THE INFLUENCE OF MARKET ORIENTATION ON ORGANIZATIONAL PERFORMANCE OF BEEF SUPPLIERS IN NAIROBI COUNTY

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DECLARATION

I declare that this research project is my original work and has not been previously submitted or approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously written by another person except where due reference is made in the thesis itself.

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DEDICATION

I would want to thank my loved ones, who have always been there for me and provided the encouragement I needed to get my master's degree, and I dedicate my dissertation to them.

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LIST OF ACRONYMS AND ABBREVIATIONS

ASAL	Arid and Semi-Arid Lands
GDP	Gross Domestic Product
MO	Market Orientation
NACOSTI	National Commission for Science, Technology and Innovation
OLT	Organizational Learning Theory
R&D	Research and Development
SBU	Strategic Business Unit
UAE	United Arab Emirates
UK	United Kingdom
VCM	Value Chain Model

ABSTRACT

Farmers need to be able to predict and adapt to their customers' shifting wants and requirements in an industry where technology is advancing at a dizzying rate, where markets are becoming more deregulated, and where competition is fierce. An organization's market orientation may be defined as the extent to which it incorporates marketing concepts into its marketing strategies and tactics. The Kenyan economy relies heavily on the beef industry. It serves as a source of households' income, employment, and foreign exchange earnings. The sector has a significant potential to increase competitiveness and benefit millions of people. The study sought to find out the level of market orientation in the beef industry, establish how quality of service influences performance of beef suppliers in Nairobi County, identify the influence of customer focus on performance of beef suppliers in Nairobi County, and determine how innovation affects performance of beef suppliers in Nairobi County. The study considered Value Chain Model, and Hines value chain theory. The study was confined to beef suppliers in Nairobi County. This is because it has the leading number of beef suppliers in the country owing also to the larger market that it controls. This study used a descriptive cross-sectional research approach, which takes a generalized look at a population's data at a specific moment in time to draw conclusions about that group. Members of the Nairobi County registered beef supplier community were the focus of this research. In Nairobi County, there are 1082 registered beef providers, according to the County Government of Nairobi. Based on their geographical location, the 17 market strata in Nairobi County were classified. At that point, 292 participants were selected using a simple random selection technique. To achieve the goals of the research, data was gathered via the use of a questionnaire. In order to facilitate data collecting, five research assistants were employed. Prior to data collection, they had training. In order to ensure that the questionnaires were valid and reliable in collecting the necessary data for the research, a pilot test was conducted. To analyze the data, descriptive and inferential statistics were used. According to the results, beef suppliers are greatly impacted by initiatives that prioritize innovation, excellent service, and customer attention. According to the survey, beef suppliers may boost their success by focusing on customers, providing great service, and being innovative. Suppliers of beef should boost service quality by instituting stringent quality control procedures that extend across the supply chain, beginning with sourcing and procurement and ending with distribution. Recognizing the significance of innovation in driving performance, beef suppliers are encouraged to foster an organizational culture that embraces creativity, collaboration, and the generation of novel ideas

VT OMNES
VNVM SINT

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Both performance and market orientation are multidimensional constructs with very many different definitions. According to Ozkaya, Droge, Hult, Calantone, and Ozkaya (2015), market orientation is the level of marketing idea application in an organization's marketing choices, both strategic and tactical. Focusing on consumers and rivals while integrating firm operations to provide greater customer value is what market orientation is all about, according to Na, Kang, and Jeong (2019). According to Kaleka and Morgan (2017) and Voola and O'Cass (2010), the secret to long-term profit and competitive advantage is providing greater value to the consumer. According to Knechel and Salterio (2016), market orientation is a guiding business philosophy that promotes a vertically coordinated marketing system in which all participants in the value chain work together to meet the needs of the end consumers.

A value chain analysis takes into account how each link in the chain affects the others' MO levels, and how well those links work together to create, share, and disseminate market intelligence, all of which affect the chain's competitiveness (Ho, Nguyen, Adhikari, Miles, & Bonney, 2018). The level of market orientation in a business unit is defined by Prifti and Alimehmeti (2017) as the extent to which the unit gathers and analyzes customer information, formulates a strategy to address customer needs, and puts that strategy into action by being attentive to customer wants and needs. Companies who follow the marketing principle, says Kotler (2012), make more money because their customers are happy. As a business theory, marketing posits that a company's success depends on its ability to anticipate and meet the requirements of its customers more effectively than its rivals (Darmawan & Grenier, 2021).

1.1.1 Market orientation

An organization's market orientation may be defined as its guiding principle or method for creating goods and services that are in direct response to consumer demands and requirements. It entails constantly collecting market intelligence about consumer tastes,

rival businesses, and the market as a whole, and then using this data to direct organizational decisions and activities (Prifti & Alimehmeti, 2017). Companies with a focus on the market are better able to anticipate their customers' requirements and provide them with novel goods and services (Prifti & Alimehmeti, 2017). Along with anticipating customer demands, Ozkaya et al. (2015) said that market orientation seeks to provide such needs more effectively than rivals. The research conducted by Prasada, Febrian, Komaladewi, and Zusnita (2021) on small and medium size service providers in the US using the MARKOR scale found a positive and substantial association between market orientation and performance. Similarly, 81 Hong Kong hotels were studied by Sin, Tse, Heung, and Yin (2015) to determine the link between market orientation and performance. Market orientation and company performance were shown to be positively and significantly related, according to the findings. As evidence, Rojas-Mendez et al. (2006) surveyed small firms in six different cities of Chile to determine their level of market orientation and how it correlated with their performance. The favorable association between market orientation and firm success was substantiated by their results. According to research by Bamfo and Kraa (2019), market orientation is a resource that contributes to an organization's superior performance by helping it maintain its competitive advantage even when innovation is present.

Understanding one's target market well enough to provide exceptional value is at the heart of customer focus. Marketers must comprehend the whole value chain of a customer in order to do this (Fernandes Sampaio, Hernández Mogollón, & de Ascensão Gouveia Rodrigues, 2020). When deciding on a market orientation, customer attention is essential. For market orientation to work, businesses need access to a wealth of data on consumers' actual and potential wants and requirements, as well as the variables that influence their actual and potential satisfaction with a product or service (Rahmawati & Sentana, 2021). Market orientation represents the degree to which enterprises develop the fulfillment of consumer demands and desires as an organizational principle of the company (Prifti & Alimehmeti, 2017). Managers need to know how customers rate the quality of service they get in order to provide excellent and enjoyable experiences (Nicholas and Kostantinos, 2016). Providing customers with goods and services that best address their urgent requirements is the primary goal of cattle supply companies.

A company's ability to innovate is crucial if it wants to compete with big names in domestic and global markets (Traill and Meulenberg, 2002; Bayona et al., 2013). Because agrifood innovation processes are supply-driven, it is probable that the agricultural sector's low R&D spending are a result of this (Berti & Mulligan, 2016). High levels of competitor orientation can lead to superior firm performance by supporting a company's ability to offer superior products or services, competitive pricing strategies, differentiated channel management, unique marketing communication, and continuous marketing research activities (Morgan, Vorhies, & Mason, 2009).

Farming is becoming increasingly market-oriented and competitive as a result of global trends such as fast population increase, urbanization, and market liberalization. Beef suppliers are impacted by these shifts and must adapt by enhancing their management skills and competences to keep up with the dynamic market (Bergevoet & Engelen, 2014). Market liberalization, globalization, changes in demography and income, urbanization, information technology, climate change and the global financial crisis are all affecting small-scale farmers around the world. A number of technical and socioeconomic factors, including a lack of expertise and knowledge, an inadequate input supply system, an ineffective input/output marketing system, inadequate support services, and so on, have contributed to the beef supply's restricted performance (Mbama & Ezepue, 2018).

1.1.2 Organizational Performance

A person's performance may be defined as their capability to carry out tasks effectively and produce the intended outcomes (Dobre, 2013). Two types of financial indicators that provide information on the real degree to which achievements and objectives have been attained are performance and financial metrics (Park & Shaw, 2013). The success or failure of an organization is based on its ability to accomplish its predetermined goals, which include defining those goals, developing strategies to reach those goals, putting those strategies into action, and finally, evaluating the results (Berti & Mulligan, 2016; Prifti & Alimehmeti, 2017). At the company level, there are a variety of approaches to assess performance. G. A. Ali, Hilman, & Gorondutse (2020) provide many methods that may be used to quantify profitability in accounting, such as the Lerner index, sales per input, sales growth rates, total assets, total employment, operating profit, and return on investment. The

gross profit margin is defined as the percentage of sales revenue that remains after deducting operating expenses from total revenue. Researchers in the field of management often look to accounting variables such as ROE, ROI, and ROA as performance indicators, and they also use these variables' fluctuation to gauge risk. According to Chooriyah, Fatimah, Agustina, and Ulfa (2020), the operational success of a company is determined by calculating the following ratios: net profit margin, sales growth, and return on equity (ROE).

Performance assessment has been more important in recent decades. According to Salkić (2014), the reinvention and outcomes oriented management movements pushed for more performance monitoring in order to improve organizational efficiency and promote responsibility. Measuring performance is useful for assessing how well an organization is doing, even if not all public sector researchers are happy with the enhanced emphasis of performance (Park & Shaw, 2013). The quantity of tangible goods or service units created by an initiative is one example of an output metric. I. Ali, Rehman, Ali, Yousaf, & Zia (2010) states that while evaluating efficiency and productivity, it is common practice to compare the output with the cost of production. A wide range of qualitative aspects of the delivered goods or services are captured by service quality metrics. Intangibles, responsiveness, certainty, and empathy make up the dimensions (Chiarelli, 2021).

Taouab and Issor (2019) and Neely, Adams, and Crowe (2001) presented Performance Prism, a novel perspective on organizational performance. They proposed the Performance Prism as a framework for managing an organization's performance that takes into account five interconnected aspects: capabilities, strategies, processes, stakeholder satisfaction, and stakeholder contribution. Who are the stakeholders and what are their desires? That is the first aspect of the Prism. Everyone from investors to consumers to health officials to slaughterhouse workers is a stakeholder in the beef supply chain. Users are tasked with determining the precise requirements of the company and developing metrics to assess the extent to which stakeholders are meeting those demands in the second dimension of the performance prism. An investor's contribution to the beef supply comprises growing money and a willingness to take on more risk. Employees provide a wide range of expertise

to the table, while regulators help us make sense of the corporate world via rules and regulations (Muzayyanah, Triatmojo, & Qui, 2023).

Strategy, or the manner by which the objective will be fulfilled, makes up the third prism aspect. The primary objectives are outlined in the Prism's first two aspects. So, under the strategic lens of the performance prism, we inquire, what tactics should the company use to meet the demands of its stakeholders while also satisfying its own needs? The next step for firms is to determine whether their business procedures are suitable to back up the strategy they have identified. Product and service development, demand generation, demand fulfillment, enterprise planning, and management are the four main categories into which business operations fall. What makes a process possible are its capabilities, which include the people, procedures, technology, and infrastructure needed to make it function.

Using Neely et al.'s (2001) performance prism, this research assessed performance. Because it allows a company to be market-oriented, it will center on procedures. For procedures to be successful, it is critical that the appropriate competencies be in place within a company. First, the strategies that must be implemented, then the procedures that must be defined in order to implement these strategies, and lastly, the capabilities that must be defined in order to carry out these processes. Management may increase value creation by seeing the organization as a collection of processes and then devising strategies to enhance those processes. Time, money, and adaptability were the process metrics used in the research (Van Looy & Shafagatova, 2016). In addition, the study will follow Ozkaya et al. (2015) in defining market orientation as a company culture that prioritizes customers' needs and organizational capabilities to gather, share, and use data about customers and competitors, all while coordinating the use of resources to provide superior customer value. Based on this criteria, the research determined that market orientation may be measured by innovation, quality of service, and customer attention. This is due to the fact that the study's overarching goal is to discover beef supply improvements, customer attention, and excellent service.

1.1.3 Beef Supply in Kenya

Nearly half of Kenya's agricultural workforce is involved in livestock production, which is crucial for the 6 million pastoralists and agro-pastoralists that reside in the ASALs of the nation (Huho, Ngaira, & Ogindo, 2011). According to McCord, Cox, Schmitt-Harsh, and Evans (2015), the livestock industry is estimated to contribute between 5.6% and 12.5% to Kenya's GDP, whereas estimates for the agricultural sector vary from 30% to 47%. Approximately 600,000 MT of red meat is consumed yearly in Kenya, with an average consumption of 15-16 kg per capita (Laibuni & Kirui, 2018). This red meat includes meat and offal from cattle, sheep, goats, and camels. According to a 2018 study by Laibuni and Kirui, the majority of Kenya's ruminant off-take for slaughter comes from cattle, making them the primary source of red meat in the country.

Pastoralists in Kenya and the surrounding nations provide the majority of the red meat that Kenyans eat, ranging from eighty percent to ninety-three percent. Highland cattle account for the remaining 2%, whereas ranch-raised cattle account for the remaining 2% (Hauck & Rubenstein, 2017). Kenya is a meat deficit nation because an estimated 20 to 25 percent of its red meat supply comes from cattle that are imported from neighboring countries with large livestock populations, such as Somalia, Ethiopia, Tanzania, and Uganda (Laibuni & Kirui, 2018). Even while some meat does come to Nairobi from places like the UAE, Brazil, and Europe, it's only sold in upscale hotels and stores, and the quantities are negligible (apart from processed pork from Brazil).

Beef is an important sector for the Kenyan economy. It serves as a source of households' income, employment, and foreign exchange earnings (Laibuni & Kirui, 2018). Kenyan beef producers struggle to access larger and more profitable markets due to limited value chain integration, insufficient marketing, and lack of export opportunities. The sector has a significant potential to increase competitiveness and benefit millions of people (Rich & Wanyoike, 2010). Domestic demand for meat has been historically strong, driven by urbanization, a growing middle class and exports which create demand for product differentiation, safety and quality (Satterthwaite, McGranahan, & Tacoli, 2010). Private

butchers, the Kenya Meat Commission (KMC), and the Livestock Marketing Division (LMD) were the key actors in the beef cattle and beef marketing industries.

Kenya's meat sub-sector is hugely informal and fragmented. Balunywa and Ntamu (2012), outlined that the market channels include fresh produce markets, supermarkets, wholesalers, retailer, hotels, institutions (schools, hospitals, and government offices), hawkers and individuals. For better prices and increased market accessibility, improved post-harvest handling techniques and value addition is important. There is a clear income divide in Kenya's meat market, which is located mostly in metropolitan areas. The bulk of city dwellers who eat meat are middle class, and they usually buy it in one of two forms: either pre-cooked stew from a retail butcher or nyama choma, which means roasted, boiled, or fried meat, which they eat at the point of sale. Research of Kenya's cattle production value chain is necessary. Production, beef supply, and markets are all poorly understood, and little is known about their interdependencies or how to improve them (Kormawa et al. 2012).

1.2 Problem Definition

According to Bragaglio et al. (2018), farmers are faced with the constant challenge of keeping up with the demands and tastes of their customers in a market that is dynamic and unpredictable due to factors such as technology advancements, globalization, deregulation of markets, and a complex competitive landscape. The amount, quality, and presentation of beef offered in each country's market must meet or exceed international standards. Suppliers who are market oriented provide goods and services that meet customer needs and desires (Muzayyanah et al., 2023). The livestock sector, of which beef is a major part, contributes around 12-15% of Kenya's GDP and is a primary source of income for millions of smallholder farmers. According to the Kenya National Bureau of Statistics (2023), the value of the livestock sector has steadily increased, with beef being one of the most consumed and produced meat types in the country.

With an annual meat deficit of 300,000 metric tonnes, Kenya's meat industry still largely operates sub-optimally, with huge post-harvest losses, low value addition, poor processing skills and low capacity for quality and safety standards (Laibuni & Kirui, 2018). Lack of

accurate information on meat consumption patterns and segmentation has been a major barrier to strategies that are designed to develop and transform the livestock and meat industry in the country. For example, beef suppliers seeking to target specific consumer cohorts haven't been able do so due to the absence of information on consumption patterns, demographics, preferences as well as demand profiles (Pohjolainen, Vinnari, & Jokinen, 2015).

Although the beef industry has the potential to significantly contribute to the growth of the national economy, its historical failure to focus on the market has prevented it from doing so (Hauck & Rubenstein, 2017). It is widely acknowledged that a market orientation is a strong predictor of a company's ability to meet customer needs and establish a lasting competitive advantage. Government spending on beef-related development initiatives, including research, education, and extension services, has been modest (Hauck & Rubenstein, 2017). According to Hunt and Morgan (2006), a market orientation helps businesses hone in on their target customers' wants and requirements while also keeping tabs on their competitors' strengths, weaknesses, and plans. With this knowledge, businesses can then utilize it to their advantage by providing customers with better value.

The relationship between a focus on the market and organizational effectiveness has been the subject of research. To illustrate the point, Seyhan, Ayas, Sonmez, and Ugurlu (2017) studied Turkish manufacturing businesses to see whether there was a correlation between market orientation and competitive advantage. The study's results demonstrated a favorable correlation between marketing and market-linking skills and competitive advantage. Nigerian farmers' market involvement and rural poverty were examined by Chete, Adeoti, Adeyinka, and Ogundele (2014). There was a positive and statistically significant relationship between market involvement and factors including education level, family size, co-operative membership, output size, and number of extension trips.

Over the years, a renewed focus on agriculture has been evident in Africa's development agenda. Beef suppliers would be performing better if they were market oriented (Walker,

Brewer, Boyne, & Avellaneda, 2011). They would be selling more, hence demand pool would be more. However, there is a dearth of knowledge on the inter-linkages between production, beef supply and markets, as well as the potential and capacities for developing these (Thornton & Herrero, 2010). A growing number of studies are focusing on the topic of market orientation and its impact on company performance, which has sparked heated discussion among academics and industry professionals (Kirca, et al., 2015; Lada, 2015). To address this knowledge vacuum, researchers in Nairobi County set out to experimentally examine how a focus on the market affected the efficiency and productivity of the county's beef suppliers.

1.3 Research Objectives

The general objective of the study was to examine the influence of market orientation on organizational performance of beef suppliers in Nairobi County.

The study was guided by the following specific objectives:

1. To establish the level of market orientation of beef suppliers in Nairobi County.
2. To analyse the effect of quality of service on performance of beef suppliers in Nairobi County.
3. To examine the effect of customer focus on performance of beef suppliers in Nairobi County.
4. To determine the influence of innovation on performance of beef suppliers in Nairobi County.

1.4 Research Questions

1. What is the level of market orientation in beef suppliers in Nairobi County?
2. What is the effect of quality of service on performance of beef suppliers in Nairobi County?
3. How does customer focus influence performance of beef suppliers in Nairobi County?
4. What is the effect of innovation on performance of beef suppliers in Nairobi County?

1.5 Scope of the Study

The study was confined to beef suppliers in Nairobi County. This is because it has the leading number of beef suppliers in the country owing also to the larger market that it controls (Laibuni & Kirui, 2018). The objectives of the research were to ascertain the degree to which the beef industry is market-oriented, to discover the impact of customer focus on supplier performance in Nairobi County, to understand the role of innovation in supplier performance, and to ascertain the level of market orientation in the industry as a whole. All registered beef providers in Nairobi County made up the study's population.

1.6 Significance of the Study

Beef suppliers and industry practitioners in Nairobi County can use this study's findings to better understand the level of market orientation in beef supply, as well as the effects of innovation, customer focus, and service quality on supplier performance.

The results of this study will be valuable for agribusiness management scholars and students since they provide a foundation for future research on the supply and demand side of the beef industry.

In addition to entrepreneurs, the results will help government agencies, policymakers, NGOs, banks, microfinance institutions, and other private sector actors and stakeholders uncover promising investment possibilities along value chains. Business investment in customer-centric goods and services may be encouraged via the creation of policies. Those shoppers who are picky or who just want to know more about where their beef is coming from or how it is handled and prepared will benefit greatly from the study's conclusions.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter looked at literature related to market orientation, innovation, customer focus, quality service and organizational performance. The chapter is divided into theoretical framework, empirical review, and summary of literature, research gap, and conceptual framework.

2.2 Theoretical Framework

The study considered Hines value chain theory in the study of market orientation and organizational performance.

2.2.1 Hines Value Chain Theory

Lysons and Farrington (2016) state that Professors Michael Porter and Peter Hines have created significant value chain models. Both of them made the astute observation that value chain analysis is all about dissecting supply chains into their component parts. Each and every one of these subsystems' operations must maximise value while minimizing overall cost in order to maximise value and synergy across the whole chain (Chase & Jacobs, 2010). First, according to Porter (1999), the customer is a crucial link in the supply chain, and second, the value-adding mechanism of materials management is elevated to a strategic level in the thoughts of serious executives.

Hines (1993) highlighted three key issues with Porter's value chain model in his criticism. Firstly, according to Zokaei and Hines (2007), Porter's model prioritizes company profits over client satisfaction. Secondly, while acknowledging the importance of integration, Porter's model depicts a rather advised network, both within and between supply chain organizations. Lastly, according to Hines, the model places too much emphasis on the wrong functions. The fundamental goal of the value chain is to add value for the consumer and customer, since Hines's core actions firmly focus on the product or service's value at each level. The outcome is a value chain that goes in the opposite direction of Porter's model, with the consumer and main activities centered on a number of teams working

together to define product value at each stage: marketing, materials, engineering, quality, research and development, and design (Lysons and Farrington, 2006).

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This was the main theory that was applied in this study to advance the case for market orientation. Hines's theory is relevant in this study because it is driven by the customer satisfaction objective which is the main tenet of both customer and market orientation. Customer satisfaction contributes towards organizational performance. The theory shed light on the different activities in the value chain that lead to customer satisfaction. The activities include supply of raw material controls, order handling controls, quality control, marketing and new products controls.

2.3 Empirical Review

2.3.1 Market Orientation

According to Tutar, Nart, and Bingöl (2015), businesses may better understand their target market and create products and services that cater to their customers' demands when they adopt a market orientation mindset. Value chain analysis necessitates evaluating the kinds and locations of all chain participants, their connections to one another, and the dynamics of inclusion and exclusion, as stated by Kilelu et al. (2017). Policies and programs have been developed and planned with the use of value chain analysis, which has uncovered key stakeholders. Businesses that provide goods and services and need governmental backing

have also been located using this method (Bolwig, Ponte, Du Toit, Riisgaard, & Halberg, 2010). Organizations help individual business by providing information and services through leaflets, radio, and internet sites, but they are increasingly using the mobile platform to provide tailored information to farmers (De Janvry & Sadoulet, 2010). Many organizations started out by providing information and services through leaflets, radio, and internet sites, but they are increasingly using the mobile platform to provide tailored information to farmers (De Janvry & Sadoulet, 2010).

Kamau (2015) examined the role of market orientation in enhancing the performance of SMEs in Kenya. The research revealed that SMEs that adopted market-oriented strategies such as regularly conducting market research and maintaining strong customer relationships showed improved profitability and customer retention. Kamau (2015) concluded that market orientation is particularly critical for SMEs, which often face limited resources and must compete with larger, more established firms. The study is relevant to the beef supply industry, where smaller suppliers can use market orientation to improve competitiveness. Kariuki (2014) conducted a value chain analysis of Kenya's agricultural sector, including the beef supply chain. The study found that optimizing the agricultural value chain by improving market linkages, product quality, and supply chain management was critical for increasing the competitiveness of Kenyan beef suppliers. Kariuki (2014) emphasized the importance of adopting market-oriented approaches to ensure that beef suppliers could meet market demand for quality products while reducing operational costs.

Transporting produce requires coordination between producers, truckers, warehouse owners and aggregate traders (Hauck & Rubenstein, 2017). Many producers, especially in remote and rural areas, must carry their produce themselves, often by foot, to the nearest collection point. Coordinating transportation is also key to larger traders who aggregate produce for sale in urban areas or for export (Deichmann, Goyal, & Mishra, 2016). According to Bolwig et al. (2010), value chain analysis requires the assessment of the types and locations of all the actors in the chain, the linkages between them and the dynamics of inclusion and exclusion. Value chain analysis has been used to identify relevant stakeholders for planning and formulation of policies and programs. It has also been used

to identify enterprises that contribute to production, services and required institutional support.

Previous studies such as Asikhia (2011) and Hilman and Kaliappen (2014) have documented significance variance in the level of importance of each of the market orientation constructs to firm's performance. Chete et al. (2014), analysed market participation and rural poverty among farmers in Nigeria. The results showed that market information, output size, extension visits, family size, education level and co-operative membership were positive and significant in explaining market participation. Distance to the market had a negative but significant influence on market participation. Brokers negotiate prices with farmers and assemble enough maize and other firm produce to purchase for buyers (Lemeilleur & Codron, 2011).

While there is some concern about exploitation of farmers and traders including beef suppliers through these assembly traders, Chete et al. (2014), argued that farmers tend to prefer these traders because they buy maize directly in villages, pay farmers cash at the time of the sale and enter villages just after harvest. The price farmers receive tends to be the lowest available price, but this also considers transport costs and the need to store grain until prices increase. Wambui (2016) explored the role of market orientation in improving the performance of agricultural businesses in Kenya. The study found that companies focusing on understanding and responding to customer needs achieved better sales growth and operational efficiency. Wambui (2016) concluded that a customer-oriented strategy is essential for performance improvement, as it enables businesses to adapt to market demands and remain competitive.

Marketing of livestock and livestock products is an important activity all over the country. Live animals are marketed through traditional marketing routes developed over the years. Livestock pass from primary markets (collection centres) to secondary and tertiary markets to reach the consumer. Cross-border exports are also common in the southern, south-eastern and north-western parts of the country. Marketing of livestock products such as beef, milk, butter, egg, hide and skin is also important to households. Fresh milk and eggs

are directly sold after meeting family needs at farm level (Hilman & Kaliappen, 2014). Surplus production and supply are usually higher in urban areas due to market orientation and urbanization, which creates better demand for products. The major problems are the traditional production system which is not market oriented, underdeveloped marketing systems and poor infrastructure, poor financial services and presence of cross-border trade (Birthal, Jha, & Singh, 2007; Eshetu & Abraham, 2016). Market orientation in the beef supply chain is crucial for ensuring competitiveness, efficiency, and sustainability. It involves aligning production, distribution, and marketing strategies with the needs and preferences of consumers and other stakeholders.

Market-orientation in beef supply depends heavily on the knowledge, skills and experiences of the production process. Efficiency in production, input supply and marketing, and competitiveness in the market, depends primarily on the technical skills of beef suppliers and their capacity to market their produce (Keen, Wittum, Dunn, Bono, & Durso, 2006). Beef suppliers possess significant indigenous knowledge in production, storage and marketing of their produce. Gulati, Minot, Delgado, and Bora (2007), stated that market-oriented extension needs to build on the knowledge and experience of farmers and small-scale agribusinesses. Appropriate combination of indigenous and 'scientific' knowledge improves the success possibility of the agricultural extension services for market-oriented development (Fernandes Sampaio et al., 2020).

Narver and Slater (1990) view profitability as a key objective in market orientation while Kohli and Jaworski, (1990) argue that profitability is a consequence of market orientation. The focus on profitability and the execution of the marketing mix programs can create continuous superior customer values which lead to superior firm performance. Nevertheless, Jaworski and Kohli, (1993) and G. A. Ali et al. (2020) concur that firm performance is the outcome of a firm's operations including the achievement of its internal and external objectives. Researchers have acknowledged that market-oriented business depends heavily on the knowledge, skills and experiences of production process (Prasada et al., 2021). Efficiency in production, input supply and marketing, and competitiveness in the market, depends primarily on the technical skills of beef suppliers and their capacity to

market their produce (Charry, Narjes, Enciso, Peters, & Burkart, 2019). Hence, there is need to determine the level of market orientation in beef supply.

2.3.2 Quality of Service and Firm Performance

To provide high quality and satisfying experiences, managers must determine clients' perception of service quality (Nicholas and Kostantinos, 2016). A key purpose of beef supply is to provide products and services to clients to meet their emergent needs. Businesses must make every effort to build positive experience for clients. Understanding what factors contribute to market orientation, higher product and service quality and satisfaction among different clients may develop appreciation of operational issues and promote business performance. Firm management involves three principal functions: planning, implementation, and control. It also involves three key areas of activity: production, marketing, and finance. These functions and areas of activity show that the firm business is really a system that consists of component parts designed to accomplish the goals and objectives of the farmer (Hooley et al., 2000).

Quality of service plays a pivotal role in determining customer satisfaction and loyalty within the beef supply chain. Studies have shown that customers place a high value on factors such as product freshness, safety, reliability of delivery, and responsiveness to their inquiries and complaints (Pires et al., 2017). Therefore, firms that excel in delivering high-quality services along the entire supply chain, from farm to fork, are likely to gain a competitive advantage and enhance their performance. Research suggests a strong positive relationship between market orientation, quality of service, and firm performance in the beef supply industry. For instance, a study by Sánchez-Hernández et al. (2019) found that market-oriented beef suppliers tend to invest more in improving the quality of their services, resulting in higher levels of customer satisfaction and financial performance.

Njoroge (2018) explored quality control in Kenya's meat industry, specifically within the beef sector. The study identified several quality control mechanisms, such as slaughterhouse hygiene, meat grading, and transportation standards, that directly influenced the performance of beef suppliers. Njoroge (2018) found that suppliers who

adhered to strict quality standards performed better by satisfying customer expectations for meat quality and safety. The study underscored the importance of maintaining high-quality beef production to foster trust and loyalty among consumers. Similarly, Despoudi et al. (2020) demonstrated that firms with a strong market orientation are better equipped to identify and respond to changes in customer preferences, thereby delivering superior service quality and achieving higher profitability compared to their less market-oriented counterparts.

Producing for the market depends on the nature of the market. Some markets cater for fresh or unprocessed foods. Others are structured and more formal such as selling to agro industries under contract. Still others may require good packaging and an assured quality. The more formal and structured the market and the more marketing conditions demanded, the more the farmer must be a farm manager instead of a producer.

Psomas, Pantouvakis and Kafetzopoulos (2012) carried out a study on the effect of Quality Management Practices on operational performance of service industries in Greece. The variables used were continuous improvement, firm's performance and prevention of non-conformities and financial performance as a mediating variable. The findings revealed that the product/quality management practices and operational performance of the service firms are positively and significantly influenced by ISO's effectiveness, and that financial performance is directly influenced only by operational performance, whereas the impact of ISO's effectiveness is indirect through its significant correlation with operational performance.

A study by Sampio (2014) on the relationship between quality approaches and their impact on Portuguese companies' quality performance examined the positive relationships between TQM practices and performance measures and the selected indicators are productivity, conformance to customer requirements and product/service quality. Al-refaie, Ghnaimat and Ko (2011) examined on the effect of quality management practices on organisational performance in Jordan concluded that organisations that adopt a quality

management strategy focus on achieving and sustaining high quality output using management practices as the inputs and quality performance as the outputs. Omollo (2011) carried out a study on the effect of service quality management on the financial performance of commercial banks in Kenya. The study revealed that service quality management was important in ensuring better financial performance.

From the above literature review on quality of service and performance, there is a gap in the beef supply. Limited studies have been done on beef supply, even though researchers point out that studies should be undertaken to identify ways of improving quality of products and services (Laibuni & Kirui, 2018). Understanding what factors contribute to market orientation, higher product and service quality and satisfaction among different clients may develop appreciation of operational issues and promote business performance. When various aspects of the value chain are managed efficiently and effectively, the overall cost of producing the goods is reduced. This means the suppliers can enjoy larger profit margins as compared to a firm that does not put the value chain into consideration (Gulati et al., 2007). From the existing literature reviewed, quality of service has been linked with improved organizational performance. However, previous studies were not done in Kenya, specifically the beef suppliers, hence this study sought to fill this gap.

2.3.3 Customer Focus and Firm Performance

Customer focus is concerned with enough understanding of target customers to be able to create superior value. It requires that a marketer understands a buyer's entire value chain (Day and Wensley, 2008). Customer focus is a critical element in determining market orientation. In order to serve the market better than competitors, market orientation requires the availability of all the various kinds of information regarding existing and latent needs and wants of the customers and the factors affecting the fulfilment of those needs and wants. Market orientation reflects the extent to which firms establish the satisfaction of customer needs and wants as an organizing principle of the firm(Prifti & Alimehmeti, 2017). The concept of market orientation implies both responsive market orientation, which addresses the expressed needs of customers, and proactive market orientation, which addresses the latent needs of customers (Kaleka & Morgan, 2017).

Market orientation is concerned with enough understanding of target customers to be able to create superior value for them continually. It requires that a seller understands a buyers entire value chain (Walker et al., 2011). Firms should adjust to market dynamics caused by competitors and better understand the changing market needs since the objective of a competitor-oriented firm is to keep pace with or remain ahead of competitors (Di Domenico & Miller, 2012). In the agro-processing sector, Mutua (2020) explored the relationship between customer orientation and organizational performance in Kenya. The study found that organizations that consistently prioritized customer feedback and tailored their offerings to meet consumer needs saw increased sales and market share. The findings are applicable to the beef industry, where understanding consumer preferences for beef cuts, quality, and pricing directly influences supplier success.

According to Kotler (2012), firms that operate according to the marketing concept create profits through customer satisfaction. The primary objective of market orientation is to deliver superior customer value, which is based on knowledge derived from competitor and customer analyses and the process by which this knowledge is gained and disseminated throughout the organization (Singh, Verma, & Verma, 2020). Firms that are market-oriented deliver superior customer value and outperform firms that have low degrees of market orientation (Ho et al., 2018).

Farmers and other upstream operators have been called upon to engage in more direct relationships with end consumers: to produce, process and market products on a localized basis, in what have been described as alternative food 'chains', 'systems' or 'networks'(Senesi, Daziano, Chaddad, & Palau, 2017) . Rural consumers appeared to be generally better informed and more concerned about food provisioning matters than urban and appeared to make more ready links between food and farming, although they also spoke of making trade-offs in their food choices. In terms of interest in local foods, many consumers expressed support for them in principle, although in practice, other pragmatic factors came into play. Overall the results also suggested that there may be links between consumers' food-related priorities, perceptions of farming/food provisioning and interest

in local foods, and that these links may also be connected to urban/rural residency (DiDomenica, 2015).

Beef production is done with little analysis of who the likely consumers are, the nature of their food-related perceptions and concerns, and why is it they may choose to buy local. This brings the gap and the need for a study to determine how customer focus influence performance of beef suppliers. In policy terms, this lack of consumer knowledge runs counter to recommendations for market orientation and implies the need for a greater level of public resources to support such systems. Thus, the unique characteristics of Kenya's beef industry and its consumer market make it an interesting case study for exploring the influence of customer focus on the performance of beef suppliers.

2.3.4 Innovation and Firm Performance

In this study's context, innovation involve improving the product to meet market demands. Innovation is one of the most important factors for a firm to challenge major competitors in both national and international markets (Traill and Meulenberg, 2002; Bayona et al., 2013). The low R&D intensities observed in the agricultural sector (Capitanio et al., 2009) are likely due to the fact that innovation processes in the agrifood sector are supply-driven (Bayona-Saez, Cruz-Cázares, García-Marco, & Sánchez García, 2017). Innovations are incremental rather than radical (Acemoglu, Akcigit, & Celik, 2022).

The ability of a firm to offer superior product/service offering, competitive pricing strategy, differentiated channel management, unique marketing communication and continuous marketing research activities can improve organizational performance (Hilman & Kaliappen, 2014). Bergevoet and Engelen (2014), suggested that beef suppliers need to be well innovative to compete in an increasingly demanding marketplace. Suppliers should increase their income and capture more value in the value chain. The livestock industry has the resources to attract and build relationships with diverse links in the value chain, locally and further afield (Di Domenico & Miller, 2012). Beef suppliers need improved access to services through innovation (Dogbe et al., 2012). Poor production technology in livestock is another constraint. Farmers advancing from subsistence farming to commercial farming

need to be hand-held and directed in ways that address all their fears as well as meet their aspirations. The many development support aspects that must come into play are many and multifaceted (Kirwan, 2006). This factor affects the overall performance of beef suppliers.

Major problems associated with genetic improvement of livestock include lack of selection and genetic improvement programs for indigenous breeds, and limited crossbreeding of local breeds with exotic animals for dairy and sheep only. Also, limited capacity of government ranches and multiplication centres for the supply of improved animals, inefficient and ineffective AI services, distribution of improved breeds or technologies in isolation from other associated inputs and services and limitation on number of improved genetic resources distribution per household. Alternative systems have to be explored in order to have an effective and efficient improved breed improvement and supply system.

Jalal-Karim and Hamdan (2010) study on the impact technology had on the improvement of different Jordanian banks performance matrix revealed that technology improved the banks return on assets, the net profit margin and earnings per share. Another study done by Osei and Harvey (2010) revealed that technology increased banks return on assets and return on equity. In yet another study by Moyaet al. (2010) on the technological innovations used by Uganda's bank of Africa revealed that the use of technology in the bank had improved the rate at which services were offered in the bank. According to Nybakk and Jenssen (2012), strategic innovation is one of the fundamental instruments of growth strategies to enter new markets, to increase the existing market share and to provide the company with a competitive edge. Motivated by the increasing competition in global markets, companies have started to grasp the importance of strategic innovation, since swiftly changing technologies and severe global competition rapidly erode the value added of existing products and services (Pisano, 2015)

Menguc and Auh (2006) noted that market orientation significantly contributes to firm performance through firm innovativeness. They find that being innovative positively affects the influence of market orientation on firm performance. They also demonstrate that the effect of market orientation on firm performance is reinforced by firm

innovativeness. Based on the literature review, studies have been done on innovation and performance. However, this presents an opportunity for research to be conducted in this area to provide insights into how beef suppliers in the developing countries can become more innovative and improve their performance.

Consumer demand for sustainable and ethically sourced beef products is a growing trend worldwide, driven by concerns about environmental conservation, animal welfare, and social responsibility (Ponte & Gibbon, 2005). Beef suppliers are increasingly compelled to adopt innovative practices that ensure the traceability and transparency of their supply chains to meet these consumer preferences (Ponte & Gibbon, 2005). Investments in sustainable farming methods, such as grass-fed or pasture-raised beef production, can differentiate suppliers in the market and create opportunities for premium pricing (Wang & Schmidt, 2002). Investments in infrastructure play a crucial role in enabling innovation within the beef supply chain (Faostat, 2020). Cold chain logistics, including refrigerated storage and transportation facilities, are essential for maintaining the quality and safety of beef products throughout the supply chain (Faostat, 2020). Upgrading processing facilities with modern equipment and technology can enhance productivity, efficiency, and product quality, driving innovation in production processes (Faostat, 2020).

Supportive policies and regulatory frameworks can create an enabling environment for innovation in the beef industry (Stiglitz, 1994). Governments can incentivize innovation through subsidies for research and development, tax incentives for investment in technology and infrastructure, and grants for sustainable farming practices (Stiglitz, 1994). However, bureaucratic hurdles, corruption, and inconsistent enforcement of regulations may pose challenges to innovation within the beef sector (Briones & Ehui, 2011).

Concerns about environmental degradation and climate change have prompted the adoption of innovative practices in beef production (Thornton et al., 2010). Agro ecological approaches, such as rotational grazing and conservation agriculture, promote soil health, biodiversity, and carbon sequestration, contributing to long-term sustainability (Thornton et al., 2010). Climate-smart technologies, including precision farming, water-efficient

irrigation systems, and methane capture from livestock, mitigate the environmental impact of beef production and enhance resilience to climate-related risks (Herrero et al., 2010).

The beef industry in developing countries faces numerous challenges, including resource constraints, market volatility, and environmental pressures. To thrive in this dynamic landscape, beef suppliers must enhance their innovation capabilities. Embracing technological advancements in areas such as precision farming, genetic selection, and data analytics can enhance productivity, efficiency, and quality throughout the beef supply chain (Kimenju & Qaim, 2014). Beef suppliers should prioritize the adoption of appropriate technologies that are suitable for their operational context, considering factors such as cost-effectiveness, scalability, and compatibility with existing practices (Acemoglu et al., 2022).

Collaboration with stakeholders across the value chain, including farmers, researchers, input suppliers, and retailers, fosters knowledge exchange and innovation diffusion (Mudambi & Swift, 2012). Establishing strategic partnerships with research institutions and technology providers facilitates access to expertise, resources, and market insights, accelerating the pace of innovation (Schulze-Ehlers & Anders, 2018). Beef suppliers must align their innovation efforts with market demand and consumer preferences, emphasizing attributes such as quality, safety, sustainability, and traceability(Bamfo & Kraa, 2019). Investing in market research, consumer surveys, and feedback mechanisms enables beef suppliers to anticipate trends, identify unmet needs, and tailor their product offerings accordingly (Singh et al., 2020).

Developing the skills and capabilities of employees is critical for fostering a culture of innovation within beef supply chain organizations (West & Bogers, 2014). Providing training programs, workshops, and continuous learning opportunities empowers employees to generate and implement novel ideas, driving continuous improvement and innovation (Tidd & Bessant, 2018). Beef suppliers should proactively engage with policymakers to advocate for supportive regulatory frameworks that incentivize innovation and sustainable practices (Briones & Ehui, 2011). Governments can play a pivotal role in fostering

innovation by providing financial incentives, research grants, and infrastructure investments, while also ensuring compliance with environmental and food safety standards (Berti & Mulligan, 2016).

Innovation plays a pivotal role in enhancing the performance and competitiveness of beef suppliers, particularly in developing countries facing diverse challenges. Innovation enables beef suppliers to develop high-quality products that meet consumer preferences and differentiate themselves in the market, leading to enhanced performance and competitive advantage(Schulze-Ehlers & Anders, 2018). Innovation in production processes, logistics, and supply chain management improves operational efficiency, reduces costs, and enhances productivity, contributing to improved performance (Kimenju & Qaim, 2014).

Innovative products and marketing strategies allow beef suppliers to penetrate new markets, expand their customer base, and increase revenue streams, leading to improved financial performance (Darmawan & Grenier, 2021). Innovation in sustainable farming methods, environmental management. Climate-smart technologies enhance resilience to external shocks, reduces environmental impact, and ensures long-term sustainability, positively influencing performance (Thornton et al., 2010; Herrero et al., 2010).

2.4 Research Gap

A number of researchers have reported positive relationship between market orientation and firm performance (Farrell, 2000; Harris and Ogbonna, 2001; Krohmer, and Workman, 2003; Mojekwu et al., 2015). However, available evidence is inconclusive with a number of extant studies reporting only weak and non-significant relationship (Chan and Ellis, 1998; Harris, 2001; Langerak, 2003). The contradictory results reported by previous studies suggest that the relationship between market orientation and performance may be more complex and the impact cannot be viewed in a simple manner (Yu, 2012). Kotler (2004), claims that firms that adopt a market orientation practices recognize the benefits associated with being "customer centric" and this understanding

is mirrored in their approach of doing business, which accords the customer the highest priority.

Different scholars and researchers have conceptualized and assessed the construct differently resulting in diverse measurement models and performance implications. When investigating the impact of market orientation on firm or Strategic Business Unit (SBU) performance, some studies have provided mixed results (Harris, 2001; Jaworski & Kohli, 2013); No significant or negative relationships (Diamantopoulos & Hart 2013; Greenley, 2005; Kumar, et al. 2011). In addition, there are limited studies on the market orientation and performance in Kenya and Nigeria (Winston & Dazie, 2012; Njeru 2013). While many scholars have studied and suggested a direct relationship between market orientation and firm performance, others have suggested a moderated link (Matsuno, Mentzer, & Rentz, 2010) or a mediated link (Narver & Slater, 1994; Day & Wensley, 1988; Han et al., 1998; Hult, et al. 2014). Some studies provide evidence that the market orientation and performance relationship is partially mediated or fully mediated (Baker & Sinkula, 1999; Chang & Chen, 1998; Matear, et al. 2002). Previous studies did not measure organizational performance based on performance prism developed by Neely et al. (2001). In addition, Limited literature exists on market orientation and agricultural production. Therefore, this study sought to examine the influence of market orientation on organizational performance of beef suppliers in Nairobi County.

2.5 Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Goldman et al., 2016). It is a tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny. It helps the research to explain the relationship among interlinked concepts such as the dependent and independent variables (Smyth, 2004). It was conceptualized within the dependent-independent variable components and their indicators. The figure below shows a diagrammatic representation of the relationship between the dependent and independent variables. Hines's theory is relevant in this study because it is driven by the customer satisfaction objective which is the main tenet of both customer and market

orientation. According to the theory, customer satisfaction contributes towards organizational performance.

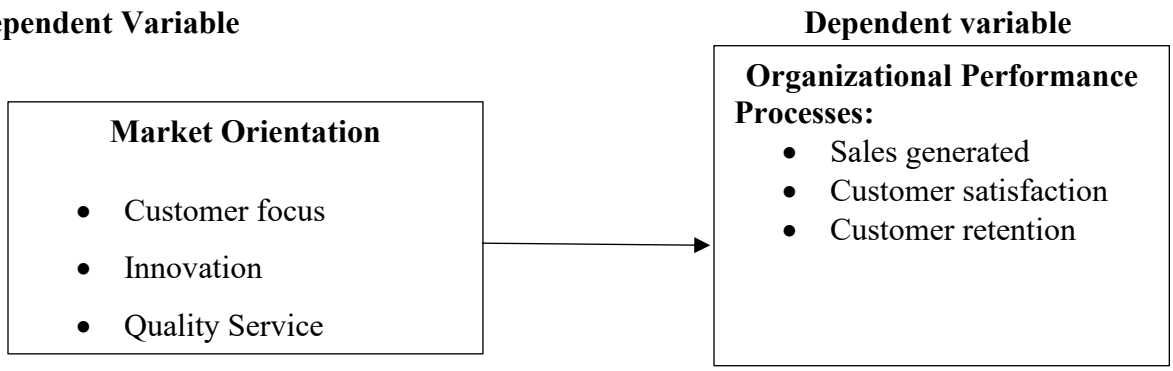


Figure 2.1: Influence of Market Orientation on Organizational Performance

Source: (Researcher, 2023)

Table 2.1: Operationalization of Variables

	Variables	Operational Definition	Measures	Source
Market-Orientation	**Customer Focus**	Market orientation implies both responsive market orientation, which addresses the expressed needs of customers, and proactive	✓ Close attention to after-sales service ✓ Measure customer satisfaction frequently ✓ Prioritizing customer's interest ✓ Products developed based on customer information	Narver et al. (2004)

		market orientation, which addresses the latent needs of customers	✓ Strategies driven by providing greater value for customers ✓ Quality is defined as the extent to which the customer is satisfied	
	Innovation	Innovation is coming up with a new product or process with an aim of achieving customer satisfaction.	✓ Develop new products based on market demands ✓ Recommendations from customers lead to changes in service delivery ✓ Apply innovation to improve transportation facilities ✓ Periodic review of products to plan a response to change ✓ Use of technology to monitor efficiency of internal processes ✓ Apply innovation to improve handling of products	Narver et al. (2000)

	Quality of Service	Market orientation enables the firm to be more focused by continually collecting information about its target customer needs and using the acquired information to create quality service, which involves superior products.	✓ Improve handling, storage and transportation facilities ✓ Increased transparency regarding prices, regulations and standards ✓ Sales people regularly share information ✓ Customer value strategies ✓ Quality controls and standards ✓ Differentiation of products /services	Hunt and Morgan (2006)
Organizational Performance	**Performance**	Performance is the ability to deliver high-quality products and services to customers, maintain competitive advantage in the market, and achieve sustainable growth and	✓ Sales generated ✓ Customer satisfaction ✓ Customer retention ✓	Van Looy and Shafagatova (2016)

		profitability over time.		

Source: (Researcher, 2023)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodological framework that was used in the study. It involves research design, target population, sampling procedure and sample size, data collection procedures, and data analysis techniques of the research study.

3.2 Research Design

A research design can be thought of as the structure of research. A design is used to structure the research, to show how all of the major parts of the research project work together to try to address the central research questions. The qualities of an effective research design should effectively address the questions raised in the study, they contribute to accurate and fair interpretation of results, should clarify to the researcher the respondent and the means by which the study will be conducted and provide a deeper understanding of the research topic (Pombo and Tromp, 2011). This study adopted both cross sectional and descriptive research design. Cross sectional study looks at data collected across a whole population to provide a snapshot of that population at a single point in time. This method was appropriate as it help understand the market orientation and performance phenomenon. Kothari (2004), note that, a research design appropriate must be flexible enough to provide opportunity for considering different aspects of a problem under study.

3.3 Population and Sampling

3.3.1 Population Size

Pombo and Tromp (2011) define population as a group of individuals, objects or items from which samples are taken for measurement. It refers to an entire group of persons or elements that have at least one thing in common. Kothari, (2004) note that the population is also known as the universe. The target population for this study was registered beef suppliers in Nairobi County. According to County Government of Nairobi (2019), there are 1082 registered beef suppliers in Nairobi County.

Table 3.1 Table of Population

Sub County	Population
Dagoretti North	63
Dagoretti South	77
Embakasi Central	79
Embakasi East	62
Embasaki South	56
Embakasi North	52
Embakasi West	55
Kamukunji	57
Kasarani	61
Kibra	64
Langata	79
Makadara	59
Mathare	58
Roysambu	57
Ruaraka	59
Starehe	78
Westlands	66
Total	1082

Source: County Government of Nairobi, (2023)

3.3.2 Sample Size

Mugenda and Mugenda (2003) explained that for any meaningful study, 10-30% of the target population would provide an adequate sample size. The sample was drawn from the following beef suppliers in Nairobi County. The researcher adopted a confidence interval of ±5% because most business and social sciences research use alpha level of 0.05 (Israel, 1992; Bartlett, Higgins, & Kortlik, 2001). Bartlett et al. (2001) propose that in such situations a 5% margin of error is acceptable. The sample size was calculated using the formula for finite population as proposed by Yamane (1967) cited in Israel (1992). At 95% confidence level and 0.05 alpha level,

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

Where:

n= desired sample size

N= Population

e = margin of error at 5% (standard value of 0.05)

The sample size for the study was:

$$n = \frac{1082}{1+1082(0.05^2)}$$

=292 respondents

The respondents will be 292 comprising of beef suppliers top management.

Table 3.2 Table of Sample

Sub County	Population	Sample
Dagoretti North	63	17
Dagoretti South	77	21
Embakasi Central	79	22
Embakasi East	62	17
Embasaki South	56	15
Embakasi North	52	14
Embakasi West	55	15
Kamukunji	57	15
Kasarani	61	16
Kibra	64	17
Langata	79	21
Makadara	59	16
Mathare	58	16
Roysambu	57	15
Ruaraka	59	16
Starehe	78	21
Westlands	66	18
Total	1082	292

Source: (Researcher, 2024)

3.3.3 Sampling Procedure

Cluster sampling procedure was applied to select the subjects of study based on geographical location. Nairobi County was stratified based on sub countries. Cluster sampling ensures a high degree of representativeness of all the clusters or layers in the population (Iyoke et al., 2006). The markets in Nairobi County was divided into clusters based on location. Convenience sampling procedure was then used to pick the sample based on availability and willingness to provide information for the study. The beef

suppliers were identified through online directories, referrals from the local markets and supermarkets and social media platforms groups of beef suppliers.

3.4 Data Collection Methods

According to Dudin (2013), data collection is the process of preparing and systematically gathering data for a particular purpose from various sources, that has been systematically observed, recorded, organized. Data was collected through a questionnaire structured to meet the objectives of the study. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. Each item is developed to address specific themes of the study. A five-point Likert scale was used to design the questionnaire. A Likert scale is more useful when a behaviour needs to be evaluated on a continuum (Leedy & Ormrod, 2011). The questionnaire was developed based on the research objectives. During the visit, the respondents were asked to fill the questionnaire and submit to the researcher. Five research assistants were used to assist in data collection. They were trained before collecting data. Data collection took a period of approximately two weeks.

3.5 Research Quality

3.5.1 Pilot Test

Pilot testing was done using 10 beef suppliers from the population. The beef suppliers who took part in the pilot testing did not participate in the actual study. Kombo and Tromp, (2009) and Kothari (2014), describe a pilot test as a replica and rehearsal of the main survey. Polit and Beck (2013), states that the purpose of a pilot test is not so much to test research hypotheses, but rather to test protocols, data collection instruments, sample recruitment strategies and other aspects of a study in preparation for a larger study. The findings of the pilot test were used to determine the reliability and validity of the research instruments.

3.5.2 Reliability and Validity

Validity and reliability were tested during the pilot study. Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to

perform. As a process, validation involves collecting and analysing data to assess the accuracy of an instrument. There are numerous statistical tests and measures to assess the validity of quantitative instruments, which generally involves pilot testing. Construct validity of the instrument was measured through a pilot study. A context of validity coefficient index of above 0.82 was obtained and this implied that the questionnaires were valid research instrument for the study. The study tested content validity to ensure that the instrument collects intended information from the respondents.

According to Moskal and Leydens (2000), reliability is the degree to which an assessment tool produces constant and dependable results. Joppe (2010) maintains that reliability is the extent to which results are steady over time and gives precise picture of the total population and if the results of a study are repeated under a similar methodology and yield similar results, then the research instrument is considered to be reliable. The reliability of the questionnaire was tested using the Cronbach's alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software (Saunders et al., 2016). Data collected from the pilot test was coded on SPSS software and Cronbach computed. A reliability alpha above 0.70 was obtained for all the research questions thus considered reliable (Kothari, 2022).

3.6 Data Processing and Analysis

Kothari (2004) defines data processing as editing, coding, classification, and tabulating collected data to make them amenable to analysis. The term analysis refers to the computation of specific measures and searching for relationship patterns among data groups. Kombo and Tromp (2011) note that data analysis refers to examining data collected in a survey or experiment and making deductions and inferences. The data analytical techniques that were used were quantitative in nature. These were correlation analysis and multiple regression analysis. The data was analysed using the help of SPSS software.

Descriptive analysis was used to analyse data from demographics and objectives one, two, and three. Means and standard deviations were applied in objectives i, ii, iii, and iv. Correlation and linear regression were used to estimate the coefficients of the linear equation involving one or more independent variables, which best predicted the value of

the dependent variable. Therefore, the researcher used linear regression analysis in each of the three objectives to determine the individual effect of each goal on organizational performance. The multiple regression model was applied to test the overall effects of the independent variables on the organizational performance of the beef suppliers in Nairobi County.

Where:

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

Where:

Y = Organizational Performance

β_0=Intercept term

β_i= Coefficients of the Independent Variables

X_1= Innovation

X_2= Customer focus

X_3= Quality of service

X_4=Market Orientation

ε= error term

3.7 Ethical Consideration

The researcher applied for a permission letter from NACOSTI and was granted it. Further, the researcher revealed written consent outlining the study's objective, voluntary participation sections, benefits, and anticipated risks to the ethics board, which the ethics review board approved. All the information obtained was locked in a cabinet with controlled access to the information. The research used information collected only for academic purposes. Confidentiality was maintained by ensuring anonymity. The researcher gave the research objectives in detail to the respondent, and the privacy of the data collected was guaranteed to them. The clarity in data collection techniques and methods was observed. All the collected data were confidential by not asking the respondents to indicate their names in the questionnaire.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations. This chapter analyses the variables involved in the study and estimates of the model presented in the previous chapter.

4.2 Response Rate

The respondents comprised of beef suppliers in Nairobi County. Out of the 292 issued questionnaires, 247 questionnaires representing 85% of the total questionnaires distributed were returned fully completed, while 44 questionnaires were not returned representing 15% of the total questions distributed to the respondents. The response rate was 85% of the total sample size and the non-response was 15%. The response of 85% facilitated gathering sufficient data that was generalized to reflect the opinions of respondents. This was in tandem with Graham (2002) that a response rate above 30 to 50% of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the sought study problem.

4.3 Validity and Reliability

4.3.1 Validity

To establish the validity of the data collection instruments, the research instruments were given to 20 beef suppliers in Nairobi County. The coefficient of the data gathered from the pilot study was computed with assistance of Statistical Package for Social Sciences (SPSS) Version 21. A context of validity coefficient index of above 0.82 was obtained and this implied that the questionnaires were valid research instrument for the study.

4.3.2 Reliability Analysis

The results in table 4.1 show Cronbach's alpha of well above 0.7 and most of it above 0.8 implying that the instruments were sufficiently reliable for measurement. The study accepted a Cronbach alpha of 0.7 and above. Since most items total correlations were

reasonably high, the construct validity of the instrument was considered reasonable (Brown, 2006).

Table 4.1 Reliability Results

Constructs	Cronbach's Alpha Values
Quality of Service	0.764
Customer focus	0.801
Innovation	0.791
Organizational Performance	0.826

4.4 Demographic Information

The section contains information on the demographic characteristics of the respondents such as gender, age, highest level of education, years of experience and level of management. The constitution of Kenya, 2010, addressed gender inequality and subsequently a legislation was to be enacted by parliament hence the introduction of two-third gender rule. The study sought to establish the gender of the respondents in order to establish the level of gender representation within the county government.

Based on the study results, the majority 51.6%) of the respondents indicated that they were male, while the least (48.4%) were of female gender. This implies that the number of male respondents was higher than that of their female counterparts. This result implies that most of the beef suppliers around Nairobi County to a large extent is dominated by male individuals. About thirty-two percent (31.5%) of the respondents were in the age category of above 56 years, 16.5 % were in the age category of below 25, 28.6 % aged between 26-35 years while only 23.4% were aged between 36-45 years. This suggests that most of the respondents are considered to be elderly in the sector having dominated for quite a long period.

4.5 Firms Characteristics

According to the respondents, 59.3% indicated that their organization is above 5-10 years, 20.2% their organization is aged between 1-5 years, 13.7% respondents indicated that their organization is aged below 1 year while 6.5 % of the respondents indicated that their organization is above 10 years. This result implies that most of the organizations are in the growth stage and could probably be maximizing their profits as they head to the declining stage. Moreover, the study sought to determine the start-up capital for the business. A majority of the respondents 31.9% indicated their start-up capital as between 200,000 to 300,000, 28.6% stated their start-up capital between 300,000-400,000, 22.6% further indicated their start-up capital between 100,000 to 200,000 and 16.5% below 100,000 capital. These results indicate that start-up beef suppliers in Nairobi County requires significant investment.

The study also sought to understand the status of the firm's registration with the government agencies. Most of the respondents (75%) indicated that they have registered with the county government for business license and with the ministry of health. The other 25% of the respondents have not registered for their businesses. The research also sought to understand the number of employees in the organizations. Majority of the respondents (76%) indicated that the employees are between 5-20 while 14% stated that they employ more than 20 employees. On the question of ownership structure, the majority of the respondents (63.3%) agreed that their business ownership is a sole proprietorship while 23.8 % are in form of partnership. The study further established that 12.9% are registered limited liability company. This indicates that most of the beef suppliers in Nairobi County are individual business owners who are in the informal sector.

4.6 Descriptive Statistics

4.6.1 The level of Market Orientation of Beef Suppliers in Nairobi County

This section of the questionnaire sought to determine the level of market orientation as a factor that influence organizational performance of beef suppliers in Nairobi County. The range was 'strongly disagree' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous

Likert scale; (0≤ Mean<2.4). The scores of 'Undecided have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤Mean<3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0).

Table 4.2 Level of Market Orientation

	Mean	Std. Deviation
We monitor service delivery	4.58	.495
We add value by mincing or cutting beef according to each customer's specific requirements	4.51	.502
We emphasize on safe and standard beef handling	4.50	.502
We conduct focused training on employees	4.50	.502
We have improved the storage processes	4.42	.495
We follow requests made by customers	3.84	.545
We have a product suggestion initiative	2.58	.495
We offer promotions to increase sales	2.58	.639
We get customer's feedback using products feedback forms	2.52	.495
Overall Mean	3.78	0.518

As shown in Table 4.2 above, the respondents strongly agreed that they monitor service delivery (mean=4.58, SD=0.495), and that they have improved the storage processes (mean=4.42, SD=0.495). Consequently, other respondents were undecided on the extent to which the level of market orientation is influenced by use of a suggestion box to collect customers' views on our product (mean=2.58, SD=0.495) and offering promotions to increase sales (mean=2.58, SD=0.639) and we get customer's feedback using forms (mean=2.52, SD=0.495).

4.6.2 Quality of Service of Beef Suppliers

This section of the questionnaire sought to get rating from the respondents on quality of service of beef suppliers as a component of level of market orientation. The range was

'strongly disagree' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; (0≤ Mean<2.4). The scores of 'Undecided have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤Mean<3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0).

Table 4.3 Quality of service of beef suppliers

	Mean	Std. Deviation
We have a good sense of how our customers value our products and services	4.84	.368
Our product and service development is based on good market and customer information	4.16	.368
We compete primarily based on product or service differentiation	4.16	.948
Our strategies are driven by providing greater value for our customers.	3.71	.709
We define quality as the extent to which our customers are satisfied with our services	3.64	.483
We have introduced standards and implemented quality control	3.45	1.277
Salespeople regularly share information within the organization concerning beef quality	2.61	.731
Overall Mean	3.79	0.697

The results portrayed in Table 4.3, respondents strongly agreed that they have a good sense of how their customers value their products and services (mean=4.84, SD=0.368). They agreed that they compete primarily based on product or service differentiation (mean=4.16, SD=0.948) and they develop product and service based on good market and customer information (mean=4.16, SD=0.368). Furthermore, the respondents are undecided on the introduced standards and on implemented quality control (mean=3.45, SD=1.277), and on

salespeople regularly sharing information with organization regarding beef quality (mean=2.61, SD=0.731).

4.6.3 Customer Focus of Beef Suppliers

This section of the questionnaire sought to get ratings from the respondents with regards relationship between customer focus of beef suppliers on their performance. The range was 'strongly disagree' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; (0≤ Mean<2.4). The scores of 'Undecided have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤Mean<3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0).

Table 4.4 Customer focus of beef suppliers

	Mean	Std. Deviation
We encourage customer comment and complaints because they help us do a better job	4.69	1.227
We gauge customer satisfaction with a view of paying close attention to customer service	4.62	.953
We pay close attention to after-sales service	4.58	1.041
Our strategy for competitive advantage is based on our understanding of customer's needs	4.49	1.733
Business strategies are driven by the goal of increasing customer value.	4.37	.695
Our objectives are driven by customer satisfaction	4.35	1.138
We put our customer's interest ahead of our interest	4.27	1.259
We emphasize on product appearance and general ambience in order to attract and retain customers	4.13	0.861
We constantly monitor our level of commitment and orientation to serving customer needs	3.46	.970
We measure customer satisfaction systematically and frequently	3.22	.137
Overall Mean	4.218	1.0014

From the findings, the respondents strongly agreed that they encourage customer comment and complaints because they help them do a better job (mean=4.69, SD=1.227), and that they gauge customer satisfaction with a view of paying close attention to customer service (mean=4.62, SD= 0.953). The respondents were undecided on whether they constantly monitor the level of commitment and orientation to serving customer needs (mean=3.46, SD= 0.970) and on measuring customer satisfaction systematically and frequently (mean=3.22, SD=0.137).

4.6.4 Innovation of Beef Suppliers

This section of the questionnaire sought to get ratings from the respondents with regards relationship between innovations of beef suppliers on their performance. The range was 'strongly disagree' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; (0≤ Mean<2.4). The scores of 'Undecided have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤Mean<3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0).

Table 4.5 Innovation of beef suppliers

	Mean	Std. Deviation
We manage to cope with market demands and develop new products and services quickly	4.63	.485
Recommendations and comments from customers usually lead to changes in service delivery	4.35	.734
We apply innovation to improve transportation facilities	4.34	.492
We periodically review our product development to plan a response to changes taking place in our business environment	4.30	.491
We apply innovation to improve storage facilities	4.20	.405
All our business functions are integrated in serving the need of our target markets	4.20	.687
New products and services in our company often take us up against new competitors	4.14	.406
We meet with customers frequently to find out what products or service they will need in the future	4.05	.598
We have employed the use of technology to monitor the efficiency of our internal processes and also to reduce costs	3.90	.362
We apply innovation to improve handling of products	3.87	.881
We develop new products frequently	3.69	.466
We do market research whenever we introduce new products	3.27	.772
We frequently review our process of operation	2.86	.688
Overall Mean	3.98	0.574

With regards to innovation of beef suppliers as a factor that influence organizational performance of beef suppliers in Nairobi County, the respondents are strongly agreed that they manage to cope with market demands and develop new products and services quickly (mean=4.63, SD=0.485). They also strongly agreed that the recommendations and comments from customers usually lead to changes in service delivery (mean=4.35, SD=0.734). However, the respondents were undecided on the frequently review of their

process of operation (mean=2.86, SD=0.688) and on doing market research whenever they introduce new products (mean=3.27, SD=0.772).

4.6.5 Organizational Performance

This section of the questionnaire sought to determine the effects of market orientation on organizational performance of the beef suppliers in Nairobi County. The range was 'strongly disagree' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; (0≤ Mean<2.4). The scores of 'Undecided have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤Mean<3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0).

Table 4.6 Organizational Performance

	Mean	Std. Deviation
Percentage of sales generated last year increased	4.52	.966
We have customers who buy repeatedly from us	4.50	1.301
Our market share growth has risen	4.47	.854
Our customers are satisfied	4.39	1.793
Our business unit's sales growth has increased	4.26	.891
We have managed to retain old customers	4.13	1.190
Overall Mean	4.37	1.16

From the findings, respondents strongly agreed that percentage of sales generated have increased over years (mean=4.52, SD=0.966), and that they have customers who buy repeatedly from them (mean=4.50, SD=1.301). The respondents further agree that their

business unit's sales growth have increased (mean=4.26, SD=0.891) and they have managed to retain old customers (mean=4.13, SD=1.190).

4.7 The effect of quality of service on performance of beef suppliers in Nairobi County

The study sought to establish the effects of quality of service on performance of beef suppliers in Nairobi County.

4.7.1. Correlation Analysis of Quality of Service and Performance

Correlation between variables is a measure of how well the variables are related. The most common measure of correlation in statistics is the Pearson Correlation, which shows the linear relationship between two variables. Results are between -1 and 1. A result of an r value of -1 means that there is a perfect negative correlation between the two values at all, while a result of r =1 means that there is a perfect positive correlation between the two variables. Result of 0 means that there is no correlation between the two variables (Gujarat, 2004). The Pearson correlation results from this study are shown in Table 4.7 below.

Table 4.7: Pearson Correlation Coefficient Matrix

		Organizational Performance	Quality of service
Organizational Performance	Pearson Correlation		
	Sig. (2-tailed)	1.000	
Quality of service	Pearson Correlation	0.786**	1.000
	Sig. (2tailed)	0.000	
	Sig. (2tailed)	0.000	0.278
** Correlation is significant a		-	tailed).

The Pearson correlation results, as shown in Table 4.7, revealed an R-value of 0.786, a strong positive correlation between the quality of service and organizational performance. Therefore, it means the quality of service has a strong positive correlation with the organizational performance of beef suppliers in Nairobi County.

4.7.2 Regression Analysis of Quality of Service and Performance

The model of the study results shows the regression between the quality of service and organizational performance, as shown below in Table 4.8.

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680[a]	.463	.460	.23192

a. Predictors: (Constant), Quality Service

The results in Table 4.8 present the model's fitness in explaining the relationship between quality service and organizational performance. The results indicate a strong positive correlation between the quality of service and organizational performance. The coefficient of determination, R-square of 0.463, indicates that the quality of service explains the variation of organizational performance by 46.3%, while 53.7% can be explained by other factors outside this model. These results further mean that the model applied to link the relationship of these variables was satisfactory.

4.7.3 Analysis of Variance

The ANOVA analysis is presented in Table 4.9 below.

Table 4.9 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.392	1	11.392	211.800	.000[b]
	Residual	13.231	246	.054		
	Total	24.623	247			

a. Dependent Variable: Performance

b. Predictors: (Constant), Quality Service

The ANOVA results in Table 4.9 indicated that the model was statistically significant. Further, the results implied that the quality of service was a good predictor of the organizational performance of beef suppliers in Nairobi County. This was supported by an F_{cal} of 211.800 which indicated that the overall model was significant as it was more than the F_{crit} value with (1, 246) degrees of freedom at the P=0.05 level of significance. The reported p=0.000 was less than the conventional probability of 0.05 significance level. This shows the goodness of fit of the model fitted for this study.

4.7.4 Regression Coefficient

Table 4.10 presents the results of the test of standardized beta coefficients, which indicates the equation of the linear model.

Table 4.10: Regression coefficient

	Standardized Coefficients		**t**	**Sig.**
	B	**Std. Error**		
(Constant)	1.828	0.290	6.305	0.000
Quality Service	0.431	0.043	7.541	0.000

Beta coefficient results in Table 4.8 showed that quality of service had a positive and significant influence on organizational performance (β 0.431, p 0.000). This implies that a unit increase in quality of service will lead to 43.1% increase in performance.

Y = 1.828 + 0.431X_1

Where;

Y = Organizational Performance

X_1= Quality of service

4.8 The Effect of Customer Focus on the Performance of Beef Suppliers in Nairobi County

The study sought to establish the effects of customer focus on the performance of beef suppliers in Nairobi County.

4.8.1. Correlation Analysis for Customer Focus on Performance

Correlation analysis measured how well customer focus and organizational performance are related.

Table 4.11: Pearson Correlation Coefficient Matrix

		Organizational Performance	Customer Focus
Organizational performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
	Sig. (2tailed)	0.000	
Customer focus	Pearson Correlation	.802**	1.000
	Sig. (2tailed)	0.000	
	Sig. (2tailed)	0.000	0.204
** Correlation is significant at the 0.01		-	

The findings revealed an r-value of 0.802, a significant positive correlation between customer focus and organization performance. The figure indicates that a positive relationship exists. Therefore, an increase in customer focus affects organizational performance positively.

4.8.2 Regression analysis using the equation below:

The model of the study results shows the regression between customer focus and organizational performance, as shown below in Table 4.12.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321[a]	.103	.100	.29960

a. Predictors: (Constant), Customer Focus

The results in Table 4.12 present the fitness model used to explain the relationship between customer focus and organizational performance. The results indicate a weak positive correlation between customer focus and organizational performance. The coefficient of determination, R-square of 0.103, indicates that the customer focus explains the variation of organizational performance by 10.3%, while 90.7% can be explained by other factors outside this model. These results further mean that the model applied to link the relationship of these variables was less satisfactory.

4.8.3 Analysis of Variance

The ANOVA analysis is presented in Table 4.13 below.

Table 4.13 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.542	1	2.542	28.318	.000[b]
	Residual	22.081	246	.090		
	Total	24.623	247			

a. Dependent Variable: Performance

b. Predictors: (Constant), Customer Focus

The ANOVA results in Table 4.13 indicated that the model was statistically significant. Further, the results implied that customer focus was a good predictor of the organizational performance of beef suppliers in Nairobi County. This was supported by an F_{cal} of 28.318 which indicated that the overall model was significant as it was more than the F_{crit} value with (1, 246) degrees of freedom at the P=0.05 level of significance. The reported p=0.000 was less than the conventional probability of 0.05 significance level. This shows the goodness of fit of the model fitted for this study.

4.8.4 Regression Coefficient

Table 4.14 presents the results of the test of standardized beta coefficients, which indicates the equation of the linear model.

Table 4.14: Regression coefficient

	Standardized Coefficients		t	Sig.
	B	**Std. Error**		
(Constant)	1.828	0.290	6.305	0.000
Customer Focus	0.206	0.055	3.755	0.000

Beta coefficient results in Table 4.13 showed that customer focuses positively and significantly influenced organizational performance (β 0.206, p 0.000). This implies that one-unit increase in customer focus will lead to a 20.6% increase in performance.

$Y = 1.828 + 0.431X_1$

Where;

Y = Organizational Performance

X_1= Customer focus

4.9 The Influence of Innovation on the Performance of Beef Suppliers in Nairobi County

The study sought to establish innovation's effects on beef suppliers' performance in Nairobi County.

4.9.1. Correlation Analysis of Innovation and Organizational Performance

Correlation analysis measured how well innovation and organizational performance are related.

Table 4.15: Pearson Correlation Coefficient Matrix

		Organizational Performance	Innovation
Organizational performance	Pearson Correlation		
	Sig. (2-tailed)		
	Sig. (2tailed)		
Innovation	Pearson Correlation	.204**	1.000
	Sig. (2tailed)	0.000	
	Sig. (2tailed)	0.000	0.000

** Correlation is significant at the 0.01

The Pearson correlation results showed an r-value of 0.204, a strong positive correlation between innovation and organizational performance. A positive relationship exists; therefore, an increase in innovation positively affects organisational performance.

4.9.2 Regression analysis using the equation below:

The model of the study results shows the regression between customer focus and organizational performance as shown below in Table 4.16.

Table 4:16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239[a]	.057	.053	.30721

a. Predictors: (Constant), Innovation

The results in Table 4.16 present the fitness model used to explain the relationship between customer focus and organizational performance. The results indicate a weak positive correlation between Innovation and organizational performance. The coefficient of determination, R-square of 0.057, indicates that the customer focus explains the variation of organizational performance by 5.7%, while 94.3% can be explained by other factors outside this model. These results further mean that the model applied to link the relationship of these variables was less satisfactory.

4.9.3 Analysis of Variance

The ANOVA analysis is presented in Table 4.17 below.

Table 4:17 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.406	1	1.406	14.893	.000[b]
	Residual	23.217	246	.094		
	Total	24.623	247			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovation

The ANOVA results in Table 4.17 indicated that the model was statistically significant. Further, the results implied that innovation was a good predictor of the organizational performance of beef suppliers in Nairobi County. This was supported by an F_{cal} of 14.893 which indicated that the overall model was significant as it was more than the F_{crit} value with (1, 246) degrees of freedom at the P=0.05 level of significance. The reported p=0.000

was less than the conventional probability of 0.05 significance level. This shows the goodness of fit of the model fitted for this study.

4.9.4 Beta Coefficients

Table 4.18 presents the results of the test of standardized beta coefficients, which indicates the equation of the linear model.

Table 4.18: Regression coefficient

	Standardized Coefficients		t	Sig.
	B	**Std. Error**		
(Constant)	1.828	0.290	6.305	0.000
Innovations	0.250	0.043	5.814	0.007

Beta coefficients results in table 4.18 showed that innovation had a positive and significant influence on the organizational performance (β 0.250, p 0.000). This implies that one unit increase in innovation will lead to a 25% increase in performance.

$Y = 1.828 + 0.250X_1$

Where;

Y = Organizational Performance

X_1= Innovation

$$\boldsymbol{Y = \beta_0 + \beta_3 X_3 + \varepsilon}$$

Where;

Y = Organizational Performance

β_0=Intercept term

β_i= Coefficients of the Independent Variables

X_3= Innovation

ε= error term

4.10 The Influence of Customer Focus, Quality of Service and Innovation on the Performance of Beef Suppliers in Nairobi County

The study sought to establish the effects of customer focus, service quality and innovation on beef suppliers' performance in Nairobi County.

4.10.1. Correlation Analysis

Correlation analysis was done to measure how well variables are related.

Table 4.19: Pearson Correlation Coefficient Matrix

		Organizational Performance	Quality of service	Customer Focus	Innovation
Organizational performance	Pearson Correlation				
	Sig. (2-tailed)	1.000			
Quality of service	Pearson Correlation	0.786**	1.000		
	Sig. (2tailed)	0.000			
Customer focus	Pearson Correlation	.802**	165**	1.000	
	Sig. (2tailed)	0.000	0.002		
Innovation	Pearson Correlation	.204**	0.059	204**	1.000
	Sig. (2tailed)	0.000	0.278	0.000	0.000
** Correlation is significant at		-	tailed).		

Results, as shown in Table 4.19, revealed an R-value of 0.786, a strong positive correlation between the quality of service and organizational performance. Therefore, an increase in the quality of service affects organizational performance positively. The findings revealed an r-value of 0.802, a positive correlation between customer focus and organisational

performance. The figure indicates that a positive relationship exists. Therefore, an increase in customer focus affects organizational performance positively. The Pearson correlation results showed an r-value of 0.204, a strong positive correlation between innovation and organizational performance. A positive relationship exists; therefore, an increase in innovation positively affects organisational performance.

4.10.2 Regression Analysis

The model of the study results shows the regression between the dependent and the independent variables as shown below in Table 4.20.

Table 4.20 Model Summary

Model	R	R Square	Adjusted Square	RStd. Error the Estimate	of Durbin-Watson
1	.695[a]	.484	.477	.22826	1.570

a. Predictors: (Constant), Innovation, Customer Focus, Quality Service

b. Dependent Variable: Performance

The results in Table 4.20 present the model's fitness in explaining the relationship between innovation, customer focus, quality service and the dependent variable, organizational performance. The independent variables (innovation, customer focus, and quality service) were satisfactory in determining organizational performance. This was supported by the coefficient of determination, R-square of 0.484. This means that changes in innovation, customer focus, and quality service explain 48.4% of the variations in the dependent variable, organizational performance, while 51.6% is associated with other factors outside the model. These results further mean that the model applied to link the relationship of the variables was satisfactory.

4.10.3 Analysis of Variance

The ANOVA analysis is presented in Table 4.21 below.

Table 4.21 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.910	3	3.970	76.196	.000[b]
	Residual	12.713	244	.052		
	Total	24.623	247			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovation, Customer Focus, Quality Service

The ANOVA results in Table 4.21 indicated that the model was statistically significant. Further, the results implied that the independent variables were good predictors of the organizational performance of beef suppliers in Nairobi County. This was supported by an F =76.196 which indicated that the overall model was significant as it was more than the F_{crit} value with (3, 244) degrees of freedom at the P=0.05 level of significance. The reported p=0.000 was less than the conventional probability of 0.05 significance level. This shows the goodness of fit of the model fitted for this study.

4.10.4 Beta Coefficients

Table 4.22 presents the results of the test of unstandardized beta coefficients, which indicates the linear model equation.

Table 4.22: Regression coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.828	2.664	0.290	6.305	0.000
	Innovations	0.250	.140	0.043	5.814	0.007
	Customer Focus	0.206	.162	0.055	3.755	0.000
	Quality Service	0.431	.095	0.043	7.541	0.000

a. Dependent Variable: PE

Beta coefficient results in Table 4.22 showed that innovation positively and significantly influence organizational performance (β 0.250, p 0.007). This implies that one-unit increase in innovation will lead to a 0.250 increase in performance. The table indicated that customer focus positively and significantly influenced organizational performance (β 0.206, p 0.000), implying a unit increase in customer focus will lead to a 0.206 increase in performance. Quality of service positively and significantly influenced organizational performance (β 0.431, p 0.000), implying a unit increase in quality of service will lead to a 0.431 increase in the performance of beef suppliers.

$Y= 1.828 + 0.250X_1 + 0.206X_2 + 0.431X_3$

Where;

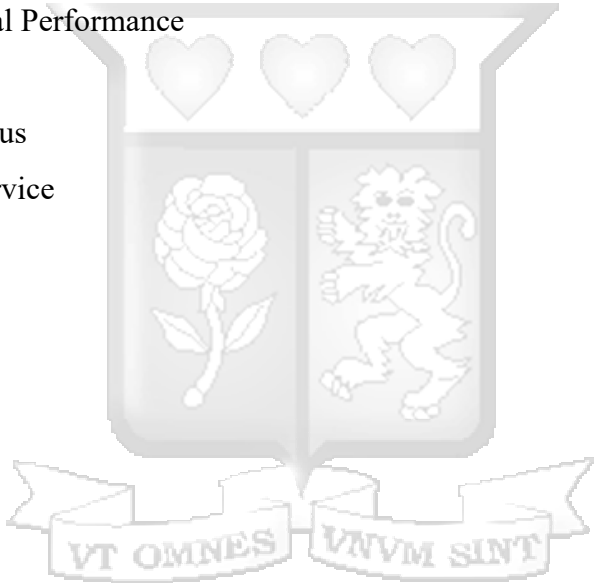
Y = Organizational Performance

X_1= Innovation

X_2= Customer focus

X_3= Quality of service

ε= error term



CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary and discussions of the major findings. The chapter discussed conclusions, makes recommendations for improvement, and finally provides areas where further studies can be conducted.

5.2 Summary of Findings

This study sought to examine the influence of market orientation on organizational performance of beef suppliers in Nairobi County. The study was guided by four objectives namely: to establish the level of market orientation, to analyse the effect of quality of service, to examine the effect of customer focus on performance of beef suppliers, and to determine the influence of innovation on performance of beef suppliers in Nairobi County. Primary and secondary sources of data were used in this study where primary sources of data were collected by use of closed ended questionnaire. Pilot test conducted and used to improve the questionnaire. The collected data was analysed using SPSS to compute both descriptive and inferential statistics including frequencies, charts, regression and correlation. The results were thereafter presented in form of tables, graphs and charts.

The research received a good response rate, which contributed towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the influence of market orientation on organizational performance of beef suppliers in Nairobi County. In addition, the validity coefficient index of 0.80 and Cronbach was obtained therefore suggesting that the questionnaires were valid. The demographics revealed that majority of the respondents were male. This basically implies that the number of male respondents was higher than that of their female counterparts. This result implies that most of the beef suppliers around Nairobi County to a large extent are dominated by male individuals. Majority of the respondents were in the age category of above 56 years, suggesting that most of the respondents are considered to be elderly in the sector having dominated for quite a long period.

The majority of the respondents had been in beef business for above 5-10 years, this results implies that most of the organizations are in the growth stage and could probably be maximizing their profits as they head to the declining stage. The start-up capital for most beef suppliers was between Kes. 200,000 to 300,000, indicating that start-up beef suppliers in Nairobi County requires significant investment.

5.2.1 Level of Market Orientation

The findings on Level of Market Orientation shows that respondents strongly agreed that they monitor service delivery, have improved the storage processes, manage handling of beef to meet standards, value-addition by mincing or cutting beef as per customers' specific requirements, and conduct focused training on employees. They agreed that the level of market orientation is influenced by following request made by customers. On the other hand, the respondents moderately disagreed that the level of market orientation is influenced by customers' feedback obtained through forms. Consequently, other respondents were undecided on the extent to which the level of market orientation is influenced by use of a suggestion box to collect customer's views on our product and offering promotions to increase sales.

The findings are consistent with the findings of Puspaningrum (2020) who investigated the impact of market orientation on business performance in knowledge-intensive companies. The findings showed that market orientation has a positive impact on financial and non-financial business performance in knowledge-intensive industries. Puspaningrum (2020) argued that it is important for hi-tech companies to improve their performance by implementing market-orientated strategies, putting emphasis in conducting effective market research and be strong in customer and competitor orientation. On a different note, organizations assist individual businesses by providing information and services through leaflets, radio, and websites. However, they are increasingly utilizing mobile platforms to deliver tailored information to farmers (Tjahjadi et al., 2020). Minh and Osei-Amponsah (2021) noted that value chain analysis requires the assessment of the types and locations of all the actors in the chain, the linkages between them and the dynamics of inclusion and exclusion.

Fernandes Sampaio et al. (2020) found out that market-oriented firms are better equipped to recognize opportunities and to capitalize on them through innovation. This ability stems from the market oriented firm's capability in generating and acquiring market-focused intelligence based on interactions with lead customers in order to provide the organization with the information needed to develop new products that are valued by the market (Sampaio, Hernández-Mogollón, & Rodrigues, 2018). Moreover, it has been shown by Gunday et al. (2011) that innovation performance (the ability to develop and introduce new products) improves market performance, as measured through sales or market share.

5.2.2 Quality of Service and Performance of Beef Suppliers

The findings on quality of service of beef suppliers as a component of level of market orientation indicate that the beef suppliers in Nairobi County provide quality services to its customers in a large extent, and that the organization's strategies are driven by providing greater value for our customers. The findings also showed that beef suppliers have introduced standards and implemented quality control, product and service development is based on good market and customer information, have a good sense of how our customers value our products and services, and compete primarily based on product or service differentiation. Furthermore, the respondents are undecided to a low extent that the salespeople regularly share information with organization regarding beef quality.

These findings agree with the study conducted by Psomas, Kafetzopoulos, and Gotzamani (2018), who investigated the effect of quality management practices on the operational performance of service industries in Greece. In their study, the variables used were continuous improvement, firm's performance, prevention of non-conformities, and financial performance as a mediating variable. The findings revealed that the product/quality management practices and operational performance of service firms are positively and significantly influenced by the effectiveness of ISO standards. Additionally, financial performance is directly influenced by operational performance, whereas the impact of ISO's effectiveness is indirect through its significant correlation with operational performance. The findings aligns with the hines value chain theory that the product quality

results in improved performance. By incorporating quality into every aspect of the value stream, beef suppliers can ensure that their products not only meet but exceed customer expectations.

The findings from my study align with the research conducted by Sampio (2014) and Al-refaie, Ghnaimat and Ko (2011) on the positive relationship between quality management practices and organizational performance. Similar to Sampio's (2014) study on Portuguese companies, the findings of this research indicates that beef suppliers in Nairobi County have implemented total quality management (TQM) practices such as introducing quality standards, quality control measures, basing product and service development on customer information, and focusing on product/service differentiation. These practices have likely contributed to improved quality performance measures like productivity, conformity to customer requirements, and overall product/service quality. Additionally, the findings resonate with Al-refaie, Ghnaimat and Ko's (2011) conclusion from their study in Jordan. The beef suppliers in this study have adopted a quality management strategy, utilizing practices such as quality control, customer orientation, and differentiation as inputs to achieve high-quality outputs and sustain organizational performance. The findings on the quality of service and performance are consistent with the findings of Sampio (2014) and Al-refaie, Ghnaimat and Ko (2011), who found a positive relationship between quality management practices and organizational performance.

5.2.3 Customer Focus and Performance of Beef Suppliers

The findings revealed a strong relationship between the customer focus of beef suppliers and their performance. The objectives of these suppliers were driven by customer satisfaction, wherein they paid close attention to customer service and monitored their level of commitment and orientation towards serving customer needs. Additionally, the suppliers emphasized after-sales service, and their business strategies aimed to increase customer value. Their strategy for competitive advantage was based on an understanding of customers' needs, and their business strategies were driven by beliefs about how to create greater value for customers. Beef suppliers who aligned their operations with customer demands likely optimized their processes to deliver high-quality products on time,

minimizing waste and improving efficiency. This aligns with the hines value chain theory on customer focus. By focusing on customer requirements, suppliers streamline their production, distribution, and supply chain processes, increasing their performance. The suppliers had reduced the total cost of owning supplies and emphasized product appearance and general ambiance to attract and retain customers. They also encouraged customer comments and complaints, as these helped them improve, and prioritized customer interests over their own. However, the respondents, who were the employees of the beef suppliers, were undecided or indicated to a low extent that customer satisfaction was systematically and frequently measured.

These findings are consistent with the findings of Abdolhossein Zadeh and Azadeh (2020) who posited that a customer focus is a critical element in determining market orientation. Correia, Dias, and Teixeira (2020) suggested that with a better understanding of current and potential competitors, a firm can assess its position, develop appropriate strategies, and respond quickly to competitors' actions with prompt precise actions in the short run and at the same time modify marketing programs in the long run. Firms should adjust to market dynamics caused by competitors and better understand the changing market needs since the objective of a competitor-oriented firm is to keep pace with or remain ahead of competitors (Di Domenico & Miller, 2012).

Additionally, these findings support Correia, Dias, and Teixeira's (2020) suggestion that understanding competitors allows firms to develop appropriate strategies and respond quickly to competitors' actions. The beef suppliers based their competitive advantage strategy on understanding customers' needs, which aligns with the idea of being competitor-oriented to keep pace with or stay ahead of competitors, as mentioned by Di Domenico & Miller (2012).

From the findings, the beef suppliers exhibited a strong customer focus by prioritizing customer satisfaction, monitoring commitment to serving customer needs, emphasizing after-sales service, and aiming to increase customer value. This suggests they likely have

a responsive market orientation, as described by Tan and Liu (2014), where they are successful in innovation strategies that build on their current customers and capabilities. Additionally, the findings indicate the beef suppliers based their competitive advantage strategy on understanding customers' needs, which aligns with the idea of a responsive market orientation succeeding when able to meet customers' already expressed needs, as suggested by Petzold et al. (2019). However, the findings do not provide clear insights into whether the beef suppliers also exhibited a proactive market orientation by identifying unmet or unarticulated market needs, as mentioned by Petzold et al. (2019). Nevertheless, the strong customer focus and emphasis on understanding and meeting customer needs demonstrated by the beef suppliers align with the concept of responsive market orientation facilitating successful innovation strategies and meeting expressed customer needs.

5.2.4 Innovation and Performance of Beef Suppliers

The findings on relationship between innovation of beef suppliers on their performance showed that recommendations and comments from customers usually lead to changes in service delivery, and that innovation is used to improve handling of products. The findings further revealed that innovation has been implemented to improve storage facilities, transportation facilities and to develop new products. Business functions are integrated in serving the need of our target markets and meet with customers frequently to find out what products or service they will need in the future. In addition, the beef suppliers periodically review their product development to plan a response to changes taking place in our business environment, and often introduce new products and services to gain competitive advantage and cope with market demands and develop new products and services quickly.

This study's findings regarding the positive influence of technology on firm performance metrics resonate with the research conducted by Razzaque and Hamdan (2020). Their investigation of Jordanian banks demonstrated a significant correlation between technology adoption and improved financial performance indicators, including return on assets (ROA), net profit margin (NPM), and earnings per share (EPS).Another study done by Ayubjon o'gli (2022) revealed that technology increased banks return on assets and return on equity. In yet another study by Moyaet al. (2010) on the technological innovations

used by Uganda's bank of Africa revealed that the use of technology in the bank had improved the rate at which services were offered in the bank. According to Nybakk and Jenssen (2012), strategic innovation is one of the fundamental instruments of growth strategies to enter new markets, to increase the existing market share and to provide the company with a competitive edge. Motivated by the increasing competition in global markets, companies have started to grasp the importance of strategic innovation, since swiftly changing technologies and severe global competition rapidly erode the value added of existing products and services (Pisano, 2015). Tjahjadi et al. (2020) noted that market orientation significantly contributes to firm performance through firm innovativeness. According to Tjahjadi et al. (2020) being innovative positively affects the influence of market orientation on firm performance. They also demonstrate that the effect of market orientation on firm performance is reinforced by firm innovativeness.

5.2.5 Customer Focus, Service Quality and Innovation on Performance of Beef Suppliers in Nairobi County

This study investigated the relationship between various factors and the organizational performance of beef suppliers in Nairobi County. The respondents reported positive trends in key performance indicators (KPIs) such as increased sales percentages compared to the previous year, growth in business unit sales, customer satisfaction, repeat purchases, and customer retention. The analysis revealed a strong positive correlation (R-value of 0.786) between the quality of service provided by beef suppliers and their organizational performance. This suggests that improvements in service quality significantly contribute to enhanced organizational performance for beef suppliers in Nairobi County.

The findings further demonstrated a positive correlation (R-value of 0.802) between customer focus and organizational performance. This indicates that beef suppliers who prioritize their customers' needs and preferences tend to experience higher performance. This aligns with the concept of customer-centricity, which emphasizes the importance of understanding and fulfilling customer expectations for achieving sustainable business success. The Pearson correlation analysis revealed a moderate positive correlation (R-value

of 0.204) between innovation and organizational performance. This suggests that while innovation can contribute to improved performance, its impact might be less pronounced compared to service quality and customer focus.

Overall, the regression analysis findings highlight the significant positive associations between the predictor variables (quality of service, customer focus, and innovation) and the outcome variable (organizational performance) for the beef suppliers in Nairobi County. Improvements in these predictor variables are likely to result in enhanced organizational performance for these suppliers.

The beta coefficients results revealed that innovation had a positive and significant influence on organizational performance ($\beta = 0.250$, $p = 0.007$). This implies that a one-unit increase in innovation will lead to a 0.250 increase in organizational performance for the beef suppliers. Additionally, the results indicated that customer focus had a positive and significant influence on organizational performance ($\beta = 0.206$, $p = 0.000$). This means that a one-unit increase in customer focus will result in a 0.206 increase in organizational performance. Quality of service had a positive and significantly influence on organizational performance (β 0.431, p 0.000), implying a unit increase in quality of service will lead to a 0.431 increase in performance of beef suppliers.

Martey et al. (2017) identified that intensity of commercialization was enhanced by market orientation within rural farm households in northern Ghana. In a study of seed producer cooperatives in Ethiopia, Sisay et al. (2017) identified that market orientation was very important to performance and livelihoods of member-farmer families. Abafita et al. (2016) confirmed that market orientation strongly enhanced market participation of smallholder farmers in a study in Ethiopia. A meta-analysis of Brazilian studies with a sample size of 4,537 firms from 27 papers allowed Vieira (2010) to identify that the relationship between market orientation and business performance is positive and strong.

The findings from this study on the organizational performance of beef suppliers in Nairobi County align with the conclusions drawn by Chiarelli (2021), Jancenelle et al. (2022), and

Lekmat et al. (2018) regarding the positive relationship between market orientation and firm performance. Chiarelli's (2021) study identified that the existence of market orientation had a significant effect on organizational performance in emerging markets like Vietnam. Similarly, these findings revealed that customer focus and innovation, which are key components of market orientation, had positive and significant influences on the organizational performance of beef suppliers. This supports the notion that market orientation practices can enhance performance, even in an emerging market context like Nairobi County.

Furthermore, Jancenelle et al. (2022) concluded that market orientation was a strong predictor of performance in small firms in regional Malaysia. This study also found customer focus and innovation to be significant predictors of organizational performance, albeit in the context of beef suppliers, which may include small and medium enterprises.

Lekmat et al. (2018) used structural equation modelling to identify that small Chinese manufacturers were more likely to survive a global manufacturing crisis if they adopted market orientation principles. While this study did not explicitly investigate survival during a crisis, the positive impact of customer focus and innovation on organizational performance suggests that adopting market orientation practices can potentially aid beef suppliers in navigating challenging market conditions.

The positive impacts of market inclusion of smallholders are associated with income generation, employment and access to credit and technical assistance (Puspaningrum, 2020). The participation of smallholders in markets help to increase their incomes by reducing transaction costs and improving their access to improved technologies (Sampaio et al., 2018). Improving market access is central to the efforts in developing smallholder agriculture for poverty reduction. Sukoco et al. (2022) suggests that development interventions should take into consideration the connection of smallholders' produce with potential markets.

5.3 Conclusion

The study concluded that beef suppliers monitor service delivery, have improved the storage processes, manage handling of beef to meet standards, value-addition by mincing or cutting beef as per customer's specific requirements, and conduct focused training on employees.

The also concluded that beef suppliers in Nairobi County provide quality services to its customers, the organization's strategies are driven by providing greater value for their customers. The beef suppliers have introduced standards, implemented quality control, and developed product and service based on good market and customer information.

In addition, the study concluded that beef suppliers in Nairobi County develop their business objectives driven by customer satisfaction. They pay close attention to customer service, monitor level of commitment and orientation to serving customer needs. The study also concluded that suppliers should pay close attention to after-sales service. Further, the study concluded that customers' feedback usually leads to changes in service delivery, innovation to improve handling of products, innovation to improve storage facilities, and innovation to improve transportation facilities.

5.4 Recommendations

The findings of this study underscore the pivotal role of customer focus, quality of service, and innovation in driving the organizational performance of beef suppliers. Consequently, it is imperative for these suppliers to prioritize the implementation of strategies that foster these critical elements within their operations. Policy makers can also use the findings of the study in developing policies on customer focus, quality and innovation.

With regard to customer focus, beef suppliers are encouraged to adopt a customer-centric approach that permeates every aspect of their business. This entails the establishment of robust mechanisms for gathering and acting upon customer feedback, such as conducting regular satisfaction surveys and maintaining open channels for addressing concerns and complaints.

To enhance the quality of service, beef suppliers must implement rigorous quality control measures that span the entire supply chain, from sourcing and procurement to processing and distribution. This necessitates the development and adherence to standardized protocols, the acquisition of modern equipment and facilities, and the conduct of regular audits to ensure compliance with industry standards.

Recognizing the significance of innovation in driving performance, beef suppliers are encouraged to foster an organizational culture that embraces creativity, collaboration, and the generation of novel ideas. This could involve the establishment of cross-functional teams dedicated to research and development, the provision of resources for exploring innovative solutions, and the implementation of incentive structures that reward employee contributions to innovation.

Alongside these recommendations for beef suppliers, policymakers within the industry are urged to leverage the findings of this study to develop strategies and initiatives that promote customer focus, quality service, and innovation across the sector. This could involve implementing regulations that mandate minimum quality standards, providing incentives or financial support for suppliers investing in quality control measures or innovative practices, and facilitating industry-wide knowledge-sharing and capacity-building programs.

5.5 Limitations of the Study

The study focused on beef suppliers in Nairobi County, hence the results should not be generalized to all the other counties in Kenya. The specific characteristics of Nairobi County as a large urban centre with a unique market structure and consumer base, limit the generalizability of your study's findings to other counties in Kenya. Future research could explore beef suppliers across various Kenyan counties to gain a more comprehensive understanding of the national landscape.

5.6 Suggestions for Further Research

The study was limited to beef suppliers in Nairobi County and never considered other variables therefore the study recommends that related study be undertaken particularly to

investigate the intervening effect of variables like financial innovation. Further, exploring the role of external factors, such as government policies, industry regulations, or market dynamics, could provide a holistic understanding of the interplay between market orientation and the beef suppliers sector in Kenya.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Date:

Ref: Research Questionnaire

Dear respondents,

I am a student at Strathmore Business School pursuing a Master of Management in Agribusiness. As part of a requirement, I am doing a research project on effect of market orientation on performance of beef suppliers in Nairobi County.

In regard to the above, your business has been selected out of the many wards in Nairobi County to provide the information needed to meet the objectives of this study. I wish to request you to provide the information required by completing the questionnaire attached.

Please note that the information obtained will be used for research purposes only and will be accorded the required confidentiality. Your assistance is highly appreciated.

Yours sincerely,

JARED AIMBA - 104170

APPENDIX II: QUESTIONNAIRE

This research seeks to determine the influence of market orientation on performance of beef suppliers in Nairobi County. To achieve this objective, relevant questions have been provided to gather data for analysis. Kindly spare some time to provide the requested information as accurately as possible. Please note that information given will be used for academic purposes only and will be treated with strict confidence.

PART I: Background Information of the Respondent

1. What is your gender? Male [ ] Female [ ]
2. How old are you?

Age (years)	Below 25	26-35	36-45	46-55	Above 56
Response					

3. How many years of schooling do you have? ……

4. How many years of experience do you have in do you have in beef supply production?.....

5. Do you have any other qualification?.....

PART II: Firm Characteristics

1) When was the organization started?

Below 1 year [ ] between 1-5 [ ] between 5-10 [ ] above 10 years [ ]

2) How much capital was used to start the business?

Below 100,000 [ ] between 100,000 to 200,000 [ ] between 200,000 to 300,000 [ ] between 300,000 to 400,000 [ ] between 400,000 to 500,000 [ ] above 500,000 [ ]

3) Is the business registered? Yes [ ] No [ ]

If Yes, please indicate the body you have registered with…….....
.....

4) How many employees do you have in this organization?.....

5) What is the Legal Ownership of your business? Sole proprietor [ ] Partnership [ ] Limited Liability Company [ ]

PART III: Level of Market Orientation

To what extent does the statements below relate to your organization? The following scale will be applicable: 5= Strongly Agree 4= Agree 3= undecided 2= Disagree 1= Strongly Disagree

No.	Market Orientation	1	2	3	4	5
1	We get customer's feedback using forms					
2	We have a suggestion box where we collect customers views on our product					
3	We offer promotions to increase sales					
4	We follow request made by customers					
5	We monitor service delivery					
6	We have improved the storage processes					
7	The business has improved packaging processes					
8	We manage handling of beef to meet standards					
9	We conduct focused training on employees					
	We add value by mincing or cutting beef according to each customers specific requirements					

PART IV: Quality of service of beef suppliers

Please indicate on the level that you agree to the following statements concerning quality of service and performance of beef suppliers in Nairobi County. The following scale will be applicable: 5= Strongly Agree 4= Agree 3= undecided 2= Disagree 1= Strongly Disagree

No.	Quality of service	1	2	3	4	5
1	We define quality as the extent to which our customers are satisfied with our services					

2	Sales people regularly share information within the organization concerning beef quality					
3	Our strategies are driven by providing greater value for our customers.					
4	We have introduced standards and implemented quality control					
5	Our product and service development is based on good market and customer information					
6	We have a good sense of how our customers value our products and services					
7	We compete primarily based on product or service differentiation					

PART V: Customer focus of beef suppliers

Please indicate on the level that you agree to the following statements concerning customer focus and performance of beef suppliers in Nairobi County. The following scale will be applicable: 5= Strongly Agree 4= Agree 3= undecided 2= Disagree 1= Strongly Disagree

No.	**Customer Focus**	**1**	**2**	**3**	**4**	**5**
1	Our objectives are driven by customer satisfaction					
2	We gauge customer satisfaction with a view of paying close attention to customer service					
3	We constantly monitor our level of commitment and orientation to serving customer needs					
4	We pay close attention to after-sales service					
5	Business strategies are driven by the goal of increasing customer value.					
6	Our strategy for competitive advantage is based on our understanding of customer's needs					

7	Our business strategies are driven by our beliefs about how we can create greater value for customers					
8	We measure customer satisfaction systematically and frequently					
9	We emphasize on product appearance and general ambience in order to attract and retain customers					
10	We encourage customer comment and complaints because they help us do a better job.					
11	We put our customer's interest ahead of our interest					

PART VI: Innovation of beef suppliers

Please indicate on the level that you agree to the following statements concerning innovation of beef suppliers in Nairobi County. The following scale will be applicable: 5= Strongly Agree 4= Agree 3= undecided 2= Disagree 1= Strongly Disagree

	Innovation	**1**	**2**	**3**	**4**	**5**
1.	Recommendations and comments from customers usually lead to changes in service delivery					
2.	We apply innovation to improve handling of products					
3.	We apply innovation to improve storage facilities					
4.	We apply innovation to improve transportation facilities					
5.	We develop new products frequently					
6.	We frequently review our process of operation					
7.	All our business functions are integrated in serving the need of our target markets.					
8.	We meet with customers frequently to find out what products or service they will need in the future					
9.	We do market research whenever we introduce new products					

10.	We periodically review our product development to plan a response to changes taking place in our business environment					
11.	New products and services in our company often take us up against new competitors					
12.	We manage to cope with market demands and develop new products and services quickly					
13.	We have employed the use of technology to monitor the efficiency of our internal processes and also to reduce costs					

PART VII: Organizational Performance

Please indicate on the level that you agree to the following statements concerning process performance. The following scale will be applicable: 5= Strongly Agree 4= Agree 3= undecided 2= Disagree 1= Strongly Disagree

No.	**Performance**	1	2	3	4	5
1.	Percentage of sales generated last year increased					
2.	Our business unit's sales growth have increased					
3.	Our market share growth has risen					
4.	We have customers who buy repeatedly from us					
5.	We have managed to retain old customers					
6.	Our customers are satisfied because they give us good feedback					

APPENDIX III: SCHEDULE OF ACTIVITIES

Activity	August 2023 – Feb 2024	March-August 2024	September-October-2024	November 2024	December 2024 - January 2025
Development and Pilot Study					
Adjustments of the proposal					
Data collection					
Data Coding and Analysis					
Report Writing and Compilation					

APPENDIX IV: BUDGET

Cost Items	**Cost in Kshs**
Stationeries	20,000/-
Typing and Printing services for proposal	30,000/-
Transport	10,000-
Cost of printing & distributing questionnaires	7,000/-
Cost of typing, analysing and printing of the report	20,000/-
Miscellaneous expenses	6,000/-
Total	93,000/-

APPENDIX V: ETHICAL CLEARANCE RELEASE LETTER

Strathmore UNIVERSITY

24th September 2024

Jared Aimba
104170
jaimba@discountcapital.co.ke

Dear Jared,

RE: The Influence of Market Orientation on Organizational Performance of Beef Suppliers in Nairobi County

This is to inform you that the Office of Graduate Studies on 24th September 2024 received your acknowledgement of breach in ethical processes given that you have already collected data and proceeded to write your Dissertation prior to obtaining Ethical clearance. The ethics approval process is ONLY done before any collection of primary or secondary data.

This is a letter for you to proceed with the next steps of your academic requirements.

Please be advised, that in future, all research proposals should be submitted to the SU-ISERC through the RHInnO Ethics platform: https://strathmoreuniversity.rhinno.net/login

Disclaimer: *1) This is not in any way an ethical approval letter. 2) Should there be any legal implications/actions emanating from the research in terms of any ethical violations, you will be personally liable.*

Yours sincerely,

Prof. Bernard Shibwabo
Director of Graduate Studies

Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email admissions@strathmore.edu www.strathmore.edu

APPENDIX VI: NACOSTI LICENSE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 434388

Date of Issue: 06/December/2024

RESEARCH LICENSE

This is to Certify that Mr.. JARED Omondi AIMBA of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF MARKET ORIENTATION ON ORGANIZATIONAL PERFORMANCE OF BEEF SUPPLIERS IN NAIROBI COUNTY for the period ending : 06/December/2025.

License No: **NACOSTI/P/24/414350**

434388

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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