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ABSTRACT

This study investigated the influence of competitive strategies on organizational performance of Mombasa Maize Millers in Mombasa County. The study employed descriptive research design. The target population was management staff of Mombasa Maize Millers in Mombasa County Head Office. The study adopted stratified and simple random sampling technique to derive the sample size of 96 respondents using Yamane statistical formula. Data was collected by use of semi-structured questionnaires whereas secondary data was collected from company annual reports, published journals and existing researches. Collected data was checked for correctness and analysed quantitatively by use of Statistical Package for Social Science (SPSS) version 25 tool. Descriptive analysis was determined by use of mean and standard deviation while regression analysis was determined by model summary, ANOVA and regression coefficients. Correlation analysis was also computed to determine the nature of relationship between the variables. The study findings indicated that cost leadership strategy, differentiation strategy, focus strategy and innovation strategy have a significant influence on organizational performance. The study concluded that the firm has standardized its products to tap on the benefits of economies of scale. The company critically looked on the costs of inputs and distribution systems to ensure they are reasonable and the company developed strict cost control policy and controlled its overheads with strictness to ensure they were low. The company produced variety of product brands in different sizes and continuously invested in new product development to differentiate its market offerings from the competitors. The study concluded that the company offered products that served a particular type of customers' needs and preferences and that the company offers low cost products option to specific customers who are in the low income bracket. The study recommended that the company management should endeavor on product standardization which favors mass production hence reaps economies of scale benefits. This strategy would make it possible for the company to be a cost leader in the market. The company should nurture innovation culture in its employees. This would make it an innovation hub which would result in high quality products. This move would make the company stand out in the midst of its competitors.

Key Words: *Cost Leadership, Differentiation, Focus, Innovation Strategy*

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INTRODUCTION

Globally, manufacturing sector has acted as a growth escalator in those economies that have succeeded in eventuating high incomes to earn developed country status (Hope, 2016). A competitive manufacturing industry is key for economic prosperity of any country through employment, wealth creation and consequently poverty reduction (World Bank, 2018). Global level of intense globalization, increased competitiveness and the fight for global market share has continued to create new challenges for manufacturing firms (Islami, Mustafa, & Latkovikj, 2020). Manufacturing sector organizations are striving for ways and means of attaining and sustaining a competitive advantage over their competitors through the uniqueness of their competitive strategies and operational systems (Hossain, Kabir, & Mahboub, 2019).

Competitive strategies are integrated sets of actions that management implements as a model for how the company will best compete, based on the match between its type of competitive advantage and the target market pursued, as the key determinants of choice (Odunayo, 2018). Firms need to assess the environment in a contemplative way and also it is an inevitable fact to consolidate the proactive action and formulation of strategy helps the firm to proliferate its market competitiveness (Auka, 2016). While making a decision on which competitive strategy to pursue, firms decide between lower cost than competitors or the ability to differentiate and charge a premium price that covers costs (Hitt, Ireland & Hoskisson, 2016). Competitive organizations depend on the uniqueness of their competitive strategies to gain competitive advantage. The business strategy that is adopted by an organization has to be supported so as to achieve the goals and targets that are set in the organization.

In United States, Nike is an example of successful companies that have excelled on the strength of competitive strategies. The firm has sustained a competitive advantage through the differentiation strategy (Forbes, 2017). Nike incorporated is an American multinational that designs, manufactures, markets and sells sports footwear, equipment and accessories. Nike focuses on developing high quality products for its target market and charges a premium price for the value addition. In 2016 the brand was valued at $15.9 billion, making it the most valuable brand among sports businesses (Forbes, 2017).

Apple Inc. is another example of a successful differentiator – a market leader in the computer and electronics industry. The American brand's huge success has been driven by a culture of continuous innovation and a customer driven outlook. Apple has consistently trounced its competitors with its cutting edge innovation. The company upgrades its products inexhaustibly, offering great colour choices, artistic designs and elegant product features that appeal to customers who are willing to pay a premium price for their high quality products (Jinjin, 2016).

In China, Yan (2016) reported that cost leadership strategy was the most utilized strategy by Small and Medium Enterprises in the China. According to Eurostat (2016), about 83% of newborn enterprises in 2011 have survived in 2012, whereas over the years a gradual decrease is marked only 45% of created enterprises in 2007 which were active in 2012. The death rate of organizations tends to decrease as they age (David, 2017). Statistics and studies that are done have shown approximately one-third of new European firms do not reach the second year of their existence, whereas 50%–60% of them do not manage to survive till the seventh year.

In Kenya, manufacturers are operating in a globalized world with substantial reduction in barriers to international trade and have to contend with heightened competition in both the domestic and world markets (Deloitte, 2016). Despite the Kenya's manufacturing industry having been considered more advanced compared to those in the East Africa Community region, over the period from 2010-2017, the performance of manufacturing

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firms has been sluggish. Since 2012 the manufacturing sector's contribution to GDP has been on a declining trend, contributing 8.4% to GDP in 2017 down from 10% contribution since 2008 (KAM, 2018). Further, according to KNBS (2018) manufacturing sector in Kenya has been growing at a slower rate than the economy which implies that the share of manufacturing in GDP has been reducing over time.

Statement of the Problem

The competitive strategies that are adopted by an organization can affect its performance, which can be manifested in terms of shares growth rate, market share, productivity and profitability attained by the organization (Odunayo, 2018). The competitive strategy that an organization adopts can provide directions to an organization's efforts. Mombasa Maize Millers Limited despite been a leader in the maize milling industry in Kenya and adopting world class Manufacturing practices as well as acquiring small millers has faced stiff competition from its competitors. As of 2014 the miller enjoyed 33 percent mainstream market share which has shrunk to 26 percent as at 2019 (Juma, 2018).

Extant empirical literature has been done on competitive strategies and performance. For instance, Consolata (2020) carried out a study on competitive strategies, business environment, corporate image, and performance of large manufacturing firms in Kenya. Mulu (2019) investigated competitive strategies and performance of selected commercial banks in Kenya. Njaaga (2017) researched on generic competitive strategies and performance of Pharmaceutical manufacturing companies in Nairobi County. Korir (2018) did a study on competitive strategies and organizational performance of SMEs listed in NSE. However, some of the reviewed studies were based on data from other industries and their findings may not be applied to the maize millers context. Also the similar study by Consolata (2020) focused on large manufacturing firms. Thus the current study sought to fill the literature gaps by investigating competitive strategies and organizational performance of Mombasa Maize Millers.

Objectives of the Study

The general objective of the study was to investigate the influence of competitive strategies on organizational performance in Mombasa Maize Millers, Mombasa County. The specific objectives were;

- To determine the influence of cost leadership strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- To establish the influence of differentiation strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- To explore the influence of focus strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- To establish the influence of innovation strategy on organizational performance of Mombasa Maize Millers, Mombasa County

The study was guided by the following null hypotheses;

- **Ho_1:** There is no significant influence of cost leadership strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- **H_{02}:** There is no significant influence of differentiation strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- **H_{03}:** There is no significant influence of focus strategy on organizational performance of Mombasa Maize Millers, Mombasa County
- **H_{04}:** There is no significant influence of innovation strategy on organizational performance of Mombasa Maize Millers, Mombasa County

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LITERATURE REVIEW

Theoretical Framework

Resource Based View Theory

The RBV theory springed from the major works published by Wernerfelt, Prahalad and Hamel, Barney, and others in the 1980s and 1990s. The Resource-Based View theory has two critical assumptions which are that resources must be heterogeneous and immobile. In this case, the first assumption is that capabilities, skills, and other resources possessed by the firm differ from one firm to the other. For instance, if the firms could possess a similar amount and mix of resources, they could not come up with varying strategies to compete with one another because what one firm can accomplish the other can too hence no competitive advantage can be realized. Resource-based view theory assumes that competitive advantage can only be achieved by firms that can use a different set of resources. Secondly, the RBV assumes that the resources possessed by the firm are immobile and cannot be moved from one firm to the other. This immobility of resources makes it difficult for the organizations to copy competitors' resources hence failure to come up with similar strategies (Müller & Jugdev, 2016).

Configuration Theory

Henry Mintzberg was an author of Configuration theory and offered the broadened setup speculation, which expresses that, "successful organizing requires a consistency among the outline parameters and the possibility factors." Configuration hypothesis created from, and extended the principles of, possibility hypothesis (Mintzberg, 2012). Theory posits that organizing marketing activities in ways that fit the implementation requirements of a business's strategy enhances performance.

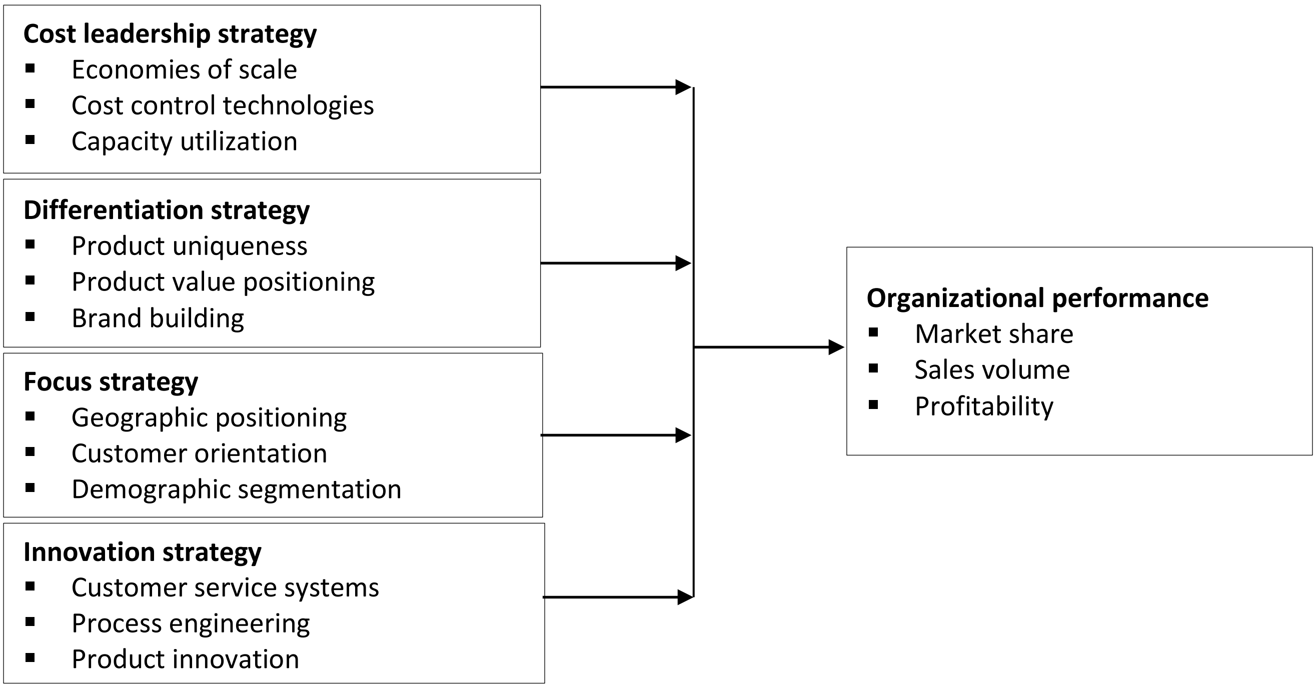
Like possibility hypothesis, setup hypothesis accentuates the need of fit, however it is more comprehensive in that "instead of attempting to clarify how arrange is planned into the parts of an association it clarifies how arrange rises up out of the cooperation of those parts in general." This examination depended intensely on this introduce and the recommendations of Mintzberg's hypothesis. While the earth is vital, it speaks to just a single of a few possibility factors that influence an association's arrangement. Other possibility factors incorporate the age and size of the association, its specialized framework, the experience, information and polished methodology of its kin, the power connections inside the association, and in addition its objectives and procedures (Mintzberg, 2012).

Porter's Theory of Competitive Advantage

The study is guided by Porter's theory of competitive advantage (1980), which identifies five competitive forces namely: Potential entrants, Buyers, Substitutes, Suppliers and Industry competitors that define the rules of competition in an industry. He notes that, the goal of competitive strategy for a business unit in an industry is to find a position in the industry where the company can best defend itself against these competitive forces or can influence them in its favor.

Therefore, the essence of formulating competitive strategy is to relate a company to its environment. Knowledge of these underlying sources of competition pressure highlights the critical strengths and weaknesses of the company, animates its positioning in its industry, clarifies the areas where strategic changes yield the greatest pay off and highlights the areas where industry trends promise to hold the greatest significance as either opportunities or threats (NegriţoiuMişu, 2016). For competitiveness and sustainable advantage, organizations should endeavor to create value for customers which are only possible by responding with faster answers to the ever changing business environment driven majorly by technological changes. Porter however, does not include technology and government as forces that may influence competition in an industry which can be understood in isolation of the five forces (Porter, 2012). This theory supports the study variable of focus strategy.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual framework

Empirical Review

Islami, Mustafa, and Latkovikj, (2020) did a study linking Porter's generic strategies to firm performance in Kosovo. The research aim was to analyze the possible influence by implementing Porter's generic strategies of low-cost strategy; differentiation strategy; and focus strategy in the firm performance of the production sector. The article has been prepared using the analysis of secondary data for literature review (scientific publications and articles from specialized databases, such as Science Direct, Springer Nature, Emerald, and other credible databases), whereas primary data in the form of the quantitative survey conducted in respondent firms that operate their business activities in the republic of Kosovo. To sum up, the application of Porter's generic strategies brought an increment to firms' performance.

Consolata (2020) carried out a study on competitive strategies, business environment, corporate image, and performance of large manufacturing firms in Kenya. The study used cross-sectional descriptive survey. The study targeted large manufacturing firms in Kenya. Simple random sampling technique was used to collect study sample. Structured questionnaire was used to collect primary data. Descriptive statistics technique was used to analyze data. The study established that manufacturing firms which have implemented competitive strategies recorded positive performance.

Mulu (2019) investigated competitive strategies and performance of selected commercial banks in Kenya. The study used descriptive research design and the target population was management staff. The study used stratified random sampling and simple random sampling to select a sample that represents the entire population. The research study used primary data which was collected from the target population using a questionnaire. Data analysis was done using SPSS where Multiple Regression Analysis technique was used. The study found out that competitive strategies affect performance of selected commercial banks in Kenya.

Masale (2018) did a study on the effect of competitive strategies on organizational performance of Bridge International Academies. The study adopted descriptive research design. The target population of the study was 156 members of staff of the Bridge International Academies located in Nairobi. The study utilized stratified random sampling technique in the selection of the appropriate sample and applied Yamane's formula to come up with a sample size of 111 manager and teachers. A semi-structured questionnaire was used to collect data from the selected respondents. The data collected was then analysed using Statistical Package for Social Sciences (SPSS). The findings established that cost leadership strategy had a positive and significant relationship with organizational performance.

Njaaga (2017) researched on generic competitive strategies and performance of Pharmaceutical manufacturing companies in Nairobi County. The study utilized descriptive research design. The target population of the study was the 20 pharmaceutical companies in Nairobi City County. The study used stratified simple random sampling technique to select 36 respondents. The study used closed ended questionnaires as instruments for data collection primary data. Descriptive statistics was used to analyze the primary data of quantitative nature. Inferential statistics such as Pearson correlation and multiple regression were applied to make conclusions. The study established that cost leadership, differentiation and focus strategies affect performance of pharmaceutical companies.

Korir (2018) did a study on competitive strategies and organizational performance of SMEs listed in NSE. The study utilized cross-sectional qualitative survey research design. The study population of the study was management staff of four SMEs listed in NSE. The study was a census and used interview to collect primary data. Content analysis was used to analysed collected data. The study established that SMEs which applied competitive strategies recorded an increase in sales turnover and return on investment.

METHODOLOGY

This study utilized a descriptive research design. This design is considered appropriate for this study since it is able to give room for exploratory and descriptive data. The target population of the study was management staff of Mombasa Maize Millers in Mombasa County Head Office. The researcher used the Yamane's formula to arrive at the sample size of 96. Primary data was collected directly from the respondents using structured questionnaires as the data collection instrument. The collected data was analyzed by use of the Statistical Package for Social Sciences (SPSS version 25) tool. The researcher generated descriptive analysis and multiple regression analysis. Descriptive statistics was of significant in measuring the mean and standard deviation of respondents and regression analysis sought to test the variables relationship strength. The following is the regression model the study adopted:

$$Y= \beta_\theta +\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_4+\varepsilon$$

Where:

Y= Organizational performance

β_θ = Regression constant

β_1-β_4 are regression weights

X_1= Cost leadership strategy

X_2= Differentiation strategy

X_3= Focus strategy

X_4= Innovation strategy

ε= Error term

FINDINGS AND INTERPRETATION

Descriptive Statistics

Descriptive analysis was conducted on the study variables to check the mean and standard deviation. The results were presented in the following tables.

Cost Leadership Strategy

The first objective of the study was to establish the influence of cost leadership strategy on organizational performance. They were required to

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do this on a 5 point Likert scale where 1 represented Strongly disagree while 5 represented Strongly agree. The results were presented in Table 1.

Table 1: Cost Leadership Strategy

	N	Mean	Std. Deviation
The company has pursued products standardization so as to reap on economies of scale	91	4.28	.697
The company factors cost element in selecting raw material and distribution systems	91	4.70	.219
The company has developed strict cost control policy	91	3.94	.340
The company aggressively controls of organizational overheads	91	3.91	.498

From Table 1 it was observed that respondents agreed to the statement that the company has pursued products standardization so as to reap on economies of scale as indicated by a mean of 4.28 and standard deviation of 0.697. The respondents agreed to the statement that the company considers cost element in selecting raw material and distribution systems as shown by a mean of 4.70 and a standard deviation of 0.219. The respondents agreed to the statement that the company has developed strict cost control policy and that the company aggressively controls of organizational overheads as indicated by a mean of 3.94 and a mean of 4.19 respectively. The findings concur with the results of the research by Masale (2018) which found that cost leadership strategy had a positive and significant relationship with organizational performance.

Differentiation Strategy

The second objective of the study sought to establish the influence of differentiation strategy on organizational performance. The results were as presented in Table 2.

Table 2: Differentiation Strategy

	N	Mean	Std. Deviation
The company has many product variety in brands and sizes	91	4.77	.408
The company embarks on new product development in order to be different than our competitors	91	4.50	.750
The company integrates latest technology and features in its products	91	4.58	.617
The company conducts intensive advertising and marketing of the products	91	4.89	.533

From the findings, respondents agreed to the statement that the company has many product varieties in brands and sizes as indicated by a mean of 4.77 and standard deviation of 0.408. The respondents agreed to the statement that the company embarks on new product development in order to be different than our competitors as shown by a mean of 4.50 and a standard deviation of 0.750. Further, the respondents agreed to the statement that the company integrates latest technology and features in its products (mean=4.58) and that the company conducts intensive advertising and marketing of the products as indicated by a mean of 4.89 with a standard deviation of 0.533. The study findings agree with Njaaga (2017) who researched on generic competitive strategies and performance of Pharmaceutical manufacturing companies in Nairobi County and revealed that differentiation strategies affect performance of pharmaceutical companies.

Focus Strategy

The third objective of the study sought to determine the influence of focus strategy on organizational performance. The results were presented in Table 3.

Table 3: Focus Strategy

	N	Mean	Std. Deviation
The company offers products that serve a particular type of customers' needs and preferences	91	4.01	1.051
The company offers low cost products option to specific customers who are in the low income bracket	91	3.97	.945
The company exploits the use of technology to keep operation costs down and to improve on quality	91	4.19	.511

Table 3 showed that respondents agreed to the statement that the company offers products that serve a particular type of customers' needs and preferences as indicated by a mean of 4.01 with a standard deviation of 1.051. Further respondents agreed to the statement that the company offers low cost products option to specific customers who are in the low income bracket as indicated by a mean of 3.97 with a standard deviation of 0.945. Respondents agreed to the statement that the company exploits the use of technology to keep operation costs down and to improve on quality as indicated by a mean of 4.19 and standard deviation of 0.511. The findings corroborate the results by Njaaga (2017) who revealed that focus strategies have a significant effect on pharmaceutical companies performance.

Innovation Strategy

The fourth objective sought to investigate the influence of innovation strategy on organizational performance. The results are as presented in Table 4.

Table 4: Innovation Strategy

	N	Mean	Std. Deviation
My company introduces new or substantially improved products or services to your customers	91	3.84	1.004
My company makes significant changes in design of products	91	4.62	.670
My company reviews and improves the manufacturing process	91	4.02	.895
My company introduces new company internal processes	91	3.34	.929

Results in Table 4 showed that respondents agreed to the statement that the company introduces new or substantially improved products or services to your customers as indicated by a mean of 3.84 and standard deviation of 1.004. Findings further showed that respondents agreed to the statement that the company makes significant changes in design of products as indicated by a mean of 4.62 and standard deviation of 0.670. The findings also showed that respondents agreed to the statement that the company reviews and improves the manufacturing process (mean = 4.02). However, the respondents were indifferent to the statement that the company introduces new company internal processes (mean = 3.34). The findings agree with Gunday, Ulusoy, Kilic and Alpkan (2017) who studied process innovation, marketing innovations, product and organization innovations on firm performance and revealed the firms' performance was positively impacted by strategic innovations.

Correlation Analysis

The researcher further sought to establish the bivariate correlation between the variables. The results are shown in Table 5.

Table 5: Correlation Coefficient

		Cost leadership	Differentiation strategy	Focus strategy	Innovation strategy	Performance
Cost leadership	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	91				
Differentiation strategy	Pearson Correlation	.399**	1			
	Sig. (2-tailed)	.000				
	N	91	91			
Focus strategy	Pearson Correlation	.435**	.550**	1		
	Sig. (2-tailed)	.000	.000			
	N	91	91	91		
Innovation strategy	Pearson Correlation	.507**	.442**	.493**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	91	91	91	91	
Performance	Pearson Correlation	.298**	.665**	.384**	.146	1
	Sig. (2-tailed)	.000	.000	.015	.012	

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

The bivariate correlation results Table 5 indicated that cost leadership strategy has a positive and significant correlation with organizational performance as indicated by a correlation coefficient of 0.298 and p-value of 0.000. The bivariate correlation between differentiation strategy and organizational performance was found to be strong, positive and significant as shown by a correlation coefficient of 0.665 and p<0.05. Further, bivariate correlation between focus strategy and organizational performance was revealed to be moderately positive and significant (r=0.384, P=0.015). The bivariate correlation between innovation strategy and organizational performance was positive and significant (r=0.209, P=0.000). The findings imply that the generic competitive strategies aspects were positively and significantly correlated with the target variables, that is, organizational performance.

Multiple Regression Analysis

The organizational performance was regressed on cost leadership strategy, differentiation strategy, focus strategy and innovation strategy. The results of regression analysis were presented as follows.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.944ᵃ	.891	.878	.32239	1.038

a. Predictors: (Constant), Cost leadership strategy, Differentiation strategy, Focus strategy, Innovation strategy

b. Dependent Variable: Organizational performance

From Table 6, the correlation coefficient (R) for competitive strategies and organizational performance is 0.944 indicating that there is a positive correlation. The coefficient of determination (R^2) is 0.891 indicates that 89.1% of the variation in organizational performance is explained by the variation in competitive strategies.

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Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.038	4	5.509	177.709	.000[b]
	Residual	2.702	86	.031		
	Total	24.741	90			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Cost leadership strategy, Differentiation strategy, Focus strategy, Innovation strategy

According to analysis of variance results in Table 7, the predicted relationship under the model is statistically significant at p–value of 0.000 is less than the significance level of 0.05. This shows that the model between competitive strategies and organizational performance is statistically significant. The model coefficient is shown in Table 8.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.417	.227		1.834	.000
	Cost leadership strategy	.273	.146	.301	1.870	.003
	Differentiation strategy	.649	.177	.984	3.667	.000
	Focus strategy	.321	.136	.366	2.369	.026
	Innovation strategy	.192	.388	.173	.496	.021

a. Dependent Variable: Organizational performance

From Table 8, the model would appear as follows:

$$\mathbf{Y = 0.417 + 0.273X_1 + 0.649X_2 + 0.321X_3 + 0.192X_4}$$

The regression model indicates that organizational performance would increase by 0.417, given that all the other factors are held constant at zero. Further in the regression model it shows that a unit increase in cost leadership strategy would lead to an increase in organizational performance by 0.273. A unit increase in differentiation strategy would lead to a positive increase in organizational performance by 0.649. A unit increase in focus strategy would lead to a positive increase in organizational performance by 0.321 and a unit increase in innovation strategy would lead to an increase in organizational performance by 0.192. The predictors had significance level of 0.05 and below hence significant.

Discussion of Key Findings and Hypothesis Testing

Regression analysis formed a basis for achieving research objectives adopted in this study. This was done by considering the p values corresponding to each variable of interest in Table 8. The first objective of the study sought to investigate the influence of cost leadership strategy on organizational performance. Regression analysis conducted proved that there was a positively significant influence of the predictor variable on the target variable as indicated by the values $\beta_1 = 0.273$, $t = 1.870$, $p<0.05$. The study concludes that a unit change in cost leadership strategy would lead to 0.273 unit change in organizational performance. The findings concur with the results of the research by Masale (2018) which found that cost leadership strategy had a positive and significant relationship with organizational performance. Further, since the $p<0.05$, the null hypothesis that cost leadership strategy has no significant influence on organizational performance is rejected.

The second objective was to establish the influence of differentiation strategy on organizational performance. Regression analysis result showed a positively significant influence of differentiation strategy on organizational performance as indicated by the values $\beta_2 = 0.649$, $t = 3.667$, $p<0.05$. The study concludes that a unit change in differentiation strategy would lead to 0.649 unit change in organizational performance. The study findings agree with Njaaga (2017) who researched on generic competitive strategies and performance of Pharmaceutical manufacturing companies in Nairobi County and revealed that differentiation strategies affect performance of pharmaceutical companies. On hypothesis testing, since $p<0.05$ null hypothesis that differentiation strategy has no significant influence on organizational performance is rejected.

Thirdly, the study sought to establish the influence of focus strategy on organizational performance. Regression analysis conducted showed that there was positive significant influence of focus strategy on organizational performance as indicated by the values $\beta_3 = 0.321$, $t = 2.369$, $p<0.05$. The study concludes that a unit change in focus strategy would lead to 0.321 unit change in organizational performance. On hypothesis testing, since $p<0.05$, the null hypothesis that focus strategy has no significant influence on organizational performance is rejected.

The study sought to investigate the influence of innovation strategy on organizational performance. Regression analysis conducted showed that there was positive significant influence of innovation strategy on organizational performance as indicated by the values $\beta_4 = 0.192$, $t = 0.496$, $p<0.05$. The study concludes that a unit change in innovation strategy would lead to 0.192 unit change in organizational performance. The findings agree with Gunday, Ulusoy, Kilic and Alpkan (2017) who studied process innovation, marketing innovations, product and organization innovations on firm performance and revealed the firms' performance was positively impacted by strategic innovations. On hypothesis testing, since $p<0.05$, the null hypothesis that innovation strategy has no significant influence on organizational performance is rejected.

CONCLUSSIONS AND RECOMMENDATIONS

The study concluded that the cost leadership strategy has significant positive correlation with organizational performance. Regression results indicated that cost leadership strategy has a moderate influence on organizational performance. Further, it is concluded that the firm has standardized its products to tap on the benefits of economies of scale. The company critically looks on the costs of inputs and distribution systems to ensure they are reasonable and the company develops strict cost control policy and controls its overheads with strictness to ensure they are low.

The study concluded that there is a significant correlation between differentiation strategy and organizational performance. Further, regression analysis indicated a strong significant influence of differentiation strategy on organizational performance. It is concluded that the company produces a variety of product brands in different sizes and continuously invests in new product development to differentiate its market offerings from the competitors. Latest technology is used by the firm in an effort to add innovative features to the products. Intensive marketing of the products is carried out by the company.

The study concluded focus strategy has a significant positive correlation with organizational performance. On regression analysis, it is concluded that focus strategy has a moderate significant influence on organizational performance. The study concludes that the company offers products that serve a particular type of customers' needs and preferences and that the company offers low cost products option to specific customers who are in the low income bracket. The company uses technology to keep operation costs down and to improve on quality.

On innovation strategy, it is concluded that there is a significant positive correlation with organizational performance. Regression analysis revealed a weak positive and significant influence of innovation strategy on organizational performance. The study concludes that the company introduces new or substantially improved products or services to the customers. The company also makes significant changes in design of products and reviews its manufacturing process for possible improvement.

The study recommended that the company management should endeavor on product standardization which favors mass production hence reap economies of scale benefits. This strategy will make it possible for the company to be a cost leader in the market. Further, it is recommended that the management should take serious input costs to ensure they cost the lowest and also review distribution systems to make sure they offer value to the firm. The company should continuously review its cost control policy and the overheads should be controlled to prevent excess costs from the overheads.

The study recommended that the company should manufacture a variety of products and market different brands in different sizes with a view to be different from the competitor's offerings. In order to realize this strategy, the company should invest in research and development to come up with new products development. This will make the company's market offerings to be distinguishable from those of the competitors in the market. The company should upgrade to the latest technologies in manufacturing as well as be innovative in its production processes. Also it is recommended that the company should aggressively promote its products based on differences from the competitors' offerings.

The study recommended that the company should embrace focus strategy in marketing its products. The management should carry out market research to identify the various needs of the consumers and tailor solutions based on the identified needs. The clustering of the consumer markets should be done by use of available techniques like unsupervised learning so as to make it possible to serve each consumer cluster hence increase value. The company should invest in latest technology with a view to lower production as well as operation costs.

The study recommended that the company should nurture innovation culture in its employees. This would make it an innovation hub which will result in high quality products. This move would make the company stand out in the midst of its competitors. The company should invest in research to come up with new methods of production. In addition, the company should periodically alter the design of its products so as to make them appealing to the consumers and rejuvenate the brands hence extent maturity stage of the products life-cycle.

Areas of Further Study

This study focused on investigating the generic competitive strategies on organizational performance in the context of Mombasa Maize Millers, a grain milling firm in Mombasa County. The study adopted generic competitive strategies of cost leadership, focus, differentiation and innovation to predict the organizational performance. However, from the regression model summary, the adopted aspects of generic competitive strategies explained 89.1 percent change in organizational performance of the maize miller. The researcher recommends that other studies be conducted in other sectors like hotels to investigate the implication of competitive strategies on performance of hotels.

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