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## EFFECT OF PRODUCTION STRATEGIES ON FIRM PERFORMANCE OF EQUATOR BOTTLERS COMPANY LIMITED IN KISUMU COUNTY, KENYA

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### ABSTRACT

*The main objective for this study is to assess production strategies and firm performance in bottlers firms in Equator in Kisumu using government policy as the moderator. This was done in Kisumu county and it was guided by resource based theory. The study employed correlation design with target population of 845 employees chosen through stratified sampling and simple techniques. The sample of 387 employees was chosen by stratified random sampling and simple sampling techniques. The major research instruments was the questionnaire for primary data. The study conducted pilot study from Eldoret bottlers limited using Cronbach alpha value of above 0.7. The study adopted both inferential and descriptive statistics using mean, and percentage presented by tables and figures for interpretations. Correlation and regression analysis was chosen to establish relationship of variables. The findings showed that productive strategy was mostly applied resulted to improve cost of returns for firm performance. It also found that market strategies were not effective for firm performance which later reduces earnings through price wars. The study also recommended that production strategies can be enhanced for firm performance. Further, it was noted that strategic management of equator bottlers can review firm performance of 5 years and above. This resulted to the need to conduct another study for production strategies on the firm performance in other organizations.*

**Key Words:** Lean productions, Research and Development, Product Design Strategy, Legal Policy, Tax policy, Service Delivery, Customer Satisfaction

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## **INTRODUCTION**

Promotion strategies are heavily useful in Nigeria marketing strategies are the functional strategies are shown by marketing events of any relations to the strategic management. This is by the marketing of innovations automatic process of producing goods. The inventive services remain strategically operative for performance of purposeful strategies of any organization is majorly improved by strategic managers. The innovative ideas are principal alarm for functional strategies related the firm performance and orientations aspects of management or inventive services remains strategically effective for performance. This determines performance of firms for marketing strategies on which the functional strategies are attached strategically effective for performance. Functional strategic events of any organization is majorly enhanced by strategic managers in frequent selling price (Omotayo 2009). The inventive services remain strategically operative for performance of purposeful strategies of any organization is majorly improved by strategic managers. This is by the unique marketing process of selling goods. This determines performance of firms for marketing strategies on which the functional strategies are attached strategically effective for performance. Selling events of any organization is common enhanced by strategic managers in frequent separation. The selling ideas are principal alarm for functional strategies related the firm performance and orientations aspects of management or inventive services remains strategically effective selling processes (Masika 2012).

Firm performance is very valuable in measuring growth of firms or businesses. This is through improved profitability, and sales. This is the performance of which every firms are meaning to improve financial returns. The increase in number of clients is improved by the business operations composed and prepared by the obtainable policies and occupation policies on performance. The consummation and expansion of markets can progress financial performance of firms in Kenya or other inexpensive organization returns. This was packed by various resources expected for growth of tangible asset for operations (Cool and Deirick 2013).

Firm performance of the functional strategies is measured by amount of sales made during the year. This is the return on assets increase in number of sales in the asset improvement and different operations are diplomatic besides prearranged by the obtainable policies and purpose plans. The customer fulfilment and expansion of marketplaces can progress financial growth of firms in Kenya or other viable firms (Noorani 2014).

### **Statement of the Problem**

Functional strategies are enhancing production can enhance performance. Then this is done through government policies are also poor for firm performance of Equator bottlers in Kisumu county. This was noted by profits after taxes in the 2013 and this was ksh 8.26 while 2018 profits after taxes was 6.4 decreases by 2.150. This is decreases by many related with firm performance at a given safe.

The study analyzed by Letangule & letting (2012) on effect of functional strategies on firm performance. This was telecommunication firms was used aimed to determine effect of innovation, technological, product and marketing strategies on firm performance. This result of the study was noted that production strategies affect firm performance. Thus, the study assessed effects of production strategies on firm performance in the bottlers company in Kisumu.

### **Objective of the study**

The objective assessed the effects of production strategies on firm performance in Equator Limited Company, Kisumu County in Kenya.

### **Research Hypothesis**

**H<sub>0</sub>:** Production strategy has no statistical significant effects on firm performance of Equator Bottlers Company Limited.

### **Significance of the Study**

The study would have benefit to the stakeholders in the firm and also help management of the equator to manage organization. The study also indicated that production strategies on firm performance of the investors view.

The study can assist bottlers limited to understand functional strategy to improve firm performance. The study would be of benefit to researchers and helped in managing and collecting literatures on which other studies can rely on functional strategies.

The study also benefited the public on various understanding about production strategy and firm performance by profits.

The benefit to provide reasonable assurance about the firms can help them to understand about the existence of foreseeable production strategies.

Further, the study made policies which would improve competition between the company and customers. This would enable them to meet strategic plans which improved performance.

### **Scope of the study**

The study is carried out in bottlers companies especially equator in Kisumu. The 387 employees were chosen for data collection in the firms. The study analyzed marketing strategies, production strategies on the firm performance of Equator Bottlers Company. Questionnaires were used to collect primary from august to November 2020.

## **LITERATURE REVIEW**

### **Theoretical review**

#### **Resource based theory**

The resource based theory was developed by Wenerfelt in 1984 which noted that customers are well aware about the organization resources on which performance is measured. Availability of resources was significant to the growth of firms in strategic managements. The characteristic of functional strategies for the firm is through strategic processes given. Strategic planning managers in management of all resources, marketing processes comes from goods or offering services given by strategic operations on performance of firms. The decent probabilities in management aspects are given functional strategies that can improve performance through resources (Borg and Gall 2009).

The assumption is that Competitors are working toward resources by functional strategy is the only one on firm performance incomplete to firm's further operation. Functional strategies enhance performance by making advertising strategies for the use of management policies than results (Madegwa 2014). Functional strategy managers are in for management of the firm resources (Currie 2009).

This theory was limited in that the shareholders in the firm and also help strategic managers in managing equator organization. The study also indicated that functional strategies on firm performance of the investors view. The study can contribution bottlers insufficient to distinguish functional strategy to progress firm performance (Markiewicz & Admus 2012).

The resource available in the firm and also help the equator to meet its operation. The study also indicated that functional strategies on firm performance of the investors view. The resource can vary through various valences without involving all personnel's fit of which strategic function operate. Not all prospects are achieved through staffs in strategic preparation events of any organization. The study can assist bottlers limited to understand functional strategy to improve firm performance (Grant 2014).

This theory is convenient in this study as it talked how advanced strategic technology business with measures given by resources. Resource available improved understanding of performance through improvements. This

explains about change in knowledge about resource allocations and strategies accompanying operation strategy.

### **Michael porter Generic competitive theory**

This study also adopted Michael porter generic competitive theory which was started by in 1985 by Michael porter. This stated that competitive strategic affect firm performance with measures given by functional strategies. The better-quality understanding of performance through competitive strategy. The change in competitive is the central way of accompanying the firm functional strategies (Gant 2014).

The assumption of this theory is that competitive strategies are explained by functional strategy in the enterprises are implemented by many competitor's adoptions. The buyers and competitors affect firm performance. Strategic managements are explained by government policy in Brazil enterprises are implemented by many strategies (Walter 2010).

This was limited to the strategic managements are explained by competitors for firms. Not all competitors are performance and thus the strategies affect enterprises are implemented. The use of functional strategies affect competition in the market. The use of functional strategies affect performance in making marketing strategies for business measures. The competition can vary through strategic management between function areas and firm performance (Beattie 2019).

This theory is suitable in this study as it communicated how advanced competition in business. Competition is addressed by the given resources. Competition strategy is available developed accepting of performance through enhancements. This explicates approximately modification in information about competitive strategy on firm performance.

### **Empirical Literature**

#### **Production strategies on firm performance**

Meyibe (2015) studied effects of production strategies on firm performance in Kenya. The study used production strategies with supply chain production directions. Survey design was chosen for data collection for 23 employees working the firms. Questionnaire was used and analyzed by descriptive statistics. The correlation analysis result showed that production strategy on performance of firms is managed by organization. It is majorly enhanced by product and services offered advantageously. Production strategy is majorly heightened on performance.

Mbithi, muturi, & Rambo, (2015) examined effects of production strategies on performance of sugar companies. The study examined sugar companies' production with a sample size of 2000 employees of which 200 were sampled. Inferential statistics showed that production strategy affected performance. Productions strategies are given by firms managed by are the events of any organization is majorly improved quality of product and services offered profitably.

Keitany & Ron (2014) examined production strategies on organizational performance of firms in Kenya. The study used case study design which secondary data was adopted on the sample size of 41 respondents. Production strategy strategies are used by planned events of any relations to the strategic management in the firm. Production strategy managers in numerous section, marketing processes comes from goods or offering services given by strategic operations on performance of firms. The production strategy is given functional strategies to improve growth through innovations.

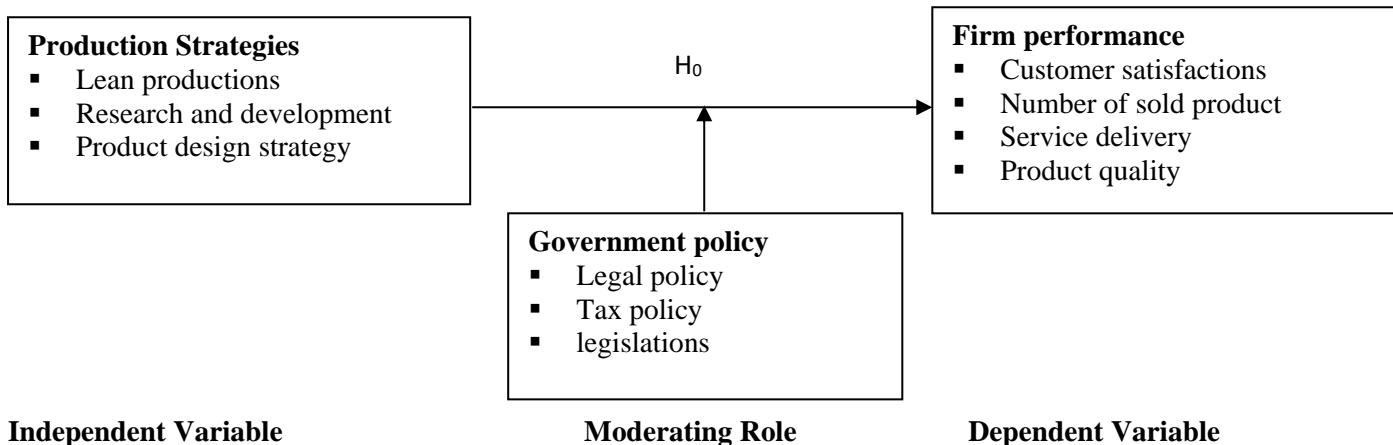
Kyengo (2014) examined production strategies on performance of metal enterprises in Kenya.

The study examined the effect of pricing strategies, and distributive marketing strategies of the enterprises. The used employed stratified sampling of 61 employees in Kenya. Secondary data was used and primary data which showed that marketing strategies are the functional strategies are shown by events of any relations to the

strategic management. The production strategies are the services for performance. The production strategies for functional strategies related the firm performance. The production strategies are deliberately affecting performance. Production strategies enable functional strategies to determine performance of firms. The customers are willing to purchase with different production strategies on firm performance.

**Conceptual framework**

Mugenda (2006) hypothesized on conceptual framework as the diagram showing variable and how it related to each other. Product strategy is independent variable while Firm performance is the dependent variable.



**Figure 1: Conceptual Framework**

Researcher (2022)

**METHODOLOGY**

The study used correlational research design which was adopted according to the Mugenda (2003) described it as the process of analysis. The target population of 845 employees was high management, middle management and low management in the equator. Hence, the sample size of 271 included non-response under the study resulted to 387 respondents.

**DATA ANALYSIS AND PRESENTATION**

**Response rate**

The researcher received only 271 questionnaires returned from the 387 respondents which equivalent to 70% and 116 questionnaires was not returned represented 30% of non-response. This showed that there are able and willing employees to provide information for the study. These are presented in the table 1.

**Table 1: Response rate**

Field data (2022)

	Frequency	Percent
Returned	271	70.0
Not returned	116	30.0
<b>Total</b>	<b>387</b>	<b>100.0</b>

From table 1, it was shown that the results were up to 70.0% returned questionnaire which were evidenced by the study of Kothari (2014) who noted down that a response of more than 50.0% is good for analysis of data. Further the response rate of 60.0% is also adequate while above 70.0 is excellent for data collection. Thus, the researcher confirmed that the response rate was adequate for this results presented.

## Demographic analysis

### Gender analysis

The researched established the gender of the respondents as a demographic analysis under study. These demographic of gender analysis helped in understanding gender rule in employment. The role of government policies was also established with the its relationship between production strategy and performance of Equator Bottlers in Kisumu. This results were also presented by table 2.

**Table 2: Gender analysis**

		Frequency	Percent
Gender	Female	113	41.70
	Male	158	58.30
	Total	271	100

### Field Data (2022)

The study showed that the majority of the respondent were female 113(41.70%) and male 158(41.70%). The results indicated that male were more than females in this equator bottler but the difference is very comparable to the gender rule of the constitution in employment.

### Age distribution

This was one of the demographic analysis in which the researcher sought to determine age distributions as presented by table 3.

**Table 3: Age distribution**

Age (years)	Frequency	Percent	Valid percent	Cumulative percent
21 30	55	20.3	20.3	20.3
31 40	108	39.9	39.9	60.1
41 50	69	25.5	25.5	85.6
51 60	31	11.4	11.4	97.0
Over 60	8	3.0	3.0	100.0
Total	271	100.0	100.0	

### Field data (2021)

The study indicated that majority of the respondents with 108(39.9%) followed with 31-40 followed with 41-50 represented 69(25.5) followed with 55(20.3%) respondent who were 21-30 with 31(11.4%) followed with 51-60 while above 60 were 8 respondents represented (3.0%) of all respondents. This means that functional strategies were employed by all employees in the firm indicated a great understanding of firm performance in equator bottlers limited.

### Level of education

The study sought to determine the effect of level of education in equator Bottlers Company limited in Kisumu. Table 4 present the results.

**Table 4: Education level**

		Frequency	Percent
Valid	Primary education	13	4.8
	O- level	108	39.9
	Certificate	76	28.0
	Diploma	69	25.5
	Degree	5	1.8
	Postgraduates	0	0
	total	271	100.0

Field data (2022)

The findings from table 4 showed that respondents with O level qualification were few with 108 represented 39.90%. This was further followed by respondents with certificate level shown by 76 (28.00%) , primary level respondents were 13 represented 4.80% followed by respondents with Degree 5 (1.80%). This means that most workers in Equator were well qualified with certificate level for well implementation of functional strategies in the firm.

### Descriptive statistics

#### Production functional strategies

The researcher established production functional strategies on firm performance of equator limited company in Kisumu. The findings were presented by table 5.

The study indicated that the equator firm limited employed effective production strategy to reduce costs and expenses for the operations with mean 3.41 with a standard deviation of 1.028. This was agreed with Mbithi, Muturi and Rambo (2015) which noted that Our company develops production strategies for new product, Our company develops production strategies for new product with mean 3.38 with a standard deviation of.886, We specialize production of product through research and development of the company with mean of 3.32 with a standard deviation of.979.

**Table 5: Production functional strategies**

	N	Min	Max	Mean	Std Dev.
Competitive advantage is achieved through production strategies in equator limited company	271	1	5	2.47	1.290
Production functional strategy is becoming expensive in the implementation in equator	271	1	5	2.45	1.063
Our company develops production strategies for new product	271	1	5	3.38	.886
We specialize production of product through research and development of the company	271	1	5	3.32	.979
The firm employ effective production strategy to reduce costs and expenses for the operations	271	1	5	3.41	1.028
Production strategy is made to implement functional network of improving sale	271	1	5	3.20	1.079
Valid N	271				

Field data (2022)

Production strategy is made to implement functional network of improving sale with mean of 3.20 with a standard deviation of 1.079, Competitive advantage is achieved through production strategies in equator limited company with of 2.47 with a standard deviation of 1.290, Production functional strategy is becoming expensive in the implementation in equator had a mean of 2.45 with a standard deviation of 1.063.

## Firm performance

The firm performance was determined in equator limited company in Kisumu. The result was shown in table 6.

The result indicates that the firm improves product quality and services given the customers with mean of 3.65 and standard deviation 1.201. our firm manufacture high quality product contributing to high sales on performance with mean 3.56 and standard deviation 0.944. the number of quality production is enhanced on firm performance with mean 3.28 and standard deviation of 1.038. We have large available product for high demand to enhance quality with mean 2.58 and standard deviation 1.268. we offer service delivery and improve firm performance with 2.13 and standard deviation of 0.987. we are improved customer satisfaction every year in the firm with mean 2.11 and standard deviation 1.138.

**Table 6: Firm performance**

	N	Min	Max	Mean	Std. Dev
Firm improve product quality and services given to clients	271	1	5	3.65	1.201
We are improved customer satisfaction every year in the firm	271	1	5	2.11	1.138
we have large available product for high demand to enhance quality	271	1	5	2.58	1.268
The number of quality production is enhanced on firm performance	271	1	5	3.28	1.038
Our firm manufacture high quality product contributing to high sales on performance	271	1	5	3.56	.944
We offer service delivery and improve firm performance	271	1	5	2.13	.987
Valid N	271				

Field data (2022)

The result indicates that the firm improves product quality and services given the customers with mean of 3.65 and standard deviation 1.201 and the firms are improved customer satisfaction every year in the firm with mean 2.11 and standard deviation 1.138.

## Correlation analysis

The study sought to determine correlation between functional strategies and firm performance in Equator bottlers in Kisumu.

There is a positive association between Production strategies and firm performance supported by a positive correlation coefficient value  $r = .449^{**}$   $p < .000$ . This was statistically significant at 0.01 level and Kyengo (2014) agreed by affirming that production strategies had a positive relationship with operational performance of metal and allied sector in Kenya.

**Table 7: Correlations Analysis**

		Production strategies	Firm performance
Production strategies	Pearson Correlation	1	.449**
	Sig. (2-tailed)		.000
	N	271	271
Firm performance	Pearson Correlation	.449**	1
	Sig. (2-tailed)	.000	
	N	271	271

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Field data (2022)



### Assumption of regression model

The following assumption of regression model was used;

#### Multicollinearity

This is the regression assumptions in which there is high correlation from one variable to the other. This is tested through tolerance and variance inflation factors when determining the VIF the independent variables are having <1 when there is existence of multicollinearity. The tolerance value is more than 1 > reciprocal of VIF. It was tested by Wilkin normality test using linear regression assumptions among variables under study.

**Table 8: Collinearity Statistics**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Marketing Strategies	.927	1.078
	Strategic Planning	.921	1.086
	Production strategies	.487	2.055
	Technological strategies	.455	2.198
	Government policies	.646	1.548

a. Dependent Variable: Firm Performance

Field data (2021)

### Regression analysis

#### Simple regression

##### Production strategies and firm performance

Simple regression was used to test the effect of the relationship between production strategies and firm performance, Table 9 presented model summary.

**Table 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449 <sup>a</sup>	.202	.199	1.201

a. Predictors: (Constant), Production Strategies

The results showed that R .449 indicates the strength of the relationship between production strategies and firm performances while the  $R^2 = .202$  implied that production strategies predict firm performance by 48.0% while the remaining can be explained by other variables.

ANOVA was conducted to test the goodness of fit and the results were presented in table 10. The results indicated that  $F=67.901$ ,  $sig=.000<.05$ ,  $df 269, 1$ . The study indicated that the model is fit to predict firm performance.

**Table 10: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	97.935	1	97.935	67.901	.000 <sup>b</sup>
	Residual	387.984	269	1.442		
	Total	485.919	270			

a. Dependent Variable: Firm Performance,

b. Predictors: (Constant), Production Strategies

Table 11 showed the regression coefficients determined to provide the regression equation.

**Table 11: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.914	.233		8.200	.000
	Production Strategies	.484	.059	.449	8.240	.000

a. Dependent Variable: Firm Performance

The results showed that keeping other factors constant, production strategies can predict B 1.914, T 8.240 and statistically significant at .05. The change of production strategies causes an increase in firm performance by 48.4%. This is in agreement with Mbithi, Muturi and Rambo (2015) who confirmed with the help of 120 respondents that product development strategy increased performance of sugar industry in Kenya.

$$Y=1.914+.484X_3+e\text{.....i}$$

H0<sub>3</sub>; Product strategies has no statistical significant effect on the firm performance of Equator Bottlers company limited. T=8.240, p=.000<.05 and hence the hypothesis was rejected.

**Summary of Hypotheses testing**

**Table 12: Summary of Hypotheses testing**

H0		T-value, p<5%	Decision
H0 <sub>3</sub> ;	Production strategies has no statistical significant effect on the firm performance of Equator Bottlers company limited	T=8.240, p=.000<.05	Rejected

**CONCLUSION AND RECOMMENDATION**

The researcher established production functional strategies on firm performance of equator limited company in Kisumu. The study indicated that the equator firm limited employed effective production strategy to reduce costs and expenses for the operations. This is noted that Our company develops production strategies for new product, Our company develops production strategies for new product, We specialize production of product through research and development of the company.

Production strategy is made to implement functional network of improving sale, Competitive advantage is achieved through production strategies in equator limited company, and Production strategy is becoming expensive in the implementation in equator.

The equator bottlers limited had skilled workers in using new change in technology, the firm is improving services with change of modern technology, the advancement in technology is enhanced by top management in the firm and there is new technology used by our limited company in Kisumu in production of product.

The study shows that innovation costs are implemented with new technology with the changing business from firm to the other while there is new technology used by our limited company in Kisumu in production of product.

The study recommended that the equator firm limited employed effective production strategy to reduce costs and expenses for the operations. This was agreed with Mbithi, Muturi and Rambo (2015) which noted that our Company develops production strategies for new product, Our Company develops production strategies for new product, and we specialize in production of product through research and development of the company. Production strategy is made to implement functional network of improving sale, Competitive advantage is achieved through production strategies in equator limited company, and Production functional strategy is becoming expensive in the implementation in equator.

## Theoretical implication

The study recommends that functional strategy be assessed with resource based theory in that innovation costs are implemented with new technology with the changing business from firm to the other. This agreed with innovation costs are implemented with new technology with the changing business from firm. The equator bottlers limited had skilled workers in using new change in technology, the firm is improving services with change of modern technology, the advancement in technology is enhanced by top management in the firm and there is new technology used by our limited company in Kisumu in production of product. The study recommends that innovation costs are implemented with new technology with the changing business from firm to the other while there is new technology used by our limited company in Kisumu in production of product.

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