

**TO INVESTIGATE THE ROLE OF MONOPOLISTIC COMPETITIVE ENVIRONMENT
RESPONSES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA POWER
COMPANY IN KISII AND NYAMIRA COUNTIES**

MOSES MAINYE SIMBE

B.E.D (ARTS) - (KISII UNIVERSITY)

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2022

DECLARATION AND RECOMMENDATION

Declaration by the student

I, the undersigned, declare that this is my research project and has not been presented to any other college, institution or university other than Kisii University for academic award.

SignedDate.....

MOSES MAINYE SIMBE

CBM12/10833/15

Recommendation by the supervisors

This research Project has been submitted for examination with our approval as the university supervisors.

SignedDate.....

Dr. Stella Omari, Phd

Senior Lecturer, School of Business and Economics

Kisii University

SignedDate.....

Dr. Andrew Nyang'au, Phd

Lecturer, School of Business and Economics

Kisii University

PLAGIARISM DECLARATION

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DEDICATION

This dedication goes to my parents Charles Arita Agwora Simbe and Esther Mokeira Arita, Winnie Selina Kwamboka my lovely wife, my son Jeremy Kelly Nyakieni Agwora, my daughter Jasmine Naom Mokeira my brothers Enock Momanyi, Timothy Ratemo, Micah Makworo, Sister Ruth Kemunto, Naom Nyambori, my nephews Mark Ondora, Lucas Maragia, Natalia Nyanchoka, Andrew Otundo, Paul Peter Ratemo, Joseph Simbe, Esther Moraa and Esther Mokeira for their encouragement, motivation and support for writing research project.

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ABSTRACT

Monopolistic competitive environment responses operate effectively in managing changes. Competitive environment plays a role in improving organizational performance. There are many variations for achieving competitive responses and its effects on organizational performance. This was shown by the current and previous years of strategic management for long term strategic plans of the organizations. The monopolistic competitive environmental responses have brought anxieties and threats created by new entrants, technological advancement, social reforms, legislative changes, government policy changes, regionalization and economic changes. Kenya power company inflates power bills to its customers, postpaid meters are not read they do estimates that lead to illegal connections, the electronic payment system normally breaks making hard for payment of top up tokens on prepaid meters, customers often encounter delays when buying tokens, exploitation by third party vendors, pressure on the payment channel and delayed in installation of prepaid paid meters. The main objective was to assess the effect of competitive environment response on organizational performance in Kenya Power Company. The study used specific objectives that follows; to assess the effects of technological response on performance, to determine the effects of social competitive response on organizational performance, to establish the effects of marketing responses on organizational performance, and establish moderating role of government policy on the relationship between monopolistic competitive environment and organizational performance in Kenya power company in Kisii and Nyamira counties. This study used case study design on the target population of 64 respondents. This comprised of employees of Kenya Power Company working at Kisii and Nyamira counties. This is because of convenience as it has many customers across the counties. The study sampled a population of 61 respondents who were employees of Kenya Power Company by applying 30% of the target population. A research questionnaire was used as the main research instrument to collect data. The data was collected and entered to excel and SPSS for analysis using statistical methods of descriptive and correlation. Supervisors verified content validity. The study also used multiple regression analysis to determine the relationships. Reliability was tested and measured by Cronbach alpha coefficients. The results were presented in tables and figures. The study found that employees were encouraged to use brand image value for social competitive response in improving performance. The study concluded that technological responses have positive relationship to organization performance. The research also recommends that the organization can restructure their strategic operations in Kenya power, Rural Electrification and Renewable Energy and Kenya Electricity Transmission Company across consumer segments. The study recommended that Kenya Power Company should connect power using a communal connection scheme. The study also recommended that Kenya Power Company should also pursue a revolutionary technology aimed at enabling Kenyans to share tokens with their friends, relatives as well as neighbors who are on the prepaid option as well as move with their tokens to their new locations whenever they migrate. The study recommended that Kenya Power Company to effectively link customers with emergency team to respond to power disruptions and emergencies whenever they occur. The study also recommended that Kenya Power Company should produce new measures to control payment of bills and provide consumer management systems that would enhance organization performance. The study finally recommended that KPC should install modern transformers that are of good quality and be serviced regularly.

TABLE OF CONTENTS

DECLARATION AND RECOMMENDATION	ii
COPYRIGHT	iii
DEDICATION	vi
ACKNOWLEDGEMENT	vii
ABSTRACT.....	viii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
LIST OF ABBREVIATIONS AND ACRONYMS	xv
CHAPTER ONE	
INTRODUCTION	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	Error! Bookmark not defined.
1.3 Objectives of the Study.....	13
1.3.1 Overall Objective	13
1.3.2 Specific Objectives	14
1.4 Research Questions.....	Error! Bookmark not defined.
1.5 Scope of the Study	Error! Bookmark not defined.
1.6 Significance of the Study	15
1.7 Limitation of the Study	Error! Bookmark not defined.
1.8 Assumption of the Study.....	18
1.9 Operational Definition of Terms.....	Error! Bookmark not defined.
CHAPTER TWO	
LITERATURE REVIEW	Error! Bookmark not defined.
2.1 Theoretical Literature.....	20
2.1.1 Theory of Five Forces of Competition.....	20
2.1.2 Resource-Based View Theory	22
2.1.3 Contingency Theory of Strategic Management	23
2.1.4 Michael Porter’s Generic Competitive Strategies.....	25
2.2 Empirical Review.....	Error! Bookmark not defined.
2.2.1 Social Competitive Response and Organizational Performance	26
2.2.2 Technological Response and Organizational Performance	31

2.2.3 Strategic Marketing Response and Organizational Performance	33
2.2.4 Organizational Performance	35
2.3 Research Gap	37
2.4 Conceptual Framework.....	38

CHAPTER THREE

RESEARCH METHODOLOGYError! Bookmark not defined.

3.1 Research Design.....	Error! Bookmark not defined.
3.2 Target Population.....	Error! Bookmark not defined.
3.3 Sample Size and Sampling Technique.....	Error! Bookmark not defined.
3.4 Data Collection Procedure	43
3.4.1 Validity of Research Instrument	43
3.4.2 Reliability of Research Instruments.....	44
3.5 Data Analysis	45
3.5.1 Descriptive Statistics.....	Error! Bookmark not defined.
3.5.2 Inferential Statistics	46
3.5.3 Analysis of the Moderating Variable	46
3.5.4 Diagnostic Test	47
3.5.4.1 Linearity.....	47
3.5.4.2 Homoscedasticity.....	47
3.5.4.3 Normality	47
3.5.4.4 Multicollinearity	48
3.6 Ethical Considerations	48

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION.....Error! Bookmark not defined.

4.1 Response Rate.....	Error! Bookmark not defined.
4.2 Demographic characteristics of Respondents	50
4.2.1 Gender of the Respondents	50
4.2.2 Age of Respondents	51
4.3 Descriptive Statistics.....	52
4.3.1 Social competitive response.....	52
4.3.2 Technological response.....	53
4.3.3 Strategic Marketing Response	54
4.3.4 Moderating Variable	56
4.3.5 Organization Performance	57
4.4 Correlation Analysis	58
4.4.1 Competitive Environment Responses	58
4.5 Diagnostic Test	60

4.5.1: Collinearity Test	61
4.5.2 Durbin Watson Test	Error! Bookmark not defined.
4.5.3: Normality Test	Error! Bookmark not defined.
4.5.4 Homoscedasticity Test	64
4.5.5 Multcollinearity.....	65
4.5.6 ANOVA Test	65
4.6 Regression Analysis.....	Error! Bookmark not defined.
4.6.1 Regression Coefficient.....	68
4.6.2 Regression Coefficient with the Moderator.....	69
CHAPTER FIVE	
SUMMARY, CONCLUSION AND RECOMMENDATION.....	72
5.1 Summary of the study	72
5.1.1 Social Competitive Response	72
5.1.2 Technological Response	72
5.1.3 Strategic Marketing Response	73
5.2 Conclusion	74
5.2.1 Social Competitive Response	74
5.2.2 Technological Response	74
5.2.3 Strategic Marketing Response	74
5.3 Recommendation	75
5.3.1 Social Competitive Response	75
5.3.2 Technological Response	75
5.3.3 Strategic Marketing Response	76
5.4 Suggestion for further Study.....	77
REFERENCES	78
APPENDICES	Error! Bookmark not defined.

LIST OF TABLES

Table 3.1 Target population.....	Error! Bookmark not defined.
Table 3.2 Sample Size.....	42
Table 3.3 Crobach Alpha	45
Table 4.1: Response Rate.....	Error! Bookmark not defined.
Table 4.2 Gender characteristics of respondents	50
Table 4.3 Age characteristics of respondents	51
Table 4.4 Social competitive response.....	52
Table 4.5 Technological Response	53
Table 4.6 Strategic Marketing Response	54
Table 4.7 Moderating variable.....	57
Table4.8 Organizational Performance	58
Table 4.9 Competitive Environment Response	60
Table 4.10 Collinearity Test	61
Table 4.11 Durbin Watson Test.....	Error! Bookmark not defined.
Table 4.12 Test of Homogeneity of Variances	65
Table 4.13 Multcollinearity	65
Table 4.14 ANOVA ^a	Error! Bookmark not defined.
Table 4.15 Model Summary	66
Table 4.16 ANOVA	67
Table 4.17 Coefficients.....	68
Table 4.18 Model Summary	70
Table 4.19 Regression Coefficients	70

LIST OF FIGURES

Figure 2.1 Conceptual framework.....	33
Figure 4.1 Histogram for testing normality of residuals.....	58
Figure 4.2 Normal Plots.....	59

LIST OF APPENDICES

APPENDIX I: INTRODUCTORY LETTER.....	85
APPENDIX II: QUESTIONNAIRE.....	Error! Bookmark not defined.
APPENDIX III:INTRODUCTION LETTER FROM KISII UNIVERSITY	91
APPENDIX IV: RESEARCH PERMIT FROM NACOSTI	92
APPENDIX V: PLAGIARISM REPORT.....	86

LIST OF ABBREVIATIONS AND ACRONYMS

AMS: American Management System

ANOVA: Analysis of variance

CER: Competitive Environment Response

KPC: Kenya Power Company

NSE: Nairobi Securities Exchange

RBV: Resource-based view theory

REREC: Rural Electrification and Renewable Energy Corporation

SPSS: Statistical Package for Social Sciences

SM: Strategic Management

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Monopolistic competition environment strategy was exposed by an American economist called Edward Hastings Chamberlin in 1933 by adopting the theory of monopolistic competition. Monopolistic competition strategy was the environment in which most industries are configured to differentiate its perfection completion and monopoly strategy environment response. This environment response assumes that there is high presence of high number of firms with perfect technology. There is free entry and exit from that market environment requirement with similar indicating that these firms can have high degree of market power. They are not price makers but charge high price to customers, despite to its monopolistic competitive environment, substitutability of assumption that products faces decreasing demand they conversely benchmark the best price to charge. In this environment, price change is controlled by one firm which is only monopolistic market negligible to demand of any products offered to other firms. This enables them to achieve the solution of profit maximization challenges that guarantees their monopolistic competitions (Bianca Giannini, 2011).

The conceptual nature of monopolistic competitive environment strategy is originally confined to military matters that have become commonly used in many fields of management and marketing. In Romania, monopolistic competitive environment strategy is not for every firm which would like engages to identify competitive environment responses that can enhance organizational performance. However, organization can compete different using human resources policies and

organization resources and major integrations. The business strategies are well developed through line management and employee's retention. Organizations are well developed for the best way of enhancing management to motivate employees over retention. Financial benefits help an employee to get better working conditions. Competitive resource practices enable management to formulate retention strategies when implemented properly. Implementation of monopolistic competitive environment response involved managing employees up to their personal satisfaction. The evolvement of Competitive resource management practices can enhance employee performance. The important goal of Competitive resource implementation is improving organizational performance. The responsibility is allocated for those in their specialty. Competing environment is either strategic made or management involvement of different aspect of the organization employees and stakeholder including recruitment of employees, selection practices and further skill development in the organization (Basin 2016).

Monopolistic competitive environment in Turkey Companies is expected to attain high performance with social competitive response. However, monopolistic competitive companies become more demand, maintain, protect, or strengthen their competitive positions. They experience an increasing market place trends the challenge that has risen to social status in the concerned industry. This monopolistic competitive environment is characterized by a number of significant complexities such as multiplicity of society responses. The delivery of goods and services is from one industry, the social competitive market responds itself vastly to a greater number of attributes without considering other competitive strategies (Altindag, 2012).

Social competitive response is conducted by organizations directly or indirectly to the rival actions in Romania. Organizations often make different choices on social response imitations to increase business value as a way to develop competitive strategy to follow. They are many competitors

using strategic management practice that currently enhancing organizational growth and economic performance of the organizations. This may arise from an emerging trend of different organizations is reduced to trade barriers favorable to the investment policy. The increasing power of social competitive response has transformed the economy into competitive destinations of service delivery. The attractiveness of social responses is attracted to only seeking resources. The different social background based on origins integration is a global competitive environment in understanding emerging organizations trends (Cavusgil, 2016).

Social competitive response operates has been vibrant and turbulent in Latin America region. Several changes have had implications on the performance witnessed in the past years and are expected to control firms' operations in both medium and long term actions. Social response is good to achieve competitive edge in different strategic situations. The organization experiences and competences are understood with its complexity developments to tackle challenges and respond to the general shift (Robles, 2015).

Social competitive response is indicated towards strategic responses on organization performance which helps to find the growing dependence. The general shift in social competitive response in many firms emerges from their economic resources while strengthening competencies in forming strategic alliances. Local and international ideas fill strategic views on social competitive responses showing cost instrument to motivate management to perform better than financial gain. The regional polarization of globalization introduced social competitive responses in changing markets to create new competitive environment in Brazilian organizations in order to participate on international trends (Ndivo, 2013).

Social competitive responses are against established international monopolistic trends based on newly established environment response principles in China. The organization confronts

competition on social norms at the end of market price or at the lower end of pricing product to achieve cost competitive advantage. The high end of social competitive developed brands to occupy key market position among countries on the rules applied (Yungun 2015).

Social competitive response in South Africa is a competitive environmental responses brought by anxieties and threats created by new entrants, scientific advancement, social reforms, legislative changes, government policy changes, regionalization and economic changes are the factors that have affected strategic plans of firms. The challenges created cannot be left because firm plays a great role in the economic growth. Challenges have been undergoing considerable environmental turbulence (Jooste, 2010).

Social competitive responses have the intensity of getting pressures of globalization differently by strategic responses. In Uganda, Firms concentrates heavily on their marketing and financial performance trends changes by other sectors growing social competitive environments. The development of strategic responses to these firms is important with current emerging social competitive responses with the key players. The several related social competitive environment responses have pushed firms to look forward to the growing emerging firms. This reduced trade barrier to growth rate of attractive products as a resource seeking competition (Ndivo, 2013).

Social competitive environment responses in Kenya are influenced by domestic markets where the most entry of firms depends on different market size and who started the integration. The emerging economies in Kenya domestic trade has changed social competitive environment, though the effects of strategic responses is not being addressed with organizational performance. The issue of how well social competitive response has been moved with the forefront of understanding the emerging foreign firms due to the organization strategic changes in firm's performance (Yungun 2015).

Social competitive environment responses are linked with the issue of changes related to local firm's strategic management and performance in Kenya service organizations. The strategies applied here are all about financial performance which calls the need to understand how well competitive environment response can be reconfigured to respond to their social status. The impact of social competitive environment is globalized on the emerging markets rather responding to complex individual demands. The increasing beneficial firms to social status has been influenced competitive trends against cost advantage from quality and developed products. The globalization of regulated firms may not achieve social competitive environment due to survival intensity. The importance of many other firms has been internationalized their production strategies due to increased competitive pressures from firms which are not able to compete if controlled with strategic alliances (Robles, 2012).

Technological competitive environment response in Australia is highly mainstreamed in manufacturing firms which may not compete sufficiently with service sectors. In response to Technological competitive environment response, firms have focused heavily on making technology based goods and services to improve marketing competitive advantage. The backward of integrated alliances becomes cost competitive in outsourcing penetrations. This formed non-equity product development to emphasize on strategic responses. This includes pricing strategy environment on trademark differentiation strategies based on the changing technologies (Dawar, 2019).

Technological competitive response has put competitive pressure due to strategic management overseas from pricing strategy in Japan. The strategic response is based on quality of services offered over the internet. The organization is able to improve customer satisfaction unlike the payment of employees is given on time while industrial relations provides safe work environment.

Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort. The organizations currently are globally competitive response environment to provide business support given that performance synonymous. Public organization calls for technological advancement to regulate challenges varying competitive circumstances. The firms however may not able to keep non technology competitive industries rather than providing time to build the capacity to compete. The most vital role of technological competitive response is to get incentives that encourage investors to enter into the new competitive edge. The firms are committed to create technology that helps to achieve financial goals and marketing strategies to their local one (Gia, 2015).

Technological competitive response in Synovialia firms has increased performance. Most organizations become more customers and future oriented improving the probability to achieve performance relentless on competitive responses. The pressure of technological competitive goals aligns with strategic responses that organization has the ability to offer critical customer needs. This is highlighted towards enhancing technological competitive responses on the achievement of good performance (Akhter and Barcellos, 2015).

Technological competitive response of Nigeria firms operates comprehensively with the changing business environment but has grown vibrantly and turbulently. The implication of firms has been witnessed medium and large sized using technological competitive firms to improve performance. Technological competitive responses have been posed with the deviation of political anxieties from new entrants and social threats including regionalization challenges greatly influenced strategic actions of firms (Boynton & Victor 2017).

Technological competitive response has experienced difficulties due to the challenges ignored in the industries but this had a role to improve performance in Tanzania. The serious strategic

response is by technological competitive responses directly on value addition practices among stakeholders. The firms desire stable strategies and flexible responsive process of essential changes in business dynamics. Technological competitive response changes due to new strategic responds to the predictable for survival skills and achievement. It constantly requires different roles accordingly to make execution of successful strategies to overcome many constraints that affecting organizational performance (Bhattacharya and Michael, 2018).

Technological competitive response in Ethiopian firms is striving to different competitive environment and the decision concerning what functions to the market. The technology for employees is given on time while technology relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort to the performance (Manning, 2013).

Technological competitive response in Kenya is observed as a resource conversion machine taking inputs into it from external responses environment to the useful outputs. The technological responses to all organizations that use new forces of adopting those changing technology, potential impact relies on an individual capability to enhance goals. A strategic objective to technological responses increases the value of the changing organization environments and effects on performance. The modern organization is operating with vibrant markets to deal with implementation drivers of technology to permit for quick deployment and reconfiguration of assets. The environmental change is necessary in adopting competitive strategies that enable market positions on the eliminated maintenance (Nyang'au, 2018).

Strategic marketing response is that long-term strategic plans designed to accomplish particular actions in the organization in Malaysia. This derives the act of war used to depict strategic plans and executions powers by marketing response available. It also explains the strategy with which

the collection marketing response is related to individual decisions postulated identifications. The strategic pattern is among marketers' decision to permit adequate explanations of overall organizational strategic plans. The strategic marketing environment comprises of elements that comprise of firms that exist between competitive markets. Strategic marketing environment affects strategies enhanced by strategic management practitioners (Wheeler, 2015).

Strategic marketing response has been very important in improving organization performance. This involves human resource response in assigning responsibility to enhance retention. The ability to retain employees in planning of monopolistic competitive response. The strategic marketing response managers are changing from match available employees and organization condition. The Strategic marketing response is given a role to motivate employees in the organization which in return creates effective employee's retention. The strategic marketing response is a process of which employee's performance is achieved. Human resource highlighted that there is a proactive function of enhancing employee's performance. The organization can succeed when strategic marketing response are retained with proper integrations and business strategy (Hussey 2017).

Strategic marketing responses has been continuing to drive innovations towards competitions and emphasis on customer satisfaction by offering quality in United Kingdom. Globalization of organization is continuously creative and innovative to stay in the relevant market. Organization exists in a complex situation targeting economic, social, technological and cultural environment. This strategic marketing environment is complex to a number of firms rather than some. The survival of an organization is to maintain effective strategic fit of environment, this is important to respond to its strategic dynamism (Kazmi, 2016).

Strategic marketing response is imperative to strategic managers who apply realities of strategic management decisions in Burundi. This is influenced by the critical investigation of the changing

marketing environment diagnosis of the enlightened organizations. The political, social economic environment influences people culture and the same is observed as a structure to understand the order of improving performance. The link between strategic marketing environment and organizational performance necessitates managers to review competitive environment. The perspective to understand strategic marketing is due to the sustainable competitive environment is achieved towards strategic fit (Alam, 2015).

Strategic marketing response includes social cultural, economic forces and its competitive environment which may be customers, competitors, technology and political interested parties and organization suppliers in Kenya. Organization is dependents on the environment in which it serves. The constant trend is two-way traffic of receiving inputs transforming value of the organization. The output from goods and services is given back to strategic marketing environment beyond control of external survival (Barreto and DaRocha, 2015).

Strategic market response creates a blue print with laid down strategies which can build an economy to last. The strategic plan affirms that the strength is so intricate to the AMS; particularly in regard to economically challenged Kenyans employers who actually require a strategic issues management practices adoptable, creative and equipped for the success in the global market places. Many organizations are now increasingly pursuing continuous improvement with uptakes, business and integrated marketing response (Mwende, 2012).

Government policy is very important on the growth of organization integration. The business strategies are well developed through line management and employee's retention. Organizations are well developed for the best way of enhancing management to motivate employees over retention. Government policies help an employee to get better working conditions. Government policy enable management to formulate retention strategies when implemented properly.

Implementation of government policy involved managing employees up to their personal satisfaction. The evolution of government policy management practices can enhance employee retention. The important goal of government policy implementation is improving organizational performance (Mwangi 2016).

Monopolistic competitive responses improve performance. There different strategic decision on managing all aspect of different monopolistic competitive environment responses. This includes deliverable competitive relationship between implementation of competitive responses and employee performance. The planning department can also implementation and strategic analysis on organizational performance. Strategic competitive responses implementation improves organizational performance. The strategic monopolistic competitive environment planning strategy improves performance (Rees 2006). This enhances organization creates monopolistic competitive environment implementation on organizational performance. Strategic competitive responses practices provide employees growth. Confidential report is written by enhancing implementation on employee organizational performance through managerial roles. Monopolistic competitive strategic responses are that process includes management and training development on job skill and work life (Kitchen 2011).

Kenya power has competitors such as solar systems, wind energy and geothermal companies. Further, generators are also encouraging competition in other sectors.

Competitors plays the role of management in the organization to retain strategic monopolistic responses. The competitors are well informed by their role in responses using strategic controls. The major retention aspect of integrating activity is mainly on growth of employees. Achievement is measured by committing all employees to work for the benefit. The monopolistic competitive

environment responses act as practice of managing organization operations and improved competitive responses. Thus, implementing strategic responses plays a significant role on competitors in most organization. The major aim of implementing competitors resource management practices is improving commitment. Values are managed by commitment of all employees in competitors. Management is also concerned by strategic resource policies on competitors. The top managers drive responsibility to all employees supports retention after implementation (Mwende 2013).

Kenya power company is like any other organization that related to strategic plan implementation but distinguished by its monopolistic competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. Benard (1938) defined monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. This enhances monopolistic competitive environment responses act as practice of managing organization operations and improved profits and revenues. With the growth of marketable strategic controls their monopolistic competitive environment responses in managing organization operations (Ogwoka 2017).

Competitor strategy is underestimated to the ability to offset competitive advantage. An organization cannot achieve its desired results if it does not have a well strategy on how to survive (Hrebiniak, 2016). It is very important to emphasize the need for improving organizational performance; hence, strategic management must encompass measurement systems which shall be consider deployment of strategic responses instead of management criteria, developing management dynamic rather than operations. Othman (2014) enhances that flexibility of organizational growth is through its strategic competitive response in improving its capability to cope with organizational changes. Despite, the research aimed to assess monopolistic competitive environment responses as the practice of managing organization operations and improved competitive responses. Hence, monopolistic competitive environment responses on organizational performance in the organization.

1.2 Statement of the problem

Monopolistic competitive environment can improve performance in terms of social competitive response, technological response; strategic marketing responses. Government policy is used to moderate strategic monopolistic competitive responses in Kenya power.

The monopolistic competitive environment responses for Kenya Power Company is not improving organizational performance. This was characterized by is characterized by different strategic responses in its operations for billing, metering and locating emergency. However, strategic responses have not been effected on organizational performance. Kenya power has inflated its bills to 3,218 and 3,371 postpaid customers out of the 19,052 and 22,163 in Nyamira County for the year 2016 and 2017 respectfully, while in Kisii County, Kenya power inflated bills to 8,012 and 9,126 postpaid customers out of 51,016 and 51,356 postpaid customers in the 2016 and in

2017. Further postpaid meters not read in Nyamira County were 1,519 in 2016 and 1,698 in 2017, while in Kisii Kenya power postpaid meters not read were 2,903 in 2016 and 3,056 in 2017. Electronic payment systems normally breakdown leading to delays in buying tokens at 30%. While exploitation by delayed installation of prepaid meters and power interruption given at 45% in 2017 and 30% in 2016 (KPC Report, 2018).

Mwende (2013) analyzed strategic issues management employed by KPC. The study adopted case study design with 120 respondents to gauge strategic issue management. The study showed that the company has shown clear vision of strategic competitive responses, but did not analyze technology in its operations which has not been developed to its performance, thus sample size of the population was too small to respond to competitive environment. Munyoki (2015) examined the competitive strategic responses used by Kenya Pipeline Company. There are factors influencing organizational performance in Kenya. The study aimed to examine social economic response adopted in distribution performance of oil companies. The study only interviewed three managers who involved in management which was not enough to provide enough information. The changes in response management strategies were evidenced with long process of clearing capacity constraints, this failed to analyze social competitive environment. This study tried to investigate monopolistic competitive environment responses and organizational performance of Kenya power in Kisii and Nyamira.

1.3 Objectives of the Study

1.3.1 Overall Objective

The overall objective was to investigate role of monopolistic competitive environment responses on organizational performance of Kenya power company of Nyamira and Kisii branch.

1.3.2 Specific Objectives

The following specific objectives were used:

- i. To assess the effect of social competitive response on organizational performance of Kenya Power Company in Kisii and Nyamira County
- ii. To determine the effect of technological response on organizational performance of Kenya Power Company in Kisii and Nyamira County
- iii. To establish the extent to which strategic marketing response affect organizational performance of Kenya Power Company in Kisii and Nyamira County
- iv. To determine the moderating role of government policy in the relationship between monopolistic competitive environment response and organizational performance of Kenya power company in Kisii and Nyamira County.

1.4 Research questions

The research question was guided by the following specific objectives;

- i. What is the effect of social competitive response on organizational performance of Kenya Power Company in Kisii and Nyamira counties?
- ii. What is the effect of technological response on organizational performance of Kenya Power Company in Kisii and Nyamira counties?
- iii. What is the effect of strategic marketing response on organizational performance of Kenya Power Company in Kisii and Nyamira counties?
- iv. What is the role of government policy on the relationship between monopolistic competitive responses and organizational performance in Kenya power of Nyamira and Kisii branches?

1.5 scope of the study

The study focused on monopolistic competitive environment responses on organizational performance. The Kenya power is the case study especially in Nyamira and Kisii. The study examined organizational performance. Strategic competitive environment has enhanced organizational performance. Competitive environment responses are very useful with the need to manage organization goals and performance. There is more attention with competitive areas to respond to the customers. The Kenya power company was very good for strategic responses on the organizational performance. The scope only covered Kenya power companies and they are challenges to solve through competitive monopolistic markets. This was significant to any organization where customer experience determines competitive response resulting to the better performance. It possessed unique characteristics of Kenya Power Company in Kisii and Nyamira County which engage in almost all the activities undertaken by the organization in the country. The company covered several sub county sectors of Kenya Power Company in Kisii and Nyamira County and the economy which made it suitable for the study.

1.6 Significance of the Study

The study is significant to management of the Kenya Power Company in Kisii and Nyamira Counties by organizations of all activities. This explained monopolistic competitive environment responses and organizational performance by understanding of managers.

This can contribute to knowledge of monopolistic competitive environment responses and explain its significance to the stakeholders. The problem facing Kenya power is well understood with applicable strategic responses.

Stakeholders also got the information on well the firm can compete its monopolistic aspects on growth of the company. Stakeholders would use this monopolistic competitive environment to enhance their organizational performance. They enabled to enhance buyers in getting services from the company. Stakeholders can get knowledge to form strategic response that can improve performance through competitive environment.

Policy makers would use this finding in making government regulation government the company. It would be significance to company structures and control procedures for implementing the best policies.

The study helped Kenya power policy makers to manage government and enhance organizational performance. This can improve competitive environment for the company to respond positively and meet customer needs.

Data collected provided the information to enhance competitive environment responses in many ways which affected organization performance. The study enabled customers to get knowledge on how competitive environment responses and performance. This can initiate strategic responses in many parts of monopolistic competitive environment responses.

The community will get information that can play function in managing monopolistic competitive environment responses for companies and performance.

This creates considerable knowledge that provided information existed in product of the company that assisted them understand. Research can enhance other private sectors to adopt different monopolistic strategies on energy conservations than exploitation. This gave community the way back of making the best buying decision.

The results can enhance importance of achieving researcher's aspects and getting new knowledge provided for literature reviews evidence to create research gaps. Further, it provides sufficient theoretical gaps for documentation of the research. The academician can get benefit of comparison of past research to the current research in different competitive environment responses.

1.7 Limitation of the study

This study was not freely done as it restricted to some monopolistic competitive responses under the study and related discussions. The meta analysis of previous research literatures may not state gaps as expected by the current study. Some of the researchers may not apologize the best issues for investigates for the empirical review descriptions comparable to previous study.

Based on methodological limitations the study only did census which may not be sufficient in forming unit of analysis. This created the major issue have it was the only research methodology to use under the sample investigated. Sample size was small which created difficult in determining the normal statistical tests. This can force future researchers to use different sample size larger than this current study to look for representative distributions. This lack proper representative of the sampled groups generalized other studies.

Availability of secondary data may not be reliable which required the researcher to concentrate on primary data. The scope of data analysis was limited to the sample size which may not be significant to the findings. The themes of qualitative lacks the believe for unreliable data resulted to frustration in discussion of the future studies.

The respondents were the main responses for data collected. However, some were not willing in answering questions for well organizational performance. The management might not be able to

address competitive responses and lack understanding for the best interpretations of data in both Kisii and Nyamira County.

The data collected was done by the questionnaire. This provided freedom to respond to any opinion at hand, this might not be through to some statements forces the researcher to change and check on proper responses. The study only benefited the researcher and future researchers in both literatures but not in practice and policy. The company might not take the findings into considerations.

1.8 Assumption of the study

The researcher tried to determine the effect of monopolistic competitive responses and organization performance and it was assumed to be determined and exist by the research assumptions.

The assumption that case study was applicable and made the research to get honest data. Truth of data was established which can be certain according to these assumptions. Question for each research was very sensitive and the respondents answered them right.

The assumed that methodologies were well reliable in different ways on which the research instrument was based. The assumption is very useful to find the best way in shifting conclusions and establish the best results.

1.9 Operational definitions of terms

Competitive	The situation of meeting objective with rivals or an environment in
environment response	which firms can compete from one another and more firms provides similar products or services from one competitive firm.

Organizational Performance	It is an economic outcome resulting from how the organizations achieve its intended goals
Monopolistic competition	This type of the company works in the imperfect market competitions which services are against one another but providing one product with various differentiated product design without any substitute
Social competitive response	These are anxieties and threats created by social changes, regionalization on the factors that have affecting strategic plans and monopolistic competitive environment responses become ethical practice in managing organization perspectives.
Technological response	This can follow commercialization, new inventions and advancement of technology in business. This was very exponential process by which technology improves monopolistic competitions in the company
Strategic marketing response	Strategic marketing response analyze different aspects in monopolistic competitive environment and organizational performance with competitors, competitive environment and business behaviors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature

Theoretical literature review informed some theories in which the study was based on, this informs the study concretely to establish accumulated issues, theories of a given phenomenon under study.

Theories are the major blueprint of the literature serving as the main guide for organizational performance. The structure of this theoretical literature is only influenced by theories applicable for the study. Theoretical literature review is the major point that every research follows in thesis or project. Competitive phenomena are given similar assumption in monopolistic theories of demand and strategic decision of achieving corporate advantage (Mwangi 2016). Organization performance remain dependent on monopolistic competitive environment response using theories related to this study.

2.1.1 Theory of Five Forces of Competition

Theory of five forces of market competition was postulated by Michael Porter (1985) which stated that monopolistic competitive environment responses improve managing operations and improved responses in business environment. This added that five forces determined environment responses in a competitive area by analyzing available business trends for giving competition. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. These forces give a company a competitive edge at risk and ensure the profitability. A company must analyze environment responses for competitive rivalry within the business (Hult, 2015).

The major assumption of this study is that most monopolistic firms are not similar but with homogenous product. This creates production complications within the industry. This also

assumes that monopolistic firms are more effective than any other business. This theory can result to the growth of firm if market force for competition having different sections for; customer's responses. The change in technology do not influence competitive growth of firms. The diversity of management depends on remote controls to different consumer's point of billing and usage of the power transmission. Competitive strategies are well encouraged in wide market share for monopolistic firms. The use of five competitive forces according porter model was applied in this explanation of monopolistic firms. Three of the assumption is that only consistency is required for better arguments in this proposition. Competitive response environment continues existed in the company for many facts. The resolution for monopolistic competitive responses increases strategic plans for different process applied by customer disconnection. There are different fashions in managing monopolistic competitive environment on organizational performance (Microlinks 2009).

The theory is criticized in the fact that most monopolistic firms affect customer perceptions towards service delivery. The major conclusions are shown when customers are high complaining but very slow to help. The evidence of criticizing this theory is that they perform better which is not true due to different market forces in monopolistic competitive responses. This theory lack acknowledgement that most organizations are strategically managed and widely led for competitive growth. The competitive move is given towards on monopolistic firms while determining profitability for the sector. The study implied that monopolistic competitive firms work effectively for the benefits of managing change. The employees are able to know the best firms to get services for competitive environment as it knows in certain ways (Pearce 2017).

The theory become very relevant in getting the best explanation of competitive advantage on period of engaging strengths and weaknesses by threats and opportunities. The study analysis

allowed one person that enhance monopolistic competitive aspect. That the monopolistic competitive enhances competitors going towards organizational performance. The major application of monopolistic competitive environment response is explained by forces. The strategic responses depend heavily on understanding of knowledge on organizational performance. It enables the researcher to assess different monopolistic competitive environment responses and organizational performance.

2.1.2 Resource-Based View Theory

Resource bases view theory is that theory started by Wenefelt (1984) and it was postulated that firms have ability to use resources that enhances organizational performance. The value of monopolistic competitive firms is to explain organizational performance. Competition among firms, technology advancement, and the need to finance business operations. Financial measures are included by statutory regulation, member's participation and board of management for the requirement of the company. This was very useful to address competitive response and inadequate for communications. Resources are well managed to meet required ends of the company and organizational performance at any time needed. Organization can experience difficulties in retaining competitive responses from firms. Strategic managers are working for the best competing environment on organizational performance is improved (Harry & Yarger 2006).

The assumption to this theory can be put towards organizational competitive responses from available resources. The process used to produce or provide services is interrelated by some groups of which human assets, capital requirement and available expenditures given. The use of monopolistic competitive resources can enhance responses all areas. The resource provided company capacity to combine various unique factors to underpin other competitive organization around the goal. Every organization composes various resources available for strategic

management and marketing responses improvement. This theory is enhanced by different strategic factors on achievement of competitive responses over competitors (Albert 2017).

However, this theory was not wide but limited to specific practices for various competitors are well monitored. The sources are well informed but different firms are given competitive responses for organizational performance. Competitive advantage can enhance various alternatives sites forming best ways to enhance organization performance. This was according to monopolistic firms which are overlooking strategic management on other firms. This was utilized the available technology among organization competitive responses on organization performance. It created value for most organizational resources using human resources, physical capital and other management of competitors goals. The necessary material is required by management of people in providing services required for the year (Pearce 2017).

The theory was very relevant under the study as it applied various explanation of using resources well in order to enhance organization performance. Companies can endow many competitors providing completion of service provisions. The diverse ways of meeting organization performance are to apply human capital and strategic plans for better monopolistic competitive responses uses some resources at low cost. The management explained resource based view as the assets created for organizational value than customer growth. This benefit achieved by strategic managers are used in achieving and sustaining monopolistic competitive responses on organizational performance.

2.1.3 Contingency theory of strategic management

This theory of contingency was developed by Burns & Stalker (1961) and it was stated that there are many factors to consider in achieving organization performance of organization. Strategic management becomes effective for growth of organizations. This is linked to organizations operating in different sectors. The monopolistic competitive environment responses act as practice of managing organization operations and improved competitive responses. This theory was adopted to strategic management and explained that there is no particular general standard of strategic factor that can be applied to all organizations (Hrebiniak, 2016).

The assumptions of this theory are on the essence that every organization has its own strategic factors. The changing of strategic response has also been reviewed as the methods of competitive environment. The competitive response cut across the organization, but a number of strategic factors are unique to the specific organizations. Competitive strategic management that can help management to choose on appropriate strategies in form of either is technological changes and the infrastructure. However, the type of staffs to use may not be needed to operate is not particular (Hult, 2015).

The limitation of the theory is that Strategic determinant changes on certain management environment. Strategic manager has been never recognized and linked to competitive environment. It further suggested on the theory that contribution of strategic factor changes to performance of the organization. This was criticized that some organizations can copy and adopt from others to institutionalize (Thanju, 2015).

The relevant theory to this study is that it can be a tool to explain competitive responses considered to outweigh its performance. It assists to identify inefficiency areas of power transmissions,

departmental activities and helps to distribute more resources on performance. In relevance, senior management it should provide the utmost support to the success of their organization.

2.1.4 Michael Porter's Generic Competitive Strategies

This theory was enforced by Michael porter 1985 after competitive forces. This stated that Implementation of strategic resource management is only the best when performance is effective. This make organization to be effective in reducing employee turnover rates for achievement of goals. Competing involves all staffs in all about remuneration and other benefits to work place. Social resource principles know that organizations are the asset to the organization directly influencing organizational performance (Yang 2015).

The assumptions are that benefit to competitive starts from cost of services, payment of leaders, differentiation of products, focusing strategies for selling in work place. The payment of employees is given on time while industrial relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. Managers provides human resource implementation tools on performance framework with proper appreciation for monopolistic competitive (Mutunga and Minjam 2011).

The limitation of the theory is that focus strategy involves focusing on a given point of target, products and tailor make goods and services specifically from them. Attaining and sustaining a cost leadership position in the market comes with a cost. Taking a low cost leadership puts severe burden on the firm as this strategy exposes a company to many risks like technological change, inflation. Such risk limits the application and benefits therefore differentiation also poses greater challenges to the company as it leads to increases costs of making goods and services unique. The

theory also exposes a firm to change cost from broad-range competitors and offset the differentiation achieved through customers towards firms (Ogwoka, 2017).

The relevance of choosing this theory is that competitive environment responses enable an employee to start from mobilization of competitive edge of choice, and preparation of work place. The payment of employees is given on time while industrial relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in preservation. Managers provides social resource application tools trendy performance basis with good obligation

2.2 Empirical Review

2.2.1 Social Competitive Response and Organizational Performance

Matata (2014) investigated impacts of strategic management and its impact on social competitive response on performance of strategic alliances of supermarkets. The research intended in an investigation of social competitive response on performance of Indian firms. The study specific objective was to determine the problem Indian firm's faces, to examine effect of social competition at diverse levels of the polity. The study used cased design with 21 firms comprised of 74 respondents. This study employed descriptive research in analyzing secondary data for the collected questionnaires. However, findings indicated that human and social competitive is unfavorable for strategic managers and their performance. The study recommended that social competitive should favour for strategic managers and their performance. However, the study did not analyze social competitive response with branding image and customer approval.

Sage (2015) examined the effect of social competitive response in human capital development in Turkey. The specific objectives were to examine social strategic response to leadership performance, the effect of management strategies on leadership performance. The inferential

statistics was used to analyze data collected from 21 respondents. The study results indicated that despite of the countries' abundance in human and social resources-including oil energy was still faced with socio-economic challenges. The study recommended for performance without ignorance to competitive environment, the performance is pleading profusely and thus exhausted intellectually.

Long (2015) studied the effects of social competitive management capability on performance. The study targets 34 respondents. The research adopted exploration design. The correlation analysis was used to establish the link between social response management and performance. The findings show that social response management affect performance of firms is on the application of social competitive strategies. However generic strategies affect the links between social management and performance. The study failed to indicate the influence of social response management on performance. Allen and Helms (2006) established that support for a competitive strategy affect performance. This creates a gap between Social competitive strategies similarly; differentiation approach was the best for performance.

Kleijinen (2013) determined aspect of social change competitive responses on organizational performance of firms. The study used social competitive responses which indicates that most organization affect growth of responsibility between firms. The specialty of social competitive advantage on employee knowledge management. The benefit to employees starts from recruitment, selection, and training in work place. The payment of employees is given on time while industrial competition provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. The target population 73 respondents with cross-sectional design. The study found that the strategies are identified with product distribution, technology, and quality

relationship as areas where strategic responses. There are social competitive strategies in the public sector had achieved a little performance of the institutions. The firms in the industry are making substantive adjustments in the strategic variable. However, the research found out that firms in the private sector had achieved more than public sectors out of the strategies that they had implemented.

Kirchoff (2011) examined effect of social competitive responses on organizational performance in the benefit of employees in work place. The payment of employees is given on time while industrial relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. Managers provides human resource implementation tools on performance framework with proper appreciation. Competitive environment responses improved organizational performance.

Harry (2006) studied on the social competitive adopted by private firms in Kenya. The study aims to examine the effect of innovation strategies were mostly used by the organizations. The studies found out that firm uses social competitive strategies improve performance. These involves product design or style, advertisements or promotions, quality products, brand reputation, after-sales service, customer-made products, use of publicity, tight cost control, offering wide range of products, benchmarking (competitor intelligence), show room or display, and targeting new markets. The study failed to analyze the effect of social competitive strategies adopted in relations to competitive environment response on performance.

Kundu (2008) used social competitive responses which indicates that most organization affect growth of responsibility between firms. The specialty of social competitive advantage on employee

knowledge management. The benefit to employees starts from recruitment, selection, and training in work place. The payment of employees is given on time while industrial competition provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. The target population 73 respondents with cross-sectional design. The study found that the strategies are identified with product distribution, technology, and quality relationship as areas where strategic responses. There are social competitive strategies in the public sector had achieved a little performance of the institutions. The firms in the industry are making substantive adjustments in the strategic variable. However, the research found out that firms in the private sector had achieved more than public sectors. The social competitive responses on organization performance determined growth. The study used social competitive responses which indicates that most organization affect growth of responsibility between firms. The specialty of social competitive advantage on employee knowledge management. The benefit to employees starts from recruitment, selection, and training in work place. The payment of employees is given on time while industrial competition provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. The target population 77 respondents with cross-sectional design. The study found that the strategies are identified with product distribution, technology, and quality relationship as areas where strategic responses. There are social competitive strategies in the public sector had achieved a little performance of the institutions. The firms in the industry are making substantive adjustments in the strategic variable. However, the research found out that firms in the private sector had achieved more than public sectors

Munyasya (2014) conducted a study on social competitive response towards price performance of Private operated firms in Nairobi to changes. Social competitive management is implemented towards organization performance. The study used social competitive responses which indicates that most organization affect growth of responsibility between firms. The specialty of social competitive advantage on employee knowledge management. The benefit to employees starts from recruitment, selection, and training in work place. The payment of employees is given on time while industrial competition provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. The target population 37 respondents with cross-sectional design. The study found that the strategies are identified with product distribution, technology, and quality relationship as areas where strategic responses. There are social competitive strategies in the public sector had achieved a little performance of the institutions. The firms in the industry are making substantive adjustments in the strategic variable. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms.

Mutunga & Minjam (2014) examined social competitive strategy on organization performance in the organization. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms. The study also found that the best generic strategies improve performance of most companies; players need to enhance effective methods of running business among firms in Kenya. The study did not indicate methodology gap in terms of target, sample and research

instruments. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over climate change and increased adoption of strategies in the organization.

2.2.2 Technological Response and Organizational Performance

Nasution (2011) examined the effect of technological responses on organization performance in firms. The study intended for technological responses on organization performance of the firms, descriptive research design was used and quantitative statistics also used for analysis of 78 respondents. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms. Though, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms. Questionnaires was distributed by the researcher to the organization. The finding indicates that customer strategic response is related to firm changes in technology to attain high performance. Further, strategic technological responses are the firm's direction for reaching an appropriate behavior in order to achieve long-standing success. The study analyzed by Yang (2012) agreed that customer response are influenced by technology does not affect organizational performance. However, their study did not address the effect of technological response on organizational performance.

Ketchen (2011) examined the relationship between technology adoptions on competitive advantages. The study aims to establish the relationship between role of technology adoptions and

competitive advantages. The target population was 234 respondents comprised of employees and management staff. The study used frequency analysis and found that responses to technology had different dimensions, like efficiency and effectiveness and it shows the need of the firm's trend to find out, create and control set of responses suitable to the business environment. Moreover, technology responses involve the adoption of new trends of doing the firms' activities to embed behaviour that attain performance in most favourable conditions. However, technology response lacks significant results on performance.

Basim (2016) carried a study on technology orientations and organizational performance in Romania. The study examined technology responses and supplier responses from real estate's management and power transmission in the Iraq Dewaniya press. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms. The study presented questionnaire for primary data collection. The collected data comprise of 80 copies distributed in 70 research questionnaires was returned out of them 53 questionnaires was used. The correlation and regression analysis was adopted. This study noted that strategic response is by resource management is implemented towards organization performance by responses from employees. The responsibility is allocated for those in their specialty. However, the research found out that firms in the private sector had achieved. The finding indicated that competitive environment adds that most firms are affected by social changes, cost of operation and societal concerns over global warming and increased adoption of strategies in the firms. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort. Hence, the concluded that technology orientation reaches the highest performance.

Hult (2015) analyzed technological responses on organizational performance form. The study analyzed types of responses to technology adoption in the organization. The study targeted 777 households' respondents. The sample of 77 respondents was used with research questionnaires. The study used qualitatively questionnaires through content analysis. The study indicated that employees use of technology for value maximization. Further organization follows customer responses to technology strategy create customer responses on difficult situation. This study maintains that technology response allowed the best way to enhance performance at affordable cost of operations. Despite, the idea of technology has gained considerable awareness of technology in the organization can enhance greater customer response had gained little attention to technology responses.

Altindag (2012) examined technology responses on growth of firms in business. This analyzed the effect of technology management and strategic plans on organizational performance. Qualitative research design was used from 78 respondents. Therefore, findings show that customer technology response is the foundation of competitive environment and is highly identified in many field of strategic management. Technological responses due to power disruption, billing innovations affect performance have not been addressed. Moreover, how the firms change technology to get more customer strategic response has less concern. Thus, technology response influenced organizational performance.

2.2.3 Strategic Marketing Response and Organizational Performance

Zhou (2009) studied the impact of strategic market response as a competitive environment tool. The study examined how market orientation are worthy benefit. The study highlighted that the application of different marketing response which indicated that both differentiation and low cost in marketing have explained high performance. Marketing strategic response affects competitive

advantage to enhance the same benefit for to the customer from available competitors ground, cost available is marketable. The same benefit for to the customer from available competitors ground, cost available is marketable improve performance. The recommendation from the study was suitable to use resources and market effectively. Thus, there are a no clear finding established in relations to marketing response possible to explain marketing research and marketing trend analysis affect performance.

Ketchen & Slater, (2011) analyzed the effect of strategic marketing on performance. The study aims to examine whether strategic marketing affect economic growth in all firms with new customers that will enhance performance. The employed component analysis of data to examine strategic marketing responses on organizational performance. The 303 respondents filled the questionnaires. The study shows that the same benefit for to the client from available competitors ground, cost available is merchantable. The same benefit for to the customer from available competitors ground, cost available is marketable. The same benefit for to the customer from available competitors ground, cost available is marketable. The same benefit for to the customer from available competitors ground, cost available is marketable. The same benefit for to the customer from obtainable competitors powdered, cost available is marketable and organization performance.

Mokua and Muturi (2015) investigated the effect of strategic marketing response in improving marketing performance. The study investigated strategic responses on marketing growth and not on organization performance. Descriptive research was applied with random sampling techniques. The sample population was chosen from various sections in the organization. The use of inferential analysis with qualitative analysis was employed to analyze data collected from 79 respondents. The study finding indicated that source of performance is based on marketing dimensions such as

distinctive abilities, resources, and marketing competence. Marketing resources are difficult to change for strategies. In spite, marketing responses are not the source of performance. Thus, the study failed to analyze performance.

Othman (2015) studied the influence of strategic factors affecting marketing response to performance. The study found that gaining marketing response is done by achieving certain level of through quality improvement and reducing cost. The use of correlations indicates that strategic factors affecting marketing response to performance, thus, strategic management is the subject of marketing response increased but between practitioners there are in doubts concerning conceptualization and measurability of organizational performance.

Basim Abbas and Zaki Muhammad (2016) evaluated sustainable marketing strategies on marketing performance. The study found that long-term benefits of implementing marketing strategies in unique aspects have indicated that sustainable marketing, means that long-term benefits of implementing marketing strategies in unique aspects. This is done through creations of products which the competitors cannot create and implement concurrently to duplicate the performance of this marketing response. The finding indicated that strategic marketing responses had positive significance impact on organization performance on commercial banks, with product differentiation and introduction of new products for customer responses. The study indicates that there were direct responses on strategic marketing and performance of the same benefit for to the customer from available competitors ground, cost available is marketable

2.2.4 Organizational Performance

Mwangi (2016) investigated the influence of technological trends on performance. His study revealed that performance is the returns and level of output. The financial strategies used for competitive firms results to different performance. The relationship between firms and customer

vary as the level of out changes by management. The competitive responses believe to be the best area for organizational performance. The study notes that management are well believed to improve organizational performance by improvement. Bwisa and Kihoro (2016) analyzed competitive market environment responses and noted that the same benefit for to the customer from available competitors ground, cost available is marketable. Performance can be given differently in the organization.

Jooste and Fourie (2010) examined the effect of strategic responses on organizational performance. The study adopted descriptive statistics with 14 management employees. The result from correlation analysis showed that the system of strategic response use interaction towards the achievement of organizational performance. Further the study indicated that the system is composed of different strategic responses that have a relationship to achieve a common objective. However many organization measure performance with profits, return on assets, financial performance, return on investment, sales, market share, shareholders total shareholders return, expansion, quality of service, accessibility and number of customer served.

2.2.5 Government Policy

Munyasya (2014) conducted a study on government policy on performance of Private operated firms in Nairobi. The study notes that government policy management is implemented towards organization performance. The responsibility is allocated for those in their specialty. The decision making depends on the response. The benefit to employees starts from employment, selection, and exercise in work place. The payment is given on time while industrial relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort in retention. Case study used

5 privately for firms in Nairobi in which data was collected through document analysis using secondary sources of information. The study adopted factor analysis. The study indicated that organizational environment affect performance, however failed to adopt descriptive statistics analysis using only 5 firms which was not adequate to analyze organizational environment in the current study.

2.3 Research Gap

Ketchen (2011) examined the relationship between technology adoptions on organizational performance. The study aims to establish the relationship between role of technology adoptions and competitive advantages. The sample population was 34 respondents comprised of employees and management staff. The study used descriptive statistics with frequency, mean analysis. Moreover, the sample size was too small to attain performance in most favourable conditions. However, technology response was not sufficiently analyzed due to lack of correlation analysis which will be adopted in this current study.

From the above study, the researcher has researched strategic responses without comparing its effects to monopolistic competitive environment in which organization operate within targeted population. Moreover the sample size had 34 responds and the other study was 5 respondents that never provided sufficient information as opposed to this study that will have enough sample size of 65 responds providing sufficient data. The study never analyzed data sufficiently due to lack of correlation analysis which will be adopted in this current study. Thus, this study attempted in analyzing monopolistic competitive environment responses on organization performance with government policy. However, the study did not analyze monopolistic competitive environment response in relations to technology and how it affected organization performance. Therefore, the

study addressed the effect of monopolistic competitive environment response on organizational performance.

2.4 Conceptual Framework

The conceptual framework shows the relationship between monopolistic competitive environment response and organizational performance

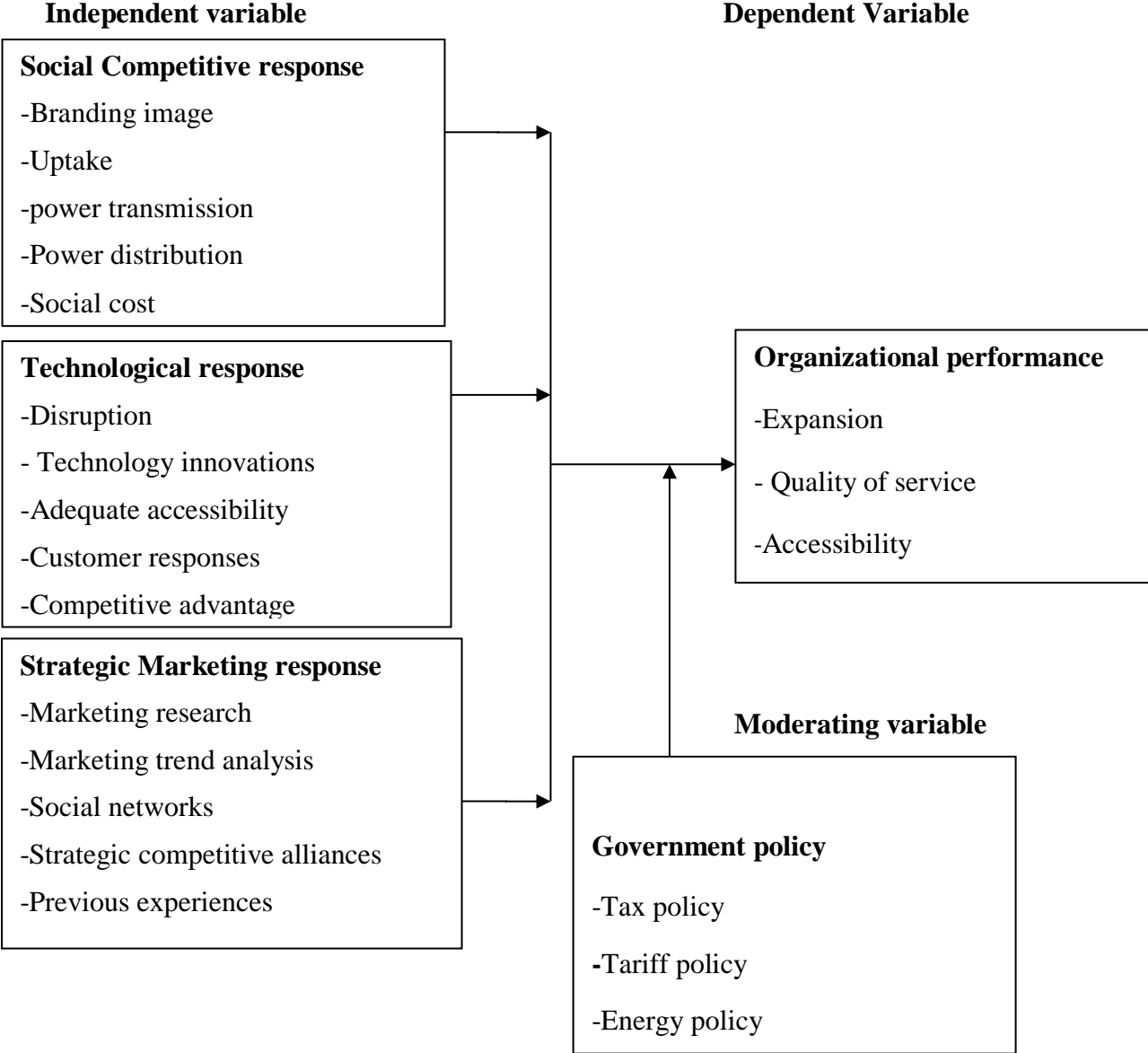


Figure 2.1 Conceptual framework
Source: (Researcher 2021)

The independent variables included social competitive response, technological response and strategic marketing response and organizational performance.

Social competitive response affects organizational performance through response of branding image, power transmission, power distribution and social cost. Organizational performance depends on social competitive response, thus the variation in social competitive response predicts organizational performance. Thus, social competitive response may affect positively or negatively organizational performance.

Technological response affects organizational performance through technology innovations, disruption of powers, power accessibility, customer care service and competitive advantage. A change in any unit of technological response can predict organizational performance. Thus, technological response may affect positively or negatively organizational performance

Strategic marketing responses affect organizational performance by its marketing research marketing trend analysis, social networks, strategic competitive alliances and previous experiences. The change in one unit of strategic marketing responses as independent variable predicts dependent variable organizational performance. Thus, strategic marketing response may affect positively or negatively organizational performance

The relationship between monopolistic competitive environment responses and organizational performance may be affected by its expansion, quality of service and accessibility. Government policy affects organizational performance through tax policy, tariff policy and energy policy. A change in Government policy can predict organizational performance. Thus Government policy may affect positively or negatively organizational performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study employed case research design which was applicable because of the support provided by previous researchers such as Kothori (2011) stated that the case study involved assessment of a given situation or organization or a company. The study used case study as entailed proper systematic examinations and comprehensive report from one situation included social individuals, entire group, community, family and it took in-depth analysis under this study. Kenya power is one of the organization used for this study. The employees were selected for data collection which involved implementation of strategic responses from team formulations.

Munyasya (2014) adopted a case study design on government policy on organization performance among privately listed companies from Nairobi, Henceforth, case study also involved investigation of competitive responses on organizational performance through strategic responses. Quantitative data was measured and determined from each variable for analysis. The selection of this process was not easy as it provided better chance of determining best strategic response in Kenya power. This enhanced case study for research that detailed data collected from the company. This unique nature of the company also determined its features for this study and generalizations of the results noted.

3.2 Target population

The target population composed of people chosen for a study (Ngechu 2004). The population is the major element of research where one can choose entire elements, or group for study. This forms the main part of methodology together with different features observed. This information provided from the population was very applicable for data analysis (Mugenda & Mugenda 2003). The study

provides that data analysis depends on the population selected. The target population 64 respondents were chosen for this study. This were all employees working in the company in Kisii county and Nyamira counties. This created convenience for the researcher in data collection across on customers.

Table 3.1 Target population

Respondent	Target Population		Total
	Kisii	Nyamira	
County Business Managers	1	2	3
Electrical engineers	3	1	4
Superintended	2	3	5
Accountants	4	2	6
General workers	2	1	3
Drivers	3	2	5
Clerical Officers	2	3	5
Supervisors	2	2	4
Technicians	3	1	4
Meter readers	2	1	3
Artisans	2	2	4
Craftsman	2	2	4
Chain distribution	3	1	4
Emergency team	4	1	5
Customer service support	3	2	5
TOTAL	38	26	64

Source: Kenya power office (2021)

3.3 Sample size and Sampling techniques

The sample size was determined according to the Yamane formula of 1961, this was determined with following calculations

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

N- target population, n- sample size, error =e

Thus

$$n = \frac{64}{1 + 64(.05)^2} = 55 \text{ plus } 6 \text{ non-response} = 61 \text{ respondents}$$

Table 3.2 Sample Size

Respondent	Sample Size		Total
	Kisii	Nyamira	
County Business Managers	1	1	3
Electrical engineers	4	2	19
Superintended	5	3	25
Accountants	1	1	5
General workers	4	2	18
Drivers	2	2	15
Clerical Officers	2	1	8
Supervisors	2	1	11
Technicians	3	1	15
Meter readers	5	4	26
Artisans	3	2	18
Craftsman	4	3	22
Chain distribution	1	1	5
Emergency team	1	1	7

Customer service support	1	1	4
TOTAL	35	26	61

Source: Human Resource Kisii branch and Nyamira branch (2021)

To cater for non-response, sample size of 55 respondents was adjusted by dividing 55 by 90%, giving rise to 61 respondents. The study used the sample size of respondents as a representative to the study (Mugenda and Mugenda 2003). The study used stratified random sampling to categorize 61 respondents.

Othman (2015) describes a sample size a representation of the whole population in a study. The study sample size comprised of employees working at the offices based in Nyamira and Kisii counties headquarters who were involved in the study out of the target population in line.

3.4 Data Collection Procedure

The data collection has followed many steps started from obtaining letter of introduction and research permits. This study used secondary data. The questionnaire was used to collect primary data, while annual reports were for secondary data. By annual reports provided information about performance. Monopolistic competitive environment responses were obtained from footnotes of the annual reports. The questionnaire collected primary data which was easy and administered easily without high cost of operation (Mohamad 2013).

3.4.1 Validity of Research Instrument

According to Mohammad (2013), validity of research instruments is how best the outcome is represented for true results. The validity is very useful in most research included associations of items under the study. It is used to measure accuracy for the results based on the data collection. This is tested with the supervisors and other researchers in the study. The content validity is achieved by different consultations of supervisors. The research questionnaire was also appropriate in the data collected where every item was accurate for presentation.

3.4.2 Reliability of Research Instruments

The study done before actual one is conducted is the pilot study. It was done with small number of questions from large quantities by evaluated potential use. The pilot study was very effective for research instrument consistency. Data collected is measured through reliable of tests using Cronbach alpha of 0.7 (Kothari 2012). The Kenya power uses different research aspects that can enhance performance. The study employed 10% of the research instrument samples 7 questionnaires. The results showed that there was 0.78 and 0.88 sampled for population administration and set objectives for study.

Reliability of the research instrument can measure consistency of appropriate results from repeated trials of events (Basim 2016).

However, the pre-test respondents who were not part of the selected sample but have the same characteristics as sample respondents. The pilot test was done in Kericho branch Kenya power company branch in Kericho town at Kericho County. The questionnaires were then revised, errors corrected, ambiguous questions made clearer and relevant using the information obtained from the pilot test and thereafter was used to collect data from respondents in Kenya Power Company in Kisii and Nyamira Counties.

Reliability involves administration of the same questionnaire to the same people in the same set up to find the stability of their responses. Reliability was tested by correlation between the first and second responses. If the correlation coefficient(r) is ≥ 0.828 indicating that the instrument is reliable by testing Crobach Alpha coefficient and if the correlation coefficient is less than 0.7 then the instrument is not reliable.

Table 3.3 Crobach Alpha

Independent Variable	Number of items	Coefficient
Social Competitive Response	05	0.758
Technological Response	06	0.625
Strategic Marketing Response	08	0.828
Overall		0.828

Source: (Field data 2021)

Reliability of these instruments was established as follows; social competitive response was 0.758 and strategic marketing response was 0.828 which was more than 0.70 and was reliable to measure reliability of the research instruments while technological response was 0.625. The research instruments were deemed reliable as reliability coefficient is about 0.7 and above (Mugenda and Mugenda 2003)

3.5 Data Analysis

3.5.1 Descriptive statistics

Descriptive statistics were used from mean and standard deviation which showed that there were meaningful presentations of data. The analysis of data included structuring and ordering research questionnaire to present results under study. Research instruments using involved editing, registering and coding through tables or figures to quantitative analysis. This analysis was done by using tables, figures and graphs. The study results showed that data analysis was analyzed by SPSS. The study results were discussed and different justification was taken for inferential statistics.

3.5.2 Inferential Statistics

Inferential statistics were analyzed using regression model. This was employed to test the effects of the relationship between monopolistic competitive environment responses and organizational performance. This was multiple regression model was used as follows to determine effect of a relationship of independent and dependent variables.

$$.Y= B_0 + B_1X_1+ B_2X_2 + B_3X_3 +e$$

Y= Organizational performance

X₁= Social competitive response

X₂= Technological response

X₃= Strategic Marketing response,

e =error term

3.5.3 Analysis of the Moderating Variable

The moderating variable was analyzed as follows;

$$Y= \beta_0 + \beta_1 X_1 M+ \beta_2 X_2 M + \beta_3X_3 M + e, \text{ Where;}$$

Y=Organizational performance

X₁= Social competitive response

X₂= Technological response

X₃= Strategic Marketing response,

M = Government Policy

3.5.4 Diagnostic Test

3.5.4.1 Linearity

Regression linearity is the line of dependent and independent variables in a straight line. The function is given by two related variables of which there is biasness. The multiple regression estimated the relationships of variable. The test of non-linearity is also existed because of correlations and regressions of the assumptions. The ANOVA value was used to define linearity for F statistics of $< 5 \%. 05$.

3.5.4.2 Homoscedasticity

Homoscedasticity becomes very useful when errors are across the same of the variable. This means that linear relationship has spreading errors of computation. Thus, there is consistency in arriving at the results of study. The variance remained the same and the residual remained high with errors for the model. This was compared with regression errors and some coefficient aspects of the error term of 1.0.

3.5.4.3 Normality

Normality described normal distribution of the values for study. The variables are presented only with tables for normal probability. E

Transformation of values is normally distributed and corrected along the data collection. Correlation and regression can be tested by the normal distributions of data. It took normal bell shape curve using standard errors of deviations of 0.05 and sample of 2.0 to 1.0 significance level of estimated.

3.5.4.4 Multicollinearity

The study assumed there was absolute value for correlation of more than .08 with 0.7 and above.

The regression model adjusted R showed that values increases as the model is changed by more units for collinearity values given.

3.6 Ethical Considerations

Permission from Kisii University was given to the researcher to apply for National Commission for Science, Technology and Innovation permit. Plagiarism was tested at 20% and below. The respondents were assured the need for the research that there is confidentiality in the information provided.

CHAPTER THREE

DATA ANALYSIS AND PRESENTATION

4.1 Response Rate

The researcher distributed sixty one (61) questionnaires were issued out to different respondents who were employees working at Kenya power company in Kisii and Nyamira Counties. However, not all the respondents filled the questionnaire making a response rate of 93.6% from the administered questionnaire. After the data was collected from fifty seven (57) questionnaires were accordingly complete and returned while eight (4) questionnaires was not returned or filled. The data was collected within two week with proper summarized tables as shown.

Table 4.1 Response rate

	Questionnaires	percent
Returned and filled	57	93.4
Not returned or filled	04	6.6
Total	61	100

Source: Field data (2021)

This showed that the response rate of 57 (93.4%) was arrived. This was satisfied by the study of Mugenda & Mugenda (2003) which noted that the response rate more than 50% was satisfactory in the data collected for analysis and presentations of results. Further, the response rate of 60.0% could be good while response rate of 70.0% was adequate and excellent for presentation of the results. The study implied that most people are respondents for competitive environment and willing to respond to the questions about competitive environment response and organizational performance at Kenya power.

4.2 Demographic characteristics of Respondents

4.2.1 Gender of the Respondents

The study sought to establish the gender of the respondents who were employees and their responses were recorded. The results were presented in table 4.2.

Table 4.2 Gender characteristics of respondents

Gender	Frequency	Percent
Male	31	54.4
Female	26	45.6
Total	57	100.0

Source: Field data (2021)

From table 4.2, 54.4% of the employees were male while 45.6% of the employees were female. Majority of the respondents were male with 54.4% against 45.6% were female. This noted that gender contribute to sharing of competitive responses and showed there was balance of employees under study. This indicated that, opinions presented by respondents in relation to monopolistic competitive environment response and organization performance was from each gender category. This agreed with Mbui (2016) noted that management response rate of high response is very important on the growth of organization integration. The business strategies are well developed through line management and employee's retention. Organizations are well developed for the best way of enhancing management to motivate employees over retention. Financial benefits help an employee to get better working conditions. Further Nyabuto (2015) argued that competitive resource practices enable management to formulate strategies when implemented properly. Implementation of resource involved managing employees up to their personal satisfaction. The evolvement of resource management practices can enhance employee response to workplace. The important goal of response rate was involved in improving organizational performance.

4.2.2 Age of Respondents

The study sought to find out the respondent's age from the indicated range. Results in table 4.3 shows the response obtained from the field. The study showed that age of respondents ranges between 31 and 50 years. The age of respondents between 30 years represented 29.80%, age of respondents with 50 years and above.

Table 4.3 Age characteristics of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30 years	17	29.8	29.8	29.8
31-50	26	45.6	45.6	45.6
Above 50	14	24.6	24.6	24.6
Total	57	100.0	100.0	100.0

Source: Field data (2021)

The results showed Kenya power highly employed employees less 50 years. This is because these employees are effective to work and flexible to adopt any changes in technology.

This agreed with Nithin (2013) who noted that age of employee is well set by Human resource management towards organization performance by recruiting young employees. The responsibility is allocated for those in their specialty. Employee can make better decision in the organization from their experience and age of work. The payment of employees is given on time while industrial relations provides safe work environment. Managers are acknowledging their employees for work done. This will motivate them ensure their recognition is up to the best of their effort. Managers provides human resource implementation tools on performance framework with proper appreciation and accepting queries. Provision of employee benefits can encourage one to continue working and realize best retentions strategy for the organization employed with the aim of improving performance.

4.3 Descriptive Statistics

4.3.1 Social competitive response

The study assessed social competitive responses and its effect on the organizational performance. This research measured the responses according to the level of agreement using the five-point scale. Statement of response was given by numbers 1-5, represented agree, strongly agree, not sure, disagree and strong disagree respectively. The result was shown by table 4.4 social competitive response.

Table 4.4 Social competitive response

Social competitive response	N	Mean	Std. Deviation
Brand image value for competitive response	57	4.49	.539
Engaging customers enables more uptake	57	3.79	1.130
Adequate social response use low cost to ensure quality of service	57	4.09	1.184
Efficiency power transmission improve efficiency in operations	57	4.41	.590
Power distribution is the best route to reduce disruption	57	4.06	1.025
Valid N (listwise)	57		

Source: Field data (2021)

Findings from the study were clear that respondents agreed that employees were encouraged to use brand image value for competitive response with a mean of 4.49 and standard deviation of 0.539, followed by respondents agreeing that efficiency power transmission improve efficiency in operations using mean of 4.41 with standard deviation 0.590. Adequate social reply use low cost to ensure quality of service with mean of 4.09 and standard deviation of 1.184, power distribution is the best route to reduce disruption had the mean 4.06 with standard deviation 1.025. The result whether customer was engaged high uptake had mean of 3.79 and standard deviation of 1.130 and finally just about same number of respondents were neutral that engage customers

to enables more uptake. This disagreed with Munyasya (2014) who postulated that social competitive environment are affected by social changes, cost of operation, and societal concerns over global warming and increased adoption of strategies in the firms.

4.3.2 Technological response

The researcher sought to determine effects on technological strategic responses on organizational performance. This was presented by table 4.5 in relations to technological response applied in Kenya power performance. Table 4.5 presented the results.

Table 4.5 Technological Response

Technological Response	N	Mean	Std. Deviation
Adequate customer accessibility to serve in case of power disruptions	57	4.56	.663
Adequate accessibility to innovations improves response	57	3.98	.657
As customer responds to technology to gain efficiency	57	4.32	.827
Technology adoption reaches competitive advantage	57	4.48	.599
It offers effective and efficient service delivery	57	4.04	1.017
There are programmes used to ensure no power interruptions	57	3.98	.695
Valid N (listwise)	57		

Source: Field data (2021)

Findings from the study were clear that majority of the respondents agreed that adequate customer accessibility to serve in case of power disruptions with the highest mean of 4.56 with a standard deviations of 0.663,technology adoption reaches competitive advantage at a mean of 4.48 with a standard deviations of .599,customer responds to technology improves response at a mean of 4.32 with a standard deviations of 0.827,it offers effective and efficient service delivery at a mean of 4.04 with a standard deviations of 1.017 and adequate accessibility to innovations improves response at a mean of 3.98 with a standard deviations of .657 and there were programmes used to

ensure no power interruptions at a mean of 3.98 with a standard deviations of .657. These findings did not agree with the findings of Salkic, (2014) who established that strategic technological response in public organizations enables more rational, efficient and effective management of organizational resources which is same as the study at hand. This showed clearly that technologic response was taken into consideration.

4.3.3 Strategic Marketing Response

The researcher sought to examine strategic marketing responses and how it affects organizational performance. The responded indicated their level of agreement with research statements given on the aspects of measuring strategic marketing responses. Table 4.6 showed the results.

Table 4.6 Strategic Marketing Response

Strategic Marketing Response	N	Mean	Std. Deviation
Effective marketing research analyses customer awareness and reputation of the company	57	3.59	1.108
Engage more users by social networks, twitter, facebook, whatsapp, ensures competitive response	57	3.79	1.048
Consistency in marketing trends collaborates competitive environment and customer preferences	57	3.64	1.052
The strategic competitive alliances promote performance	57	3.67	1.058
There is need for competitive environment to effectively position their performance	57	3.88	1.070
Customer response reflect company values	57	3.41	1.194
Previous experiences improve competitive environment in order to differentiate it from other companies	57	3.09	1.640
The company need to identify major competitors and their services offerings	57	4.25	1.005

Environmental responses is a recognition on sustaining company development	57	4.70	6.884
Response to laws and regulations enable environmental practice	57	4.14	.915
Market research and monitoring environmental impacts affects competitive companies	57	4.19	.766
Valid N (listwise)	57		

Source: Field data (2021)

Findings from the study indicated that environmental responses is a recognition on sustaining company development at a mean of 4.70 and standard deviations of 6.884 , the company need to identify major competitors and their services offerings at a mean of 4.25 and standard deviations of 1.005, market research and monitoring environmental impacts affects competitive companies at a mean of 4.19 and standard deviations of .766, response to laws and regulations enable environmental practice at a mean of 4.14 and standard deviations of .915, there is need for competitive environment to effectively position their performance at a mean of 3.88 and standard deviations of 1.070, engage more users by social networks, twitter, facebook, whatsapp, ensures competitive response at a mean of 3.79 and standard deviations of 1.048, the strategic competitive alliances promote performance at a mean of 3.67 and standard deviations of 1.058, consistency in marketing collaborates competitive environment and customer preferences at a mean of 3.64 and standard deviations of 1.052, effective marketing research analyses customer awareness and reputation of the company at a mean of 3.59 and standard deviations of 1.108, customer response reflect company values at a mean of 3.41 and standard deviations of 1.194, previous experiences improve competitive environment in order to differentiate it from other companies at a mean of 3.09 and standard deviations of 1.640. This was argued by the study of Mokuia and Muturi (2015) who investigated the effect of strategic marketing response in improving marketing performance

and indicated that source of performance is based on marketing dimensions such as distinctive abilities, resources, and marketing competence. Thus, marketing resources are difficult to change for environment responses; hence, strategic marketing responses were not the main source of performance.

The study revealed that Kenya power company was not effectively utilizing marketing research analysis based on customer awareness and the company reputation had a mean of 3.59 with the standard deviation of 1.108 while environmental responses was a recognition on sustaining company development had the highest standard deviation of 6.884. The study was in agreement with Basim (2016) who evaluated sustainable marketing strategies on performance. The results indicated that marketing response had positive effect on organizational performance of banks, particularly differentiation strategy when introducing new goods and services to its customers.

4.3.4 Moderating Variable

The researcher sought to establish moderating role of government policies on the relationship between monopolistic competitive environment responses and organizational performance. The table 4.7 presented the results.

Table 4.7 Moderating variable

Moderating variables	N	Mean	Std. Deviation
The change in tax policy enable strategic competitive response	57	3.67	1.058
Government policy on tariff affects competitive response to my company	57	4.14	.639
Government policy on energy affect my company from performance	57	3.62	1.066
Valid N (listwise)	57		

Source: Field data (2021)

The study showed that government policy on tax policy affects competitive response to my company at a mean of 4.14 with a standard deviation of 0.639, the change in tariff policy enable strategic competitive response at a mean of 3.67 with a standard deviation of 1.058, while government policy on energy policy affect my company from performance at a mean of 3.62 with a standard deviation of 1.066. The study showed that government policy affects competitive response to my company that had the highest mean of 4.14 while government policy affect my company from performance that had the lowest a mean of 3.62. Thus, organizational policy affects competitive response to the company, since the majority of the respondents agreed.

4.3.5 Organization Performance

Organizational performance was determined and the results were shown. This was through the respondent's level of agreement about organizational performance of Kenya Power Company. The table 4.8 showed the results.

Table 4.8 Organizational Performance

Organizational Performance	N	Mean	Std. Deviation
Expansion is possible by strategic competitive response	57	3.75	.719
Quality of service is enhanced by strategic competitive response	57	4.04	.755
Accessibility is enhanced by strategic competitive response	57	4.20	.704
Valid N (listwise)	57		

Source: Field data (2021)

The study showed that accessibility was enhanced by strategic competitive response with a mean of 4.20 and standard deviation of 0.704, quality of service was enhanced by strategic competitive response at a mean of 4.04 with standard deviation of 0.755 and expansion was possible by strategic competitive response at a mean of 3.75 with standard deviation of 0.719. This was not in agreement with the study analyzed by Yang (2012) who agreed that competitive environment responses can be influenced by technology does not affect organizational performance. Thus, the social competitive response should be enhanced for competitive environment response in order to improve organizational performance.

4.4 Correlation Analysis**4.4.1 Competitive Environment Responses**

Correlation analysis was used to test and determine the relationship between competitive environment responses and organizational performance. The results were presented in table 4.9 below. Social competitive response had a negative correlation to organizational performance ($r = -0.124$) and was not significant at 5% level.

Technological response had a positive correlation with organizational performance at $r=.376$ and was significant at 0.01% level, strategic marketing response had a positive correlation with organizational performance at $r= .121$ statistically not significant at 5% level, government policy as a moderating variable indicated a positive correlation to organizational performance at $r=.071$ and was not significant at 0.05% level. The study showed that there was a positive correlation between strategic marketing response and organizational performance not statistically significance while the social competitive response indicated a negation correlation to organizational performance.

Table 4.9 Competitive Environment Response

		Social Competitive Response	Technolog ical Response	Strategic Marketing Response	Governme nt policy	organizational performance
Social Competitive Response	Pearson	1	-.089	.393**	.439**	-.124
	Correlation					
	Sig. (2-tailed)		.509	.002	.001	.357
	N	57	57	57	57	57
Technological Response	Pearson	-.089	1	.158	-.019	.376**
	Correlation					
	Sig. (2-tailed)	.509		.241	.891	.004
	N	57	57	57	57	57
Strategic Marketing Response	Pearson	.393**	.158	1	.658**	.121
	Correlation					
	Sig. (2-tailed)	.002	.241		.000	.371
	N	57	57	57	57	57
Government Policy	Pearson	.439**	-.019	.658**	1	.071
	Correlation					
	Sig. (2-tailed)	.001	.891	.000		.599
	N	57	57	57	57	57
Organizational Performance	Pearson	-.124	.376**	.121	.071	1
	Correlation					
	Sig. (2-tailed)	.357	.004	.371	.599	
	N	57	57	57	57	57

Source: Field data (2021)**4.5 Diagnostic Test**

Diagnostic test is that regression linearity is the line of dependent and independent variables in a straight line. The function is given by two related variables of which there is biasness. The multiple regression estimated the relationships of variable. The test of non-linearity is also existed because of correlations and regressions of the assumptions. The ANOVA value was used to define linearity for F statistics of < 5 %. 05 (Social Competitive Response, Technological Response, Strategic Marketing Response as moderated by Government policy).

Linearity is straight line of dependent and independent variables for regression. The function is given by two related variables of which there is biasness. The regression model estimated the

relationships of variable. The test of non-linearity is also existed because of correlations and regressions of the assumptions. The value was used to define linearity for statistics of significance.

4.5.1 Collinearity Test

. The test of non-linearity is also existed because of correlations and regressions of the assumptions. The function is given by Eigen values of two related variables of which there is biasness. The multiple regression estimated the relationships of variable as presented in table 4.10.

Table 4.10 collinearity test

Model	Dimension	Eigen value	Condition index
	1	4.889	1.00
	2	.073	8.205
1	3	.022	14.955
	4	.012	20.516
	5	.005	31.253

Source: Field data (2021)

4.5.2 Durbin Watson Test

Durbin Watson tested Homoscedasticity becomes which was very useful when errors are across the same of the variable. This means that linear relationship has spreading errors of computation. Thus, there is consistency in arriving at the results of study. The variance remained the same and the residual remained high with errors for the model. This was compared with regression errors and some coefficient aspects of the error term of table 4.11.

Table 4.11 Durbin Waston Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.490 ^a	.240	.181	1.20051	2.109

a. Predictors: (Constant), Government Policy , Technological Response, Strategic

Marketing Response, Social Competitive Response

b. Dependent Variable: Organizational Performance

Source: Field data (2021)

4.5.3 Normality Test

Normality described normal distribution of the values for study. The variables are presented only with tables for normal probability.

Transformation of values is normaly distributed and corrected along the data collection. Correlation and regression can be tested by the normal distributions of data. It took normal bell shape curve using standard errors of deviations of 0.05 and sample of 2.0 to 1.0 significance level of estimated.

It took normal bell shape curve using standard errors of deviations of 0.05 and sample of 2.0 to 1.0 significance level of estimated. Transformation of values is normaly distributed and corrected along the data collection. Correlation and regression can be tested by the normal distributions of data. Normality described normal distribution of the values for study. The variables are presented only with tables for normal probability.

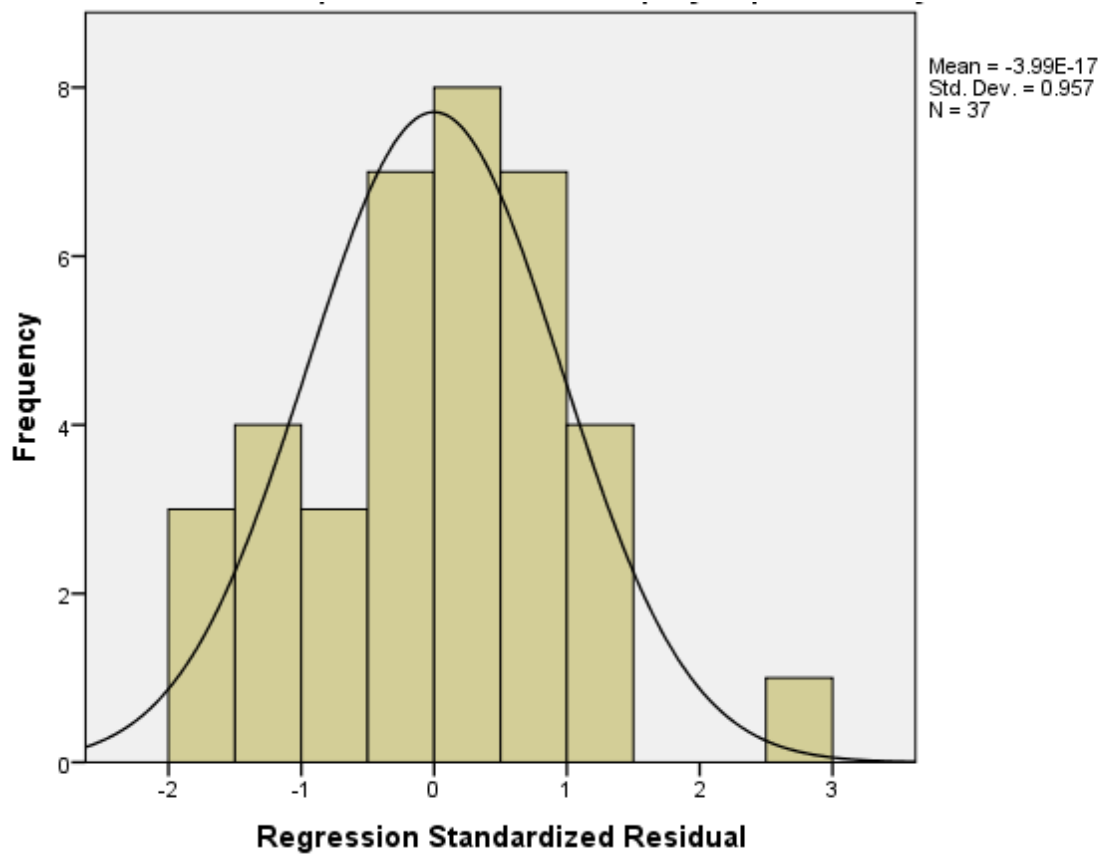


Figure 4.1 Histogram for testing normality of residuals.

(Source: Researcher 2021)

The graph of normality was p-p plot which indicated that errors term was distributed normally as presented by the figure 4.2.

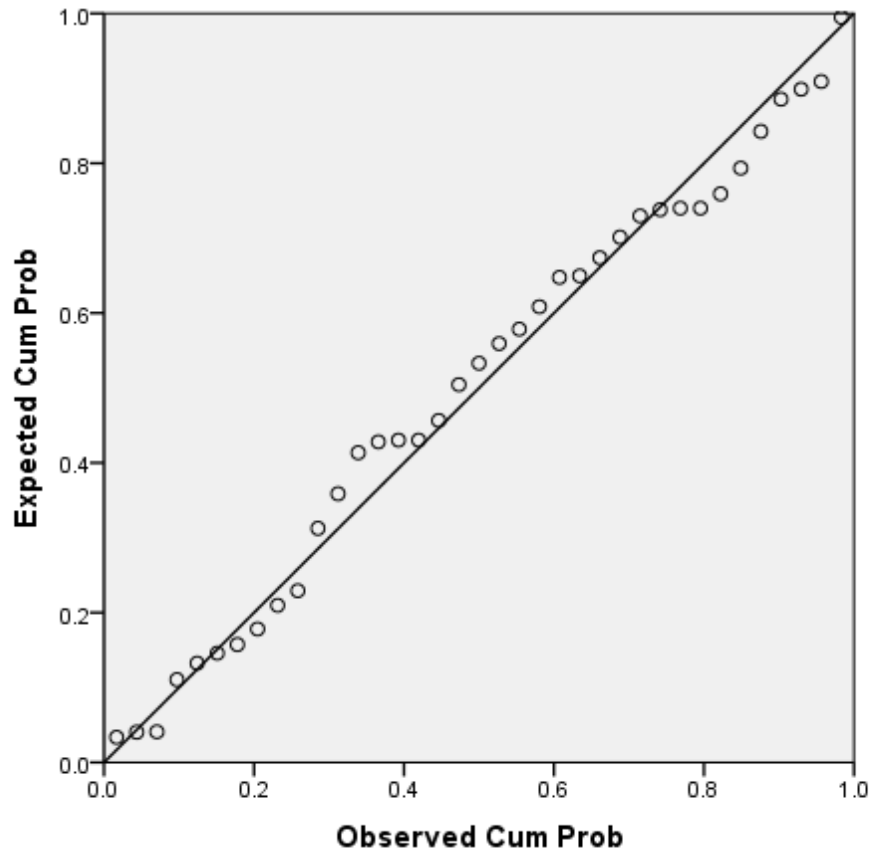


Figure 4:2 Normal plots
Source: Researcher (2021)

4.5.4 Homoscedasticity Test

Homoscedasticity becomes very useful when errors are across the same of the variable. This means that linear relationship has spreading errors of computation. Thus, there is consistency in arriving at the results of study. The variance remained the same and the residual remained high with errors for the model. This was compared with regression errors and some coefficient aspects of the error term of 1.0.

The variance remained the same and the residual remained high with errors for the model. Thus, there is consistency in arriving at the results of study.

Table 4.12 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Social competitive response	1.433	4	52	.236
Technological response	1.492	4	52	.218
Strategic marketing response	.865	4	52	.491
Government policy	3.010	4	52	.026

Source: Field data (2021)

4.5.5 Multicollinearity

The error terms follow a normal Collinearity Statistics test as indicated by table 4.13. P-value of the tolerance value of organizational performance (dependent variable) highest at 0.837 hence the study accepted that there is no multicollinearity of the error terms.

Table 4.13 Multicollinearity

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Social competitive response	.308	3.251
	Technological response	.304	3.288
	Strategic marketing response	.837	1.195

a. Dependent Variable: Organizational Performance

Source: Field data (2021)

4.5.6 ANOVA Test

ANOVA tests were determined to test model fit which were shown by table 4.14.

Table 4.14 ANOVA

Modle	Sum of squares	Df	Mean square	F	Sig	
1	Regression	22.781	3	7.594	5.311	.003 ^b
	Residual	75.780	53	1.430		
	Total	98.561	56			

a. Dependent variable organizational performance

b. Predictors (Constant) strategic marketing responses, social competitive responses, technological responses.

Source: Field data (2021)

The study showed that ANOVA with $F = 5.311$ p value .5 is more than calculated $p = .003$. This indicated that regression models were noted model fit which was accepted to determine the effect of monopolistic competitive responses on organizational performance.

4.6 Regression analysis

The study analyzed regression model to determine effects of relationship between monopolistic competitive responses on organizational performance. The results were presented in table 4.15.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.60	.36	.115	.987

- a. Predictors: (Constant), Strategic Marketing Response , Technological Response, Social Competitive Response

Source: Field data (2021)

The results showed that is consistency in arriving at the results of study with the model R 36 % resulted change of organizational performance. This noted that were strategic marketing response, technological response, and social competitive responses. Regression square was very adjusted by 0.36 and 0.15 consistently and thus they were respectable in making predictions because the model explained positive variation.

Thus, the results agreed with Ketchen (2011) who examined the relationship between technology adoptions on competitive advantages and found that responses to technology had different dimensions, like efficiency and effectiveness and it shows the need of the firm’s trend to find out, create and control set of responses suitable to the business environment. Moreover, technology responses involve the adoption of new trends of doing the firms’ activities to embed behaviour that attain performance in most favourable conditions. However, technology response lacks significant results on performance. The study confirmed that competitive environment responses had statistical influence on organization performance. To test the goodness of fit, the study determined ANOVA as presented in table 4.16.

Table 4.16 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.973	3	3.324	3.414	.024 ^b
	Residual	51.606	53	.974		
	Total	61.579	56			

a. dependent variable: organizational performance

b. predictors: (constant), strategic marketing response , technological response, social competitive response

(Source. Field data 2021)

Table 4.16 showed that the calculated $F= 3.414$, with $P=0.024^b$ less than ≤ 0.05 , thus, there was a positive relationship between competitive environment responses and organizational performance statistically significant; hence the model was fit in predicting the relationships between variables. This concurred with Hult (2015) who concluded that competitive environment responses have significant effect on the organizational performance and further revealed that most employees use technology for value maximization. Further organization follows customer responses to technology strategy create customer value difficult to response; it can be sustainable source of organizational performance which allows organizations to enhance less customer oriented idea. Despite, the idea of technology has gained considerable awareness of technology in the organization can enhance greater competitive response which had gained little attention to technology responses.

4.6.1 Regression Coefficient

The regression coefficient was used to establish the regression equation as presented in table 4.17.

Table 4.17 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.728	.914	1.891	.064
	Social competitive response	-.125	.122	-.142	.312
	Technological response	.480	.180	.344	.010

Strategic marketing response	.149	.171	.122	.873	.387
------------------------------	------	------	------	------	------

a. Dependent Variable: Organizational Performance
Source: Field data (2021)

Linear regression model becomes linear equation was established and presented as shown;

$$Y = 1.728 - .125 X_1 + .480 X_2 + .149 X_3$$

Where X_1 -Social competitive response, X_2 -Technological response X_3 -Strategic marketing response, and Y = organizational performance

The regression equation indicated that Social competitive response, $r = -.125$, $p = .312$ more than 0.05, implied that a change in one independent variable of Social competitive response, causes a decrease in organizational performance by 0.125 but not statistically significant, Technological response at $r = 0.480$, $p = 0.010$ implied that a change in a unit of independent variable of technological response causes an increase of organizational performance by 0.48 and statistically significant since the $p = 0.010$ less than 0.05, strategic marketing response at $r = 0.149$, $p = .387$, implied that a change in one unit of independent variable of strategic marketing response causes an increase in organizational performance by 0.149 and not statistically significant because the $p = .387$ greater than 0.05.

4.6.2 Regression Coefficient with the Moderator

Regression analysis was used to establish the relationship between variables. Multiple regression models established the relationship between Technological Response, Strategic Marketing Response, and Social Competitive Response on organizational performance through Government Policy. The regression coefficients are improving linear model equation as presented by table 4.18.

Table 4.18 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 ^a	.240	.181	1.20051

a. Predictors: (Constant), Government Policy , Technological Response, Strategic Marketing Response, Social Competitive Response

Source: Field data (2021)

The regression model show that an increase of .490 in Technological Response, Strategic Marketing Response, and Social Competitive Response through Government Policy by the change of organization performance up to 24% while change in monopolistic competitive environment response results to improvement of organizational performance 49% as other variables kept constant. The regression equation for moderating variables (M) becomes $Y = M (.701 - .305 X_1 + .959 X_2 - .094 X_3 + .269 X_4)$ where M= is the moderator as shown in the regression coefficient with table 4.19.

Table 4.19 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.701	1.140		.615	.541
1					
Social competitive response	-.305	.396	-.172	-.769	.445
Technological response	.959	.366	.603	2.617	.012
Strategic marketing response	-.094	.553	-.035	-.170	.866
Government policy	.269	.353	.147	.762	.450

a. Dependent Variable: Organizational Performance

Source Researcher 2021

A unit increase in monopolistic competitive response result to improve organizational performance 70.1% as other variables kept constant. The change of social competitive response resulted to improve organizational performance 30.5% as other variables kept constant. The change of Technological response resulted to improve organizational performance 95.9% as other variables kept constant. The change of strategic marketing results to improve organizational performance to 9.4%. The change of government policy resulted to an improvement of organizational performance to 26.9%.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the study

5.1.1 Social Competitive Response

The assessed social competitive responses and organization performance. Based on the results, it was noted that most of the employees were agreement that social competitive responses affected organizational performance. Further, it was shown on the most of the respondents agreed that there was an efficiency transmission of power and effectiveness in all operations. Adequate social response use low cost to ensure quality of service, power distribution is the best route to high performance and engage customers to enables more uptake in case of performance and finally just about same number of respondents were neutral that engage customers to enables more uptake. From the findings, Kenya power company using brand image value to achieve competitive response improved performance where the majority of the respondents agreed.

5.1.2 Technological Response

The study established that technological strategic responses affected organizational performance in Kenya power company, this was shown by the majority of the employee's responses. The study showed that their employees were positive with strategic statement where there was adequate customer accessibility to serve in case of power disruptions; technology adoption reaches competitive advantage, as customer responds to technology in improving performance, it offers effective and efficient service delivery and adequate accessibility to innovations improves performance and there were programmes used to ensure no power interruptions.

5.1.3 Strategic Marketing Response

The study determined strategic marketing response on organizational performance. The study found that environmental responses is a recognition on sustaining company development, the company need to identify major competitors and their services offerings, market research and monitoring environmental impacts affects competitive companies, response to laws and regulations enable environmental practice, there is need for competitive environment to effectively position their performance.

The study found that environmental responses are recognition on sustaining company development. This implied that environmental responses were documented as well as sustaining company development from strategic marketing response. Thus, marketing resources are difficult to change for environment responses; hence, strategic marketing responses were not the main source of performance.

The study found that engagement of more users by social networks, twitter, facebook, whatsapp ensures competitive response. Customer response reflect company values, Consistency in marketing collaborates competitive environment and customer preferences. The strategic competitive alliances promote performance, effective marketing research analyses customer awareness and reputation of the company, and previous experiences improve competitive environment in order to differentiate it from other companies. The study found that Kenya power company has not been effectively utilizing marketing research analyses based on customer awareness and the company reputation while environmental responses was a recognition on sustaining company development. Strategic marketing responses influenced organizational performance of power transmission.

5.2 Conclusion

5.2.1 Social Competitive Response

Customers were encouraged for brand image value for social competitive response in improving performance. Kenya Power Company was a monopolistic organization that supplied and connected electricity in the country and it had done sufficient advertisement that gave it a competitive advantage. Based on correlation analysis, the study concluded that social competitive response had a negative correlation to organizational performance. From regression analysis, the study concluded that social competitive response had a negative regression to organizational performance.

5.2.2 Technological Response

The study concluded that customers were encouraged for usage technology to enable adequate customer accessibility in case of power disruptions. Kenya Power Company used tokens on prepaid meters and had a wide power connection network in the country, power bills were sent to mobile phones and Kenya Power Company used hotline for customers for reporting cases of power disruptions. Based on correlation analysis, the study concluded that technological response had a positive correlation to organizational performance. From regression analysis, the study concluded that technological response had a positive regression to organizational performance.

5.2.3 Strategic Marketing Response

Strategic managers were able to recognize competitive environmental response to sustain company development. Kenya Power Company used a variety of payment platforms for payment of power bills, kept secure power lines and used concrete polls for line construction. Based on correlation analysis, the study concluded that strategic marketing response had a positive correlation to

organizational performance. From regression analysis, the study concluded that strategic marketing response had a positive regression to organizational performance.

5.3 Recommendation

5.3.1 Social Competitive Response

Engaging customers for business environment of the Kenya power should enable uptake of using electricity. Therefore, the study recommended that Kenya Power Company should sensitize and create awareness on the cost and requirements for power connectivity, loan on power connectivity. The study recommended that Kenya Power Company should lower tariffs they charge customers and do away with standing charges. The study also recommended Kenya Power Company should read postpaid meters accurately on time. The study recommended that Kenya Power Company should sell and supply subsidized power connection electricity materials to its customers at low prices. The study also recommended Kenya Power Company should use authorized channels to purchase of prepaid tokens and payment of postpaid bills for avoiding third- party agents. The study also recommended that the Government should lower power costs through negotiation of power purchase agreements between Kenya Power Company, Kenya generators and other independent power producers to lower their tariffs. The study finally recommended Kenya Power Company should install solar panels to provide energy in homes not covered in the national grid.

5.3.2 Technological Response

Accessibility to innovations of Kenya power company can improve technological response in embracing technology in its operations. Therefore, the study recommends; Kenya Power Company should migrate all its postpaid meters customers to prepaid meters by providing smart meters that are self-read. The study also recommended that KPC should sensitize and train consumers on how to access and purchase tokens. Programmes to ensure no power interruptions in Kenya Power Company were not available to ensure constant supply of electricity. The study recommended that

Kenya Power Company should construct modern power houses for continued power supply. The study again recommended that Kenya Power Company should improve line construction away from riparian land by erecting enough poles where cables are long and use high quality materials. The study also recommended that Kenya Power Company should maintain and service prepaid electronic payment system of tokens. The study recommended further that Kenya Power Company should install modern transformers that are of good quality and be serviced regularly. Finally the study also recommended that Kenya Power Company should also pursue a revolutionary technology aimed at enabling Kenyans to share tokens with their friends, relatives as well as neighbours who are on the prepaid option as well as move with their tokens to their new locations whenever they migrate.

5.3.3 Strategic Marketing Response

Previous experiences could not improve competitive environment in order to differentiate it from other companies offering electricity. Therefore, the study recommended that Kenya Power Company should connect power using a communal connection scheme. The study recommended further that Kenya Power Company should connect electricity for a period of less than two weeks to customers from the time they do application for electricity connection. The study as well recommended that Kenya Power Company to effectively link customer and emergency team to respond to power disruptions and emergencies whenever they occur. The study also recommended that Kenya Power Company to enhance different electricity tariffs for consumer controls over cost on organizational performance of bills payables. The study finally recommended that the Government should reconfigure Kenya Power Company, Rural Electrification and Renewable Energy across consumer segments and Kenya Electricity Transmission Company. REREC be positioned to serve social mandate of household consumers while KPC serve large commercial

and industrial consumers and KETRACO in determining the best mix of cost friendly electricity supplied to the national grid.

5.4 Suggestion for further Study

The study was done on monopolistic competitive environment. Thus, another study is recommended on similar studies should be done in the same sectors of economy. The study focused on social competitive response, technological response and strategic marketing response.

The study recommended for further research and or be conducted on the other organizations using the effect of technologic strategic responses on performance of firms. This will adopt comparative case study.

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APPENDICES

APPENDIX I : INTRODUCTORY LETTER

Dear respondents,

Data collection

The above subject refers to data collection for master in business administration in strategic management option of Kisii University. My name is Moses Mainye Simbe and am conducting research project for the Masters degree in Kisii University. The topic is : to investigate the role of monopolistic competitive environment responses on organizational performance: A case of Kenya power company in Kisii and Nyamira County. This research will use structured questionnaire which has no correct or wrong answer in the statement provided.

This research is done for academic use. Your response is highly appreciated.

Yours Sincere

Moses Mainye Simbe

APPEDIX II: QUESTIONNAIRE

Section A Background information

1. Please tick for your gender

Female { } male { }

2. Tick your age in year

Below 30 () 31 to 50 () 50 and above ()

Section B Social competitive responses on organizational performance

Rate the following aspects of social competitive responses on organizational performance. Then use a tick to mark where appropriate with 1, 2, 3, 4, 5. Agree, strongly agree, not sure, disagree and strongly disagree as shown

Factors	5	4	3	2	1
Brand image value for competitive response					
Engaging customers enables more uptake					
Adequate social response use low social cost to ensure quality of service					
Efficiency power transmission improve efficiency in operations					
Power distribution is the best route to reduce power disruption					

5. TECHNOLOGICAL RESPONSE

Rate the following aspects of technological responses on organizational performance. Then use a tick to mark where appropriate with 1, 2, 3, 4, 5. Agree, strongly agree, not sure, disagree and strongly disagree as shown

Technological response					
	5	4	3	2	1
Adequate customer accessibility to serve in case of power disruptions					
Adequate accessibility to innovations improves responses					
As customer responds to technology to gain efficiency					
Technology adoption reaches competitive advantage					
Our service delivery are offered efficiently and effectively.					
There are programmes used to ensure no power interruptions					

6. STRATEGIC MARKETING RESPONSE

Rate the following aspects of strategic marketing responses on organizational performance. Then use a tick to mark where appropriate with 1, 2, 3, 4, 5. Agree, strongly agree, not sure, disagree and strongly disagree as shown

Strategic Marketing response					
Marketing trends analysis	5	4	3	2	1
Effective marketing research analyses customer awareness and reputation of the company					
Engage more users by social networks, twitter, facebook, whatsapp, ensures competitive response					
Consistency in marketing collaborates competitive environment and customer preferences					
The strategic competitive alliances promote performance					
There is need for competitive environment to effectively position their performance					
Customer response reflect company values					
Previous experiences improve competitive environment in order to differentiate it from other companies					
Our company can identify competitors easily in the same industry if offered.					
Strategic environment responses is the recognition on sustaining company development					

Response to laws and regulations enable environmental practice					
Market research and monitoring environmental impacts affects competitive companies					

7. Government policy

Rate the following aspects of government policy responses on organizational performance. Then use a tick to mark where appropriate with 1, 2, 3, 4, 5. Agree, strongly agree, not sure, disagree and strongly disagree as shown

8. Moderating variable

MODERATING VARIABLE	5	4	3	2	1
The change in tax policies enable strategic competitive response					
Government policy on tariff affects competitive response to my company					
Government policy on energy affect my company from performance					

9. Organizational performance

Rate the following aspects of social competitive responses on organizational performance. Then use a tick to mark where appropriate with 1, 2, 3, 4, 5. Agree, strongly agree, not sure, disagree and strongly disagree as shown

ORGANIZATIONAL PERFORMANCE	5	4	3	2	1
Expansion is possible by strategic competitive response					
Quality of service is enhanced by strategic competitive response					
Accessibility is enhanced by strategic competitive response					

APPENDIX III: INTRODUCTION LETTER FROM KISII UNIVERSITY



KISII UNIVERSITY

Telephone : 020 2610479
Facsimile : 020 2491131
Email : commetee@kisiiuniversity.ac.ke

P. O. Box 408-40200
KISII, KENYA.
www.kisiiuniversity.ac.ke

SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBE/DCB/10218/15

Tuesday, 7th August, 2018

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

**REF: APPLICATION FOR A RESEARCH PERMIT FOR
MOSES MAINYE SIMBE REG. NO. CBM12/10833/15**

The above named is a Masters student in our institution who intends to carry out a Research. The intended study is titled; "An Evaluation of the Effects of Competitive Environment Responses on Organizational Performance: A Case of Kenya Power Company in Kisii and Nyamira".

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.


Dr. Joshua Waruwa, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES

WJC/pa

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED



APPENDIX IV: RESEARCH PERMIT FROM NACOSTI


THIS IS TO CERTIFY THAT:
MR. MOSES MAINYE SIMBE
of **KISII UNIVERSITY, 408-40200 Kisii**, has
been permitted to conduct research in
Kisii County


on the topic: **AN EVALUATION OF THE
EFFECTS OF COMPETITIVE
ENVIRONMENT RESPONSES ON
ORGANIZATIONAL PERFORMANCE: A
CASE OF KENYA POWER COMPANY IN
KISII AND NYAMIRA COUNTIES**

for the period ending:
17th August, 2019

.....
**Applicant's
Signature**


Permit No : **NACOSTI/P/18/29911/24716**
Date Of Issue : **17th August, 2018**
Fee Received : **Ksh 1000**





Director General
**National Commission for Science,
Technology & Innovation**

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REPUBLIC OF KENYA



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**RESEARCH CLEARANCE
PERMIT**

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APPENDIX V: PLAGIARISM REPORT