



STRATEGY FORMULATION DRIVERS AND PERFORMANCE OF FLOWER EXPORTERS, KENYA

¹Mutero Susan Waithira, ²Dr. Makokha Elizabeth Nambuswa, (PhD)

¹Msc, Strategic Management, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Several research studies have reviewed how strategy formulation drivers affect the performance of different organizations. However, no such study has been done on flower exporters in Kenya. Therefore, this research studied the strategy formulation drivers and performance of flower exporters in Kenya. The following specific objectives guided this; to examine the effect of organization vision statement on performance of flower exporters in Kenya, and to evaluate the effect of strategic organization communication on performance of flower exporters in Kenya. The study was steered by vision theory and communication theory. A descriptive research design was employed. The target population was (20) senior managers and (53) middle managers in Terrasol flower farms, selected through censors. The researcher used structured questionnaires derived from the research objectives to generate primary data, and was administered to the participants through drop-and-pick methods. Secondary data was collected from the internet, various publications, journals, annual reports and books. A pilot study was carried out to ensure the effectiveness of the data collected. Data obtained was analyzed via Statistical Package for Social Sciences (SPSS) version 28 software. Descriptive and inferential statistics were tabulated in tables. The study concludes that the organization's vision statement and strategic corporate governance are strongly related to the performance of flower exporters in Kenya. Therefore, the study recommends that flower exporters in Kenya have a clear vision statement since it provides a roadmap to achieving the desired future and motivates people to perform better. They should also have efficient and timely clearly defined communication with a proper feedback system that addresses issues raised by internal and external stakeholders to increase customer loyalty and cohesion within the organization. A similar study should be done on other strategic management areas to ascertain the drivers of strategy formulation.

Key Words: formulation drivers, performance, vision statement, organization communication.

INTRODUCTION

Organizations worldwide strive to develop a well-thought course of action to guide them as they pursue their objectives to survive through uncertainty and rapidly changing business environment (Olanipekun et al., 2015). The kind of strategies adopted will determine which organizations succeed and those that will fail (Melchorita, 2013).

Wang, Courtright & Colbert (2014) suggested that for a company to survive and continue being in business, it must continuously improve its performance by achieving and exceeding its set objectives. This can only be achieved by continued operating the business at a profit after formulating strategies that will utilize the opportunities present and finding ways of avoiding or minimizing negative impacts brought about by changes in the environment. The process of strategy formulation involves identifying the organization's visions, objectives, resources, and analyzing the environment to identify opportunities and threats, strengths and weaknesses and coming with well thought plans to improve performance (Hitt, Hoskisson & Ireland, 2016). Strategy formulation is grounded on the principle that companies need to proactively manage change by conducting regular internal assessment but also external assessment (David, 2013).

Currently, there are so many emerging factors that affect how organizations performs. This includes technological advancement, e-commerce, business mergers/acquisition, global economic recessions, emergence of empowered consumers who can demand the kind of products they buy etc. (Fabbri, 2016). These factors if not analyzed and strategies devised to counter the negative impact can result to organization failure.

The process of strategy formulation is mainly carried out at three main levels, corporate level, business level and functional level. The lower-level managers of company drive the functional strategy, which are short term (Hoon, Schrader, & Ridder, 2015). Pursuing ways to capture valuable business strategic fits and turn them into competitive advantages especially transferring and sharing related technology, operating facilities, distribution channels, and/or customers, it is useful to organize the corporate level strategy considerations.

Abbas (2017) suggests that the environment in which a business is operating in might have great influence on kind of strategies being adopted by an organization. Some factors that can influence how strategies can be formulated include, vision statement, manager's competence, communication, and corporate governance (Musheke & Phiri, 2021).

Research problem

Kenya flower exporters contributes about 113.7 billion shillings annually and are the third-largest foreign exchange earner and with a 10% annual potential growth rate (Kenya Flower Council ,2021). However, for the past one-decade, Kenyan flower exporters have been struggling to stay afloat with some scaling down and several others ceasing operations (Awino, 2015).

This comes in the backdrop of various studies showing that there has been deliberate move by flower exporters in Kenya to adopt strategy management practices such as strategy formulation in their bid to remain competitive hence better performance (Musau,2017). Its therefore raise curiosity to find out what could cause the flower farms to struggle for survival against the general expectation that the farms who already have formulated strategies would perform better regardless of the many challenges being faced by the industry.

Nkemchor and Ezeanolue (2021); Negash (2018) carried study on the role of strategy formulation drivers in shaping the kind of strategies developed by organization in their bid to attain better performance and found that these drivers are very important factors for success. Mutindi, Namusonge, & Obwogi (2013) did a study to examine the effect of strategic management drivers such as customer relationship management, competitive positioning, strategic planning, organizational learning and information communication technology as having effect of

performance of the hotel industry in Kenyan Coast. This study adopted both quantitative and qualitative descriptive survey and suggested both conceptual and contextual gaps.

Closer, Chijioke and Olatunji (2018) sought to examine the role strategy formulation driver on performance of mobile telecommunication sector in Nigeria. This paper found that jointly, strategy formulation drivers had a strong positive influence on performance of mobile telecommunication. Although attention to company vision and organization objectives were found to have positive impact on performance, attention to company mission had a negative impact on performance. This paper also alluded that it was difficult for the organizations in different industries to identify most important formulation driver which are very important in developing winning strategies. This paper suggested both contextual and conceptual gaps.

There have been little, if any, studies focusing on strategy formulation driver and performance of flower exporters in Kenya. Recently, study on effects of strategy implementation on performance of floriculture organizations found that coming up with winning strategies is a challenging role to any management team, however whenever they are developed such firms get competitive advantage hence better performance (Chepngeno et al., 2019). Pasha & Poister (2017) argued that if an organization is not in optimal position to formulate sound strategies, any attempt to adopt such strategy will result in waste of efforts and eventually organization failure. In his argument, companies who are able to capitalize on opportunities and formulate right strategies to counter negative effects, will gain competitive advantage hence increasing their chances of survival. Most organization maybe adopting sub-optimal strategies which could be as a result of lack of adequate information on strategy formulation (Kiecha, 2017).

Unfortunately, studies in Kenyan contest have focused on strategy management drivers and organization performance (Uzel, 2015; Muiga & Namusonge, 2020; Mwangi, 2017) leaving a knowledge gap on the role of strategy formulation drivers and performance of flower exporters in Kenya. From the reviewed studies, it's evident that contextual and conceptual gaps exist that justify the current research. Therefore, this paper looked at strategy formulation drivers and performance of flower exporters in Kenya.

Research Objectives

- i) To examine the effect of organization vision statement and performance of flower exporters in Kenya.
- ii) To evaluate the effect of strategic organization communication and performance Flower exporters in Kenya.

LITERATURE REVIEW

Theoretical review

Vision Theory

Harris (1990) argued that there two types of visions statements, i.e., positive and negative visions. He stated that negative vision is short term, only put into practice when an organization is threatened and divert energy into unimportant directions. A positive vision is the one where all employees in an organization are clear on where the organization needs to go instead of a not just a writeup by management of where the organization should be going. He further described a shared vision as one where people involved are not playing according to the set rules of the game but feeling responsible for the game, they are participating in.

Emaan and Ali (2020) defined visions as a picture of the future with some implicit or explicit commentary on reasons people should work hard to create that future. A good vision must possess some defining attributes such as clarity, brevity, future orientation, challenge, stability, abstractness, ability to inspire or desirability.

A study on vision, mission and objective of an organization deduced that a good vision should be exciting and inspiring, invoke long-term thinking, risk-taking, creating feeling of shared sense of purpose, competitive, original unique and represents integrity (Jyothimon, 2014).

Organization translates its core ideologies, purpose value and their drive for progress in coming up with a vision as start point of increasing the organizational performance (Collins & Porras, 1996). These important aspects influence management when formulating strategies. This theory therefore formed basis for study of organization vision as a strategy formulation driver on performance of flower exporters in Kenya.

Communication theory

Communication theory studies the scientific process of transferring information to their audience about the organization's. Its aim is to explain various principles, methods and components of communication (Farmer, Slater & Wright, 1998). Communis is a latin word for communication which means to share. Organization relies on communication to share their mission and vision, policies, and procedures, tasks and duties (Van der Molen & Gramsbergen, 2018).

Donnelly, Gibson, & Ivancerich (1984) in their theory of communication suggested that effective communication is a goal that any organization that aspire to succeed must achieve. Any ineffective communication results to dissatisfaction, apprehension, and contempt that lead to poor productivity hence reduced performance.

For organization to perform better and achieve its set objectives, managers need to communicate what is expected of everyone. (Stevanović & Gmitrović, 2015). When there is communicating breakdown, there is poor planning, transmission of intentions and results; relationship between elements in organization is severed. This sometimes defeat organization goals and objectives.

Formulation of strategies, goals and objectives is a function of high-level management who tickle them down to the other employees. Strategies formulated in such climates have a high level of success since everyone feel part of them since inception (Villa, Gonçalves & Odong, 2017).

Communication involves of transmission of information and knowledge from one person to the other (Keyton, 2017) This theory was important in studying organization communication as a driver of strategy formulation and the effect it has on performance of flower exporters in Kenya.

Conceptual framework

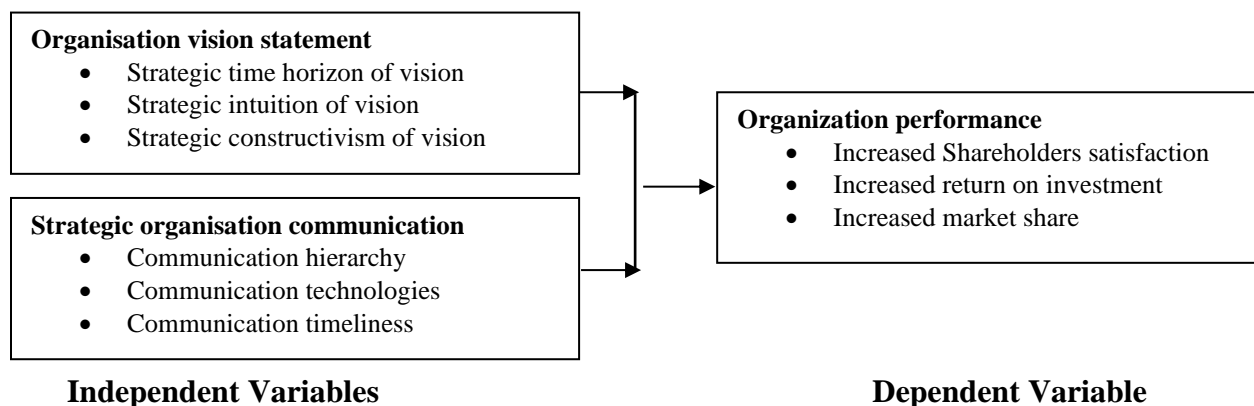


Figure 1: Conceptual framework

Organization Vision statement

Strategy formulation is a process that includes specifying objectives, defining the corporate vision, developing intended strategies and setting policy guidelines. It is achieved by reviewing key

objectives and strategies of the organization, identifying available alternatives, evaluating the alternatives and deciding on the most appropriate alternative in line with the organization Vision (Wheelen & Hunger, 2008).

Baum et al., (1998) investigated the relationship between vision attributes and organizational performance in American new ventures. They found that vision attributes such as brevity, how clear it is, future orientation, stability, how challenging it is, abstractness, how desirable and its ability to inspire people impacted organization growth positively, both directly and indirectly.

There are four major factors influence formation of vision of an organization. These includes core value, ideology purpose, and leadership. These form basis that give clarity and soundness of the formed vision, which is aligned to organization culture, people, goals and objectives. (Anwar & Hasnu, 2012).

In the aspects of the performance of organization, impact of vision statements on strategy formulation cannot be overemphasized. Almost all firms have vision statements. It's seen as a highest management instrument launched by the senior managers (Beth, 2014).

However, Papulova (2014) did a study on significance of vision and mission statement on development of enterprises in Slovak Republic. He discovered that 10% of the firms did not have written vision statement another 10% had the statement but did not see it as an important strategic tool that can guide in strategy formulation hence did not even communicate it to the larger organization.

Vision is the communication of organization dream. It explains the desired aspiration and the level the organization want to achieve in future. It's a tool that guide the management in making plans in preparation for changes and innovations which are not yet unveiled, correctly forecast changes in the customers demand gives direction that boost employee performance (Calder, 2014).

Strategic organization communication

Kibe (2014) suggested that organization performance is momentarily improved when there is open communication among members of the organization. This happen when people are free to share their suggestions, feedback and criticism.

Otieno, Waiganjo & Njeru (2015) did a study on effect of communication on organization performance in Kenya 's horticulture sector. They suggested that for them to succeed, they ought to develop effective communication plans that allow for effective flow of information internally and outside the organization. This will help them articulate issues and form strategies that will be best fit to their specific organization.

Ochieng (2017) studied effect of communication and organization performance. He analyzed the various forms of communication i.e verbal, written and nonverbal communication, which are all key in steering the organization forward as well as ensuring swift response to unforeseeable environmental challenges. Major challenges in communication includes language barrier, defensiveness, workforce diversity, poor listening, lack of inappropriate feedback and rumors. These can be improved by ensuring feedback, follow up communication and ensuring consistency in communication in the ministry. The required skill, knowledge and attitude can be acquired through communication.

Communication is the process of shifting information-targeted individuals in the organizations in a manner that would yield an understandable reaction. Organization relies on communication to pass information on their customers' needs changes in technologies, when formulating strategies, communication becomes key aspect through consultation and decoding the information available to enable the management decide on the type of strategies that would enable organization achieve

its desired objectives (Peter, 2015). This study aimed at looking at communication as driver of strategy formulation on performance of Flower exporters in Kenya.

Strategy formulation on Organization Performance

Organizational performance comprises of the actual productions as well as outcomes or outcomes of an organization that are measured against the expected outcomes. According to (Kaplan & Norton, 2012) no single measure can provide a clear performance target. The person doing the measurement should therefore choose between financial and operational measures. In his study, he used balance score card as a measure of organizational performance. These dimensions of the Balance Score card include; Financial perspective, Customer perspective, Internal business perspective and Learning Perspective.

In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson & Lewis, 2013). A balance score card proposed by (Kaplan & Norton, 2012) was used to measure the organization performance. i.e financial perspective; customer perspective; internal business perspective and learning perspective. In keeping with Sriwan (2004) suggested that company overall performance ought to be judged in opposition to a specific objective to peer whether the goal is carried out. Without an objective, the agency has no criterion for deciding on amongst alternative investment techniques and projects.

Organization performance is impacted by some important key variables which can be either independent or dependent variables. Independent variables may include factors such as environment, technology, leadership style, human resources, culture, strategic planning, structural design, and power control. Dependent variables for these are related to the organizational performance and effectiveness. The organizational effectiveness and performance is determined by the employees' satisfaction, customer satisfaction, stakeholders' satisfaction, and employees' training and education (Odita & Bello, 2015).

RESEARCH METHODOLOGY

This study relied upon a descriptive research design. The target population comprised of 20 senior and 53 middle managers in Terrasol flower farm selected through census since they are the key people who formulate strategy.

Primary data was collected through open-ended questioners administered through drop and pick method. The questioner adopted a 5-point measure ranging from strongly disagree to strongly agree to effectively analyses the quantitative data. Both descriptive statistics and inferential statistics adopted. Tables were used in descriptive statistic while analyzing quantitative data. Inferential statistics was generated through Statistical package for social sciences (SPSS version 28). The direction and strength of association between the dependent and the independent variables was calculated through Pearson's correlation coefficient. Multiple regression analysis was carried out between dependent and each of the independent variable to ascertain if relationships exist and to provide explanatory power and estimates of net effects.

RESEARCH FINDINGS

A total of 73 questioners were distributed to the targeted population. A total of 65 questioners were filled in and returned by respondents comprising of 17 senior and 48 middle managers. This translates to 89% response rate. According to Dragsails, & Plaza (2007 a response rate of 50 percent is considered adequate, 60 percent good and above 70 percent very good. Therefore, in view of this, the response rate was considered very good and exceeded the threshold as postulated). On the basis of this, the researcher went ahead to analyze data.

Descriptive analysis of study variables

Effect of Organization Vision Statement on Performance.

The study sought to examine the effect of organization vision statement on performance of flower exporters in Kenya. The findings are presented in a five-point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree

Table 1: Organization Vision Statement

Statements on organization vision statement		SA	A	N	D	SD
Clear vision statement motivates people to perform better and gives a sense of why future is better than the current reality and the roadmap map to achieve the desired performance	%	50.0	30.0	16.0	4.0	0.0
The vision statement guides in formulating strategies and plans as it creates a sense of common identity, spells out the principal focus of the organization and shared sense of purpose.	%	41.0	48.0	9.0	2.0	0.0
The organization statement gives a clear picture of future, encourages team work, and brings about need for innovation and better understanding of the organization intention	%	36.0	44.0	18.0	1.0	1.0
Organization vision is clear and looks achievable which motivates everyone to work toward the desired future	%	44.0	43.0	10.0	2.0	1.0
Organizational vision statement enhances high performance	%	53.0	33.0	11.0	2.0	1.0

Table 1 above contains a summary of data relating to attitude of respondents towards organization vision statement on performance of flower exporters in Kenya. For instance, when respondents were asked whether clear vision statement motivates people to perform better and gives a sense of why future is better than the current reality and the roadmap map to achieve the desired performance. The distribution of findings showed that (50.0%) percent strongly agreed, 30.0 percent of them agreed, 16.0 percent of the respondents were neutral, 4.0 percent disagreed while none of them strongly disagreed.

The respondents were also asked whether the vision statement guides in formulating strategies and plans as it creates a sense of common identity, spells out the principal focus of the organization and shared sense of purpose. The distribution of the responses indicated that 41.0 percent strongly agreed to the statement, 48.0 percent of them agreed, 9.0 percent of them were neutral, 2.0 percent of them disagreed while none of them strongly disagreed to the statement.

The respondents were also asked whether the organization statement gives a clear picture of future, encourages team work, and brings about need for innovation and better understanding of the organization intention. The distribution of the responses indicated that 36.0 percent strongly agreed to the statement, 44.0 percent of them agreed, and 18.0 percent of them were neutral, 1.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement.

The respondents were further asked whether organization vision is clear and looks achievable which motivates everyone to work toward the desired future. The distribution of the responses indicated that 44.0 percent strongly agreed to the statement, 43.0 percent of them agreed, 10.0 percent of them were neutral while 2.0 percent and 1.0 percent of them disagreed strongly and disagreed to the statement respectively.

To the question of whether organizational vision statement enhances high performance. The distribution of the responses indicated that 53.0 percent strongly agreed to the statement, 33.0 percent of them agreed, 11.0 percent of them were neutral, 2.0 percent of them disagreed while 1.0

percent of them strongly disagreed to the statement respectively. These findings implied that organizational vision statement enhances high organization performance.

Effect of Strategic Organization Communication on Performance.

The study sought to evaluate the effect of strategic organization communication on performance flower exporters in Kenya. The findings are presented in a five-point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree

Table 2: Strategic Organization Communication.

Statements on strategic organization communication		SA	A	N	D	SD
A clearly defined communication channel in our organization reduce ambiguity which improve performance as issues raised by both internal and external stakeholders are addressed quickly.	%	38.0	30.0	28.0	3.0	1.0
The laid down flow of communication ensure clarity on what is expected of them.	%	30.3	52.5	15.2	1.0	1.0
The company that embraces modern technology as form of communication increases performance.	%	28.0	54.0	15.0	2.0	1.0
The company has an establish contact center and open to changes in communication methods that handle all communication for organization efficiency.	%	27.0	52.0	16.0	3.0	2.0
Timely communication with feedback system and communication mechanism encourages timely communication.	%	35.0	40.0	24.0	1.0	0.0

From table 2 above, the respondents were asked whether a clearly defined communication channel in our organization reduce ambiguity which improve performance as issues raised by both internal and external stakeholders are addressed quickly. The distribution of findings showed that 38.0 percent of the respondents strongly agreed, 30.0 percent of them agreed, 28.0 percent of the respondents were neutral, 3.0 percent disagreed while 1.0 percent of them strongly disagreed.

The respondents were also asked whether the laid down flow of communication ensure clarity on what is expected of them. The distribution of the responses indicated that 30.3 percent strongly agreed to the statement, 52.5 percent of them agreed, and 15.2 percent of them were neutral, 1.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement.

The respondents were also asked whether the company that embraces modern technology as form of communication. The distribution of the responses indicated that 28.0 percent strongly agreed to the statement, 54.0 percent of them agreed, 15.0 percent of them were neutral, 2.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement.

The respondents were further asked whether the company has an establish contact center and open to changes in communication methods that handle all communication for organization efficiency. The distribution of the responses indicated that 27.0 percent strongly agreed to the statement, 52.0 percent of them agreed, 16.0 percent of them were neutral while 3.0 percent and 2.0 percent of them disagreed strongly and disagreed to the statement respectively.

Finally, the respondents were asked whether timely communication with feedback system and communication mechanism encourages timely communication. The distribution of the responses indicated that 35.0 percent strongly agreed to the statement, 40.0 percent of them agreed, 24.0 percent of them were neutral, 1.0 percent of them disagreed while 0.0 percent of them strongly disagreed to the statement respectively.

Inferential analysis of study variables

Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 3 illustrates the findings of the study.

Table 3: Correlation Matrix

		Firms' performance
Organization vision statement	Pearson Correlation	.672**
	Sig. (2-tailed)	.000
	N	65
Strategic organization communication	Pearson Correlation	.713**
	Sig. (2-tailed)	.000
	N	65

As shown on Table 3 above the p-value for the two variables was 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.672, which represented an average, positive relationship between organization vision statements on performance of flower exporters in Kenya.

The result also indicated that Pearson Correlation coefficient (r-value) of 0.713, which represented a strong, positive relationship between strategic organization communications and performance of flower exporters in Kenya.

Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

Coefficient of Determination (R^2)

Table 4: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231 ^a	.053	.043	.55453221

a. Predictors: (Constant), Organization Vision Statement, Strategic Organization Communication

Table 4 above shows that the coefficient of correlation (R) is positive 0.231. This means that there is a positive correlation between drivers of strategy formulation and performance of flower exporters in Kenya. The coefficient of determination (R Square) indicates that 53.0% of performance of flower exporters in Kenya is influenced by the drivers of strategy formulation. The adjusted R^2 however, indicates that 43.0% of performance of flower exporters in Kenya is influenced by the drivers of strategy formulation leaving 57.0% to be influenced by other factors that were not captured in this study.

Analysis of Variance

Table 5: ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.148	4	1.272	34.231	.000 ^b
Residual	92.265	61	.982		
Total	96.313	65			

A. Dependent Variable: Performance of flower exporters in Kenya

B. Predictors: (Constant), Organization Vision Statement, Strategic Organization Communication.

Table 5 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how drivers of strategy formulation affects performance of flower exporters in Kenya. The results also indicate that the independent variables are predictors of the dependent variable with an F test value 34.231.

Regression Coefficients

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1	(Constant)	43.129	3.812	56.310	.000
	Organization vision statement	.860	.130	.620	4.238 .000
	Strategic organization communication	.711	.158	.349	4.316 .000

From the Coefficients table (Table 6) the regression model can be derived as follows:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y= Performance of flower exporter in Kenya

β_0 = Intercept.

$\beta_1 - \beta_2$ = coefficient of regression which measures how independent variable influence dependent variable.

$\chi_1 - \chi_2$ = Independent variables

Therefore, the model is fitted as follows

$$Y = 43.129 + 0.860X_1 + 0.682 X_2 + \varepsilon$$

Organization vision statement has a coefficient of 0.860 (p-value = 0.000) while strategy organization communication has a coefficient of 0.711(p-value=0.000).

$X_1 = 0.860$ which implied that a unit change in the organizational vision statement results to into a 0.860 change in performance of flower exporters in Kenya.

$X_1 = 0.711$ which implied that a unit change in the strategic organization communication results to into a 0.711 change in performance of flower exporters in Kenya.

Recommendations

Organization vision statement has significant positive relationship to performance of flower exporters in Kenya. The study recommends that the management of flower exporters in Kenya. should have clear vision statement in order to motivate people to perform better and gives a sense,

of why future is better than the current reality and the roadmap map to achieve the desired performance which improves company performance.

Strategic organization communication has significant positive relationship to performance of flower exporters in Kenya. The management of flower exporters in Kenya. should have an efficient and timely clearly defined communication with proper feedback system for addressing issues raised by both internal and external stakeholders to increase customer's loyalty and cohesion within the organization.

Areas for Further Research

The study purpose of the study was to examine the effect of drivers of strategy formulation on performance of flower exporters in Kenya. The study focusses on four independent variables namely Organization vision statement, strategic organization communication, Strategic managers competency and strategic corporate governance A similar study should be done on others of strategic management areas to ascertain the drivers of strategy formulations.

The study also found out that on 43.0% of performance of flower exporters in Kenya is influenced by the drivers of strategy formulation leaving 57.0% to be influenced by other factors. Another study can be conducted to reveal these factors not captured in this research work.

REFERENCES

- Abbas, M. (2017). The effect of organizational culture and leadership style towards employee engagement and their impact towards employee loyalty. *Asian Journal of Technology and Management Research (AJTMR)* ISSN, 2249, 0892.
- Anwar, J., & Hasnu, S. A. F. (2012). Vision of an Organization: A Conceptual Framework. *Archives Des Sciences*, 65(9), 138-49.
- Awino, Z. (2015) Organizational Structure and Performance of Large Manufacturing Firms in Kenya: An Empirical Investigation. *Journal of Business and Economics*, 6(11), 1883- 1891
- Baum, J. R., Locke, E. A., & Kirkpatrick, S. A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of applied psychology*, 83(1), 43.
- Brynjolfson, R., & Lewis, J. (Eds.). (2013). *Integral ministry training: Design and evaluation*. William Carey Library.
- Calder, W. B. (2014). Achieving an Institution's Values, Vision, and Mission. *College Quarterly*, 17(2), n2.
- Chepngeno, I., Wasike, S., & Mote, P. (2019). Strategy implementation and performance of floriculture organizations in Kenya: A case of Winchester Farm Ltd. *International Academic Journal of Human Resource and Business Administration*, 3(7), 1-13.
- Chijioke, N., Vu, H. M., & Olatunji, F. (2018). Influence of Strategy Formulation Drivers on Strategic Performance. *Ekonomicko-Manazerske Spektrum*, 11 (2), 15–25.
- Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard business review*, 74(5), 65.
- David, F.R. (2013). *Strategic management: An integrated approach* (10th edition). Pearson Education South Asia Pte. Ltd.
- Donnelly, I. H., Gibson, I., & Vancerich, I. M. (1984). *Fundamentals of Management*. Texas: Business Publication Inc.
- Dragsails, J. R., & Plaza, C. M. (2009). Best practices for survey research reports revisited: implications of target population, probability sampling, and response rate. *American journal of pharmaceutical education*, 73(8).
- Emaan, S., & Ali, B. (2020). Role of shared vision in an organisation: a complexity environment perspective. *International Journal of Sustainable Strategic Management*, 8(2), 120-137.

- Fabbri, E. (2016). Strategic planning and foresight: The case of Smart Specialization Strategy in Tuscany. *Emerald Insight*, 18(5), 491-502
- Farmer, B. A., Slater, J. W., & Wright, K. S. (1998). The role of communication in achieving shared vision under new organizational leadership. *Journal of public relations research*, 10(4), 219-235.
- Harris, S. G. (1990). "The Fifth Discipline: The Art and Practice of the Learning Organization", by Peter M. Senge. *Human Resource Management*, 29(3), 343.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
- Hoon, C., Schrader, S., & Ridder, H. G. (2015). The Emergence of Strategy: Capturing the Dynamics of Strategy Formulation Across Levels. In *Academy of Management Proceedings* (Vol. 2015, No. 1, p. 18167). Briarcliff Manor, NY 10510: Academy of Management.
- Jyothimon, C. (2014). Mission, vision and objective. Retrieved 25 September, 2014 from www.slide.share.net/joythimonc/vision-mission-objective-goal.
Kampala: Makerere University.
- Kaplan, R. S. (2012). The balanced scorecard: comments on balanced scorecard commentaries. *Journal of Accounting & Organizational Change*.
- Keyton, J. (2017). Communication in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 501-526.
- Kibe, C.W. (2014). Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority. *European Journal of Business and Management* 6(11) 6-10. Retrieved from www.iiste.org
- Kiecha, T. K. (2017). *Influence of strategy implementation drivers on project performance in non governmental organisations: a case of Riziki Kenya* (Doctoral dissertation, University of Nairobi).
- Melchorita S. S. (2013). The Influence of Strategic Management Practices And Competitive Advantage On The Organizational Performance Of Higher Education Institutions. *Academy Of Management*
- Muiga, G. W., & Namusonge, M. (2020). Strategic management drivers and performance of tier three commercial banks in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 146-165.
- Musau, S. M. (2017). The Role of Strategic Management Practices on Competitiveness of Floriculture Industry in Kenya: A Case of Kiambu County (Doctoral dissertation, United States International University-Africa).
- Musheke, M. M., & Phiri, J. (2021). The effects of effective communication on organizational performance based on the systems theory. *Open Journal of Business and Management*, 9(2), 659-671.
- Mutindi, U. J. M., Namusonge, G. S., & Obwogi, J. (2013). Effects of strategic management drivers on the performance of hotel industry in Kenyan coast.
- Mwangi, J. N. (2017). *Strategic Management Drivers and Performance of Five Star Hotels in Nairobi County* (Doctoral dissertation, University of Nairobi).
- Negash, a. (2018). *Assessment of factors influencing strategic plan implementation, the case of national tobacco enterprise (Ethiopia) SC* (Doctoral dissertation, St. Mary's University).
- Nkemchor, E. M., & Ezeanolue, E. T. (2021). Effect Of Strategic Management On Organizational Performance In Tertiary Institution In Delta State, Nigeria. *International Journal of Innovative Social Sciences & Humanities Research*, 9(3), 75-87.
- Ochieng, Z. (2017). Communication and employee performance in organizations.

- Odita, A.O. & Bello, A. (2015). Strategic intent and organizational performance: A Study of banks in Asaba, Delta State Nigeria. *Information and Knowledge Management*, 5(4), 60-71.
- Olanipekun, W. D., Abioro, M. A., Akanni, L. F. Arulogun, O. O. & Rabi, R. O. (2015). Impact of strategic management on competitive advantage and organizational performance – evidence from Nigerian Bottling Company. *Journal of Policy and Development Studies*, 9(2), pp. 185-198.
- Otieno, B. B. A., Waiganjo, E. W., & Njeru, A. (2015). Effect of employee communication on organisation performance in Kenya's horticultural sector. *International Journal of Business Administration*, 6(2), 138.
- Papulova, Z. (2014). The significance of vision and mission development for enterprises in Slovak republic. *Journal of Economics, Business and management*. Vol. 2. No. 1.
- Pasha, O., & Poister, T. H. (2017). Exploring the change in strategy formulation and performance measurement practices under turbulence. *Public performance & management review*, 40(3), 504-528.
- Peter, L. (2015). *Effective Business Communication*, McGraw Hill Inc New York. Publishing Nigerian Limited 18-24.
- Sriwan, T. (2004). Examining the factor which influence performance measurement and management in the Thai Banking Industry: An implication of the balance Scorecard Framework. Murdoch University.
- Stevanović, M. I., & Gmitrović, A. M. (2015). Importance and role of internal communication in organizations. In *Applied Mechanics and Materials* (Vol. 806, pp. 302-307). Trans Tech Publications Ltd.
- Uzel, J. M. M. (2015). *Effect of Strategic Management Drivers on the performance of the hotel industry in Kenyan Coast* (Doctoral dissertation).
- Van der Molen, H. T., & Gramsbergen-Hoogland, Y. H. (2018). *Communication in organizations: Basic skills and conversation models*. Routledge.
- Villa, S., Gonçalves, P., & Odong, T. V. (2017). Understanding the contribution of effective communication strategies to program performance in humanitarian organizations. *Journal of Humanitarian Logistics and Supply Chain Management*, 7(2), 126-151.
- Wang, G., Oh I. S., Courtright S. H., Colbert A. E. (2014). “Transformational leadership and performance across criteria and levels: a meta-analytic review of 25 years of research”. *Group & Organization Management*, 36, 223-270.
- Wheelen, T. L., & Hunger, J. D. (2008). *Strategic Management and Business Policy*. 11th Upper Saddle River, NJ: Pearson Prentice Hall.