that they be able to learn a lot on the necessary operations regarding the organisation's well-being.

Information technology

If an organization doesn't have the right structures in place to make sure that its employees are at the right level of competency, information technology cannot be achieved. Therefore, it is crucial that the organization's top management see to it that employees receive regular training. In order to improve the quality of their service delivery, Savan Cement Industries should invest in their staff. The company must also understand when to evaluate an employee after they have reached a certain level of proficiency.

Government policy

To ensure that the culture inherited from other workplaces is not introduced to their organization, Savan Cement Industries Ltd.'s top management has a responsibility to provide guidelines that are used in the organization to government rules and regulations. This is crucial to preventing redundancy within the company.

Company Policy

The organization should establish measures that govern the organization performance activities when sourcing the right personnel required by the organization. It was recommended that the

management should always source for new regulations on a daily basis when such regulations are required and that they should also inform the clients whenever there are changes in the company regulation.

Conclusion

The study concludes that management support affects organization performance in Savan cement industries. From the study, it can be inferred that employee training fosters growth in both the employee and the organization, ultimately improving organizational performance. Employees who receive better training are more resourceful and contribute more productively to the development and success of the company. Employee engagement is increased by training, which influences how well an organization performs. The study came to the additional conclusion that Savan cement industries' organization performance is impacted by information technology. It has been determined that both monetary and non-monetary assistance helps employees perform their jobs more effectively and increases their productivity, which encourages greater involvement within the organization. Information technology has an impact on organizational performance in the Savan cement industries, the study further concluded. As demonstrated by the majority of respondents during the study, the organization's values, norms, beliefs, and attitudes proved to improve organization performance. Additionally, it was determined that Savan Cement Industries' organizational performance is influenced by company policy. It is clear that favourable company policies and practices, which encourage employee participation and lay out company goals and objectives, are the reason why employees become involved in their jobs and business operations.

Recommendations for Further Research

The Savan cement Industries were the sole subject of the study. To ensure stronger empirical conclusions on the factors affecting organization performance in the manufacturing sector in Kenya, additional studies on various manufacturing industries conducted within the nation would be of utmost importance.

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