

Organizational Change and Performance of Coffee Commercial Marketing Agents in Nairobi City County, Kenya

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Abstract: *Organizational performance has become a major focus of many coffee commercial marketing agents across the globe. However, many researchers have since argued that organizational performance is a concept that should be reserved for all corporations with large and small specialized operational departments. Coffee commercial marketing agents from this argument are too occupied with handling operational issues and daily events devoting little time to organizational change. Due to the prolonged problem on organizational performance as a result of organizational change, the researcher decided to do a study to establish the influence of organizational change on the performance of coffee commercial marketing agents in Nairobi City County, Kenya to bridge the gap. The specific objectives of the study were; to establish the effect of technology advancement on the performance of coffee commercial marketing agents in Nairobi City County, Kenya, to determine the effect of organizational leadership on the performance of coffee commercial marketing agents in Nairobi City County, Kenya, to establish how organizational structure affects the performance of coffee commercial marketing agents in Nairobi City County, Kenya and to determine how organizational culture affects the performance of coffee commercial marketing agents in Nairobi City County, Kenya. The research was anchored on Kotter's 8 step model, systems theory, shield's model, and performance theory. The research used the descriptive research design. The target population was 11 coffee commercial marketing agents located in Nairobi City County. The sample size was 33 top management teams who are charged with running the 11 marketing agents. For the process of data collection, a semi - structured questionnaire was used. SPSS version 20 facilitated the data analysis. Inferential and descriptive statistics were used to present the findings where mean, frequency, standard deviation, graphs, pie charts, and percentages will be used. Regression was used to analyze quantitative data after a diagnostic test has been done. Additionally, content analysis was done for qualitative data analysis. The results from the analysis established that technology advancement ($r=0.566$), organizational leadership ($r=0.294$), organizational structure ($r=0.852$), and organizational culture ($r=0.868$) were significantly and positively correlated with the performance of coffee marketing agents in Nairobi City County, Kenya. Regression analysis established that technology advancement, organizational leadership, organizational structure, and organizational culture had a significant effect on the performance of coffee marketing agents. From both correlation and regression analysis, organizational culture and structure have a strong positive correlation and a great impact on coffee marketing agents' performance although they were not fully practiced. The study, therefore, recommended that the management of coffee marketing agents encourage the adoption of technology advancement through innovations, automation, information security, and online customer support. Additionally, the study recommended that the management of coffee marketing agents embrace organizational leadership through competencies, strategic values, interpersonal skills, and inspiration to aid coffee marketing agents' performance. Additionally, a proper organizational structure such as division of labor, decentralization of power, and staff rotation also need to be encouraged to aid coffee marketing agents' performance. Lastly, the study recommends that the management should ensure accountability, teamwork, employee retention, and staff involvement to aid coffee marketing agents' performance in Nairobi City County, Kenya.*

Keywords: Organizational change, Organizational performance

1. Introduction

Organizational performance is a major focus of many coffee commercial marketing agents across the globe [15]. This is because performance helps to access and determine the future of commercial organizations. This area has gained little attention in management literature since the early 1960s. Many researchers have since argued that organizational performance is a concept that should be reserved for all corporations with large and small specialized operational departments. From this argument, coffee commercial marketing agents are too occupied with handling operational issues and daily events devoting little time to organizational change [5]. A clear organizational change enhances business performance and is equally crucial to coffee commercial marketing agents.

Organizational change is embraced by 81% of coffee commercial marketing agents worldwide while 49% of the firms in the USA alone have adopted it to improve their organizational performance [3]. Comprehensive reviews of the coffee commercial marketing agents' business literature reveal that organizational change is usually more common in agents performing better [6]. [14] Argue that coffee commercial marketing agents that have a plan for organizational change strategically are most probable to be innovative, they attain higher sales growth, greater profit margin, high staff growth and greater return on assets, and above all, they gain a competitive advantage against their competitors

Coffee commercial marketing agents are regarded as key contributors of development in most African countries such as Kenya, the Democratic Republic of Congo, Ethiopia, and

Uganda as per [9]; [10]; [11]; [16]. They contribute significantly to employment opportunities, generate national as well as export earnings, add to the general health and welfare of economies, and are the main instruments reducing poverty [5]. In Ethiopia, coffee marketing contributes to 85% of all employment opportunities although it is moderately performing as Feleke indicated.

In Kenya, there are many coffee commercial marketing agents spread across the country with several of them located in Nairobi City County dealing with varieties of products and services. The agent companies employ both low and middle - level income sectors of the economy despite the turbulent market performance. Coffee commercial marketing agents specifically in Nairobi, are the best recognized for exploring processing, end - to - end farming as well as the marketing of many coffee farmers as well as co - operative societies products. However, coffee commercial marketing agents have not been fully performing concerning shareholders' return which is low at large. Various studies on coffee commercial marketing agents have highlighted that the organization embraced organizational change a few years after its establishment to improve on performance which stagnated for a while. Nevertheless, the organizations still experience stormy times concerning the organizational change for the last few years and the results are generally low profits through the economy and this picture is fairly well articulated in its survival [13].

1.1 Statement of the problem

Despite organizational change having a great impact on the performance, coffee commercial marketing agents in Nairobi, Kenya have not fully focused on the changes. As a result, the profitability has stagnated between 34.2% and 36.8% since the year 2017 with the main contributors being Tropical Farm Management (K) Ltd, Coffee Management Services, and Aristocrats Coffee & Tea [5]. Besides, the Coffee Directorate report for the year 2017 - 2018 indicated that the market share is low with the highest agent contributing 30% to the market. Stakeholder return has not gone beyond 6% since the year 2015.

The challenges on the performance of coffee commercial marketing agents which have stagnated for the last few years as stipulated in the previous paragraph have forced the management to focus on the organizational changes for the agents to remain relevant to their mandate. According to [16], a firm with solid organizational change such as technology, culture, and leadership focus all around a well - coordinated and viable arrangement of qualities, convictions and practices is going to perform well. However, various studies indicate that organizational change would remain associated with organizational performance if the management can focus and plan for the changes well [2]. Additionally, previous studies have reinforced the positive association between organizational change and organizational performance [1]; [8]. The studies contributed largely to the field of organizational change and performance whereby the organizational change is leveled as a component for performance improvement.

For the reason highlighted above, this research pursues to establish the influence of organizational change through a detailed discussion on technology advancement, organizational leadership, culture, and structure which has not been well addressed in the previous studies to aid the organizational performance of coffee commercial marketing agents in Nairobi, Kenya.

1.2 Specific Objectives of the Study

- 1) To examine the effect of technology advancement on the performance of coffee commercial marketing agents in Nairobi City County, Kenya.
- 2) To determine the effect of organizational leadership on the performance of coffee commercial marketing agents in Nairobi City County, Kenya.
- 3) To establish how organizational structure affects the performance of coffee commercial marketing agents in Nairobi City County, Kenya.
- 4) To determine how organizational culture affects the performance of coffee commercial marketing agents in Nairobi City County, Kenya.

1.3 Significance of the Study

Firstly, the researcher wants to provide comprehensive skills and knowledge on organizational change's effect on performance, through the findings of the survey. Secondly, the findings of the survey will help agent exporters and government organizations policymakers across the globe to structure new policies to govern and increase the performance of their marketing agent. Lastly, the findings from this research will be used globally by other scholars to increase knowledge in the area of organizational change. The findings of the study will be published to allow future researchers globally can have more understanding of organizational change.

2. Theoretical Model Review

The section highlighted various theories previously used to describe the association between learning organization and performance. The theories included shield's model, Kotter's 8 step model as well as system theory.

In the year 2008, Kotter established a step model that was adopted by various organizations at senior level management to help transform organizations' vision to enable change. The model has eight stages that need to be completed for the change process to be effective. An error at any stage can affect the performance of the transformation process. During the first phase, an urgent sense of change should be developed. Everyone in the organization must want the change for it to become possible. The second step of the model involves forming a powerful coalition that requires management to persuade staff on the necessity of transformation. Step three requires the creation of a vision of transformation. Step four requires communicating the vision to the whole institution. Step five constitutes removing key obstacles. Step six of the model requires leaders to generate Short - term Wins. Step 7 of the model is where the change

projects are managed. The last step entails encompassing the proposed changes in company philosophy. The theory anchors the second variable of the study regarding organization leadership in the coffee commercial marketing agents'. The model outlines the important role that leaders play in ensuring that the change is accepted and successfully adopted.

Ludwig founded the System theory in the year 1972. The system theory is a technique of establishing the relation between component portions of a bigger organism. Instead of explaining an observation, the theory pursues to establish information. The theory assists us to comprehend the various dynamics and components of the client system to understand the issues and create an intervention strategy so that "goodness to fit" among people and their surroundings is upheld. The theory was useful for this study as it guides on the variable of technology advancement, organization structure, and culture. It helped to demonstrate how all these systems relate and intertwine to create a wholesome organization.

In 2009, Shields developed the model. The model focused on the impression that failure of change is due to inadequate consideration of cultural aspects and employees of the institution. Shield proposed that some components are vital in event leaders want to make changes. Where change occurs in a component and is not aligned with the rest of the components then there is likely to be incompetent work processes. The system helps integrate business process innovation with human resource management. Leaders seeking change need to understand the plans they need to modify and state the critical success factors (CSF), this helps them identify the level at which transformation is possible.

Richard Schechner and Victor Turner developed the theory of performance after analyzing various fields IN 1985 and 1988. The two authors argued that organizational performance can be measured using various factors such as sales volume, leased assets, market share contribution, and stakeholder return. Richard and Victor continued to allude that performance is a day - to - day achievement. It depends on several factors such as technology, organizational leadership among others. The theory anchors to the dependent variable of this study, because it assists the researcher in understanding the major performance indicators which coffee commercial marketing agents need to set to improve and monitor their daily achievement progress. In this regard, coffee commercial marketing agents will be more innovative and active for better achievement in the long run.

2.1 Conceptual Framework

A study must have a conceptual framework that demonstrates the association among research variables. It is a visual diagrammatical presentation, it explains the key thing that a researcher intends to study, main factors, concepts or variables, and the assumed associations amongst them [7]. [4] Further, describe a conceptual framework as a system of interlinked concepts that when put together give a complete comprehension of phenomena. Concepts that

constitute a conceptual framework support one another and articulate their respective phenomena. Therefore, this section reviews the association between various variables of the research as conceptualized from reviews of theoretical works as is depicted in figure 1.

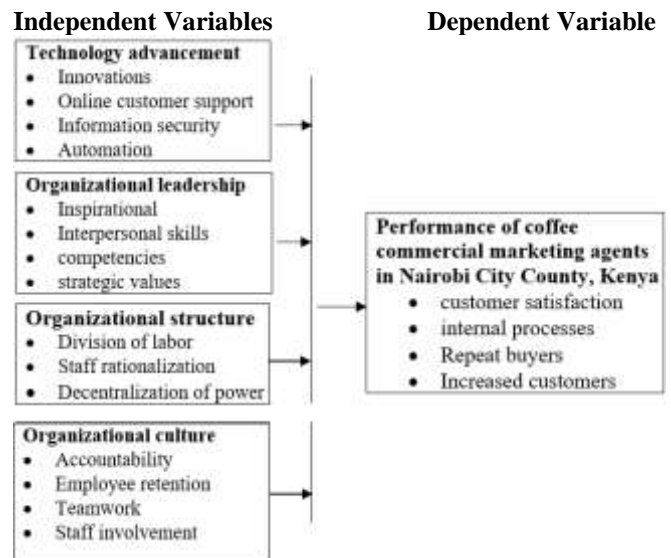


Figure 1: Conceptual Framework

Source: Researcher (2020)

3. Research Methodology

This survey used a descriptive design which generally collects information by questioning respondents belonging to the target population to examine the association between the different variables [4]. The technique will be the utmost appropriate to give a broad overview of coffee commercial marketing agents. According to [7] a descriptive survey design is considered flexible and allows considering various aspects of matters under research. The research will employ qualitative and quantitative techniques as suggested by [12]. The population in this study included 11 coffee commercial marketing agents located in the County of Nairobi. The respondents of the research will be 33 (sales, marketing, and service managers). Whereas there are many departments in the various organization, this study has focused on the above 3 because they are the ones concerned with formulating and implementing the strategies of their organizations. The study will consider a census the reason behind this is due to the existence of a small number of people in top - level management.

3.1. Data Collection Instrument

The researcher collected data through the use of semi - structured questionnaires. A questionnaire is a tool that helps collect information from a large sample. Its key aim is to convert the chosen objectives into questions to elicit the answers for each of the research questions as per [12]. The semi - structured questionnaire will be separated into six - part. The general part (section A) in the questionnaire in the research study aimed at gathering the general respondents' information. The second section (B) will have information on technology advancement, organizational leadership, organizational structure, organizational culture, and section

(C) on organizational performance. Several sections will employ the five (5) point Likert scale helped to analyze different aspects of organizational change in the coffee commercial marketing agents. The responses were outlined on the Likert scale that will range from 1 - 5 (strongly disagree to strongly agree). The researcher tested the accuracy of the instrument by doing content validity. Further, reliability was determined using the SPSS version 21 tool for the windows reliability program. reliability coefficient results of Cronbach's alpha vary between 0 and 1. When the reliability coefficient is 0, this suggests there is no internal reliability while 1 indicates faultless internal reliability.

3.2. Data Analysis

First, the data collected was edited, analyzed using SPSS software then presented in tables' graphs and pie charts. SPSS was the preferred software for data analysis as it had the potential of bringing out detailed facts about organizational change and organizational performance. Both inferential and descriptive statistics were conducted to analyze the association between variables and the extent of agreement. Descriptive statistics such as mean, frequency, and standard deviation will help determine the degree of agreement among study variables. On the other hand, inferential statistics such as multi - regression, correlation, and ANOVA were used to test the degree of relationship and influence between independent and dependent variables. Additionally, diagnostic tests: normality test and multi - collinearity were conducted. The variable relationship was tested using the multi - regression model as shown;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \mu$$

Where,

Y = Organizational Performance

β_0 = Constant of Coefficient

X_1 = Technology advancement

X_2 = Organizational leadership

X_3 = Organizational structure

X_4 = Organizational culture

$\beta_1... \beta_4$ = Coefficients of independent variables $X_1...X_4$.

μ = error term

Content analysis was used to analyze qualitative data, after which the analysis results were presented using graphs, frequency distribution tables, and pie charts.

3.3 Ethical Consideration

Before participating in the research, the scholar informed target respondents on the details of the research and what their participation entailed in the study. Participants ensured that they have understood by signing an introductory letter. Participants were also informed of their right to withdraw their participation as per their wish at any point. To ensure confidentiality, respondents were discouraged to reveal details like names or any other personal information. The researcher treated all data collected as confidential and access were restricted to the researcher, research assistants, and the university supervisor.

4. Research Findings

4.1. Response Rate

The analysis revealed that 28 out of the 33 questionnaires distributed were correctly filled and returned for purposes of analysis. This indicates an 85% response rate, which is strong enough to allow researchers to proceed with the analysis. As per [7], in the field of social science, when conducting research, a response rate of 70% and above is good enough to proceed with analysis as it gives good results.

4.2 Reliability of the Research Instrument

Table 1: Reliability analysis

Variable	Number of Items	Cronbach's Alpha
Technology advancement	6	0.938
Organizational leadership	5	0.869
Organizational structure	5	0.801
Organizational culture	5	0.786
Organizational performance	4	0.733

Source: Research survey (2020)

Table 1 displays the Cronbach alpha of all the variables: technological advancement, organizational leadership, organizational structure, organizational culture, and organizational performance, which were both above the required 0.7 coefficients. [7], report that for a researcher to use an instrument, it has to have a Chronbach Alpha of 0.7 and above.

4.3 Technology Advancement

Technology is an important part of the world we are living in today. Technology has been revolutionized over the years to help make work easier. Everyday technology as we know it keeps growing and as more keeps being done to already existing technology while new ones are innovated. At the workplace, technology helps increase the quantity and quality of output produced. Technology influences the performance of organizations a great deal as those that invest in modern technology seem to have a competitive advantage over the organizations that lag in technology. Respondents were asked to mark their responses on a Likert scale Table 2 below gives the response of the participants regarding technology advancement at their workplace.

Table 2: Technology Advancement

	N	Min	Max	Mean	Std. Deviation
Technology advancement was as a result of information security of the agent's data	28	1	5	3.96	1.036
Adoption of new technology helped to improve interagency corporation	28	2	5	3.79	.917
Technology helped coffee commercial marketing agents in providing the e - dairy report	28	1	5	3.71	1.049
Technology expansion influenced a firm's performance positively	28	2	5	3.75	.752

The organization recognized new technology in place to improve performance	28	2	5	4.07	.900
Technology advancement helped to improve productivity	28	2	5	3.79	.738
Valid N (listwise)	28				
Mean				3.85	0.899

Source: Survey Data (2020)

From table 2, the majority of the respondents neither agreed nor disagreed with the statement that technology advancement was a result of information security of the agents' data. This is evidenced as the statement had a M=3.96; SD=1.036. A mean of less than 4.00 indicates that the respondents neither agree nor disagree. The majority of the respondents also neither agree nor disagree with the statement that adoption of new technology helped in improving inter - agency cooperation as the statement had a M=3.79; SD=0.917. Additionally, a big percentage of respondents held neutral opinions on the statement that technology helped coffee marketing agents in providing the e - dairy report.

More so, respondents neither agree nor disagree (M=3.71; SD=1.049) with the statement that technology helped coffee commercial marketing agents in providing the e - dairy report. Additionally, a mean M=3.75; SD=0.752 revealed that the respondents neither agree nor disagree with the statement that technology expansion influenced the performance of their firms positively. Respondents neither agree nor disagree M=3.79; SD=0.738 with the statement that technology advancement helped to improve productivity. However, the respondents agreed with the statement that their organizations recognized new technology in place to improve performance as the statement had a M=4.07; SD=0.900. In general, the results show that majority of the respondents neither agreed nor disagreed with several technology advancement items as the aggregate mean and standard deviation stands at M=3.85; SD= 0.899. This illustrates that the coffee marketing agents in Nairobi City County don't fully encourage technological advancement.

4.3 Organizational Leadership

Leadership plays a crucial role in how an organization runs and operates. Different leadership styles can work differently in different organizations. Organizations adapt to different leadership styles for the overall operations and also each department leader adopts a leadership style that works best for their staff. Circumstances also call for those in authority to adopt a certain leadership technique. The kind of leadership that an organization adopts can influence organizational performance positively or negatively. Employees react differently to different leaders and their leadership styles. The respondents filed their responses by ticking on the appropriate scale on the Likert scale. Table 3 below show the responses of the participants on statements regarding the leadership condition in their organizations.

Table 3: Organizational Leadership

	N	Min	Max	Mean	Std. Deviation
Managers possess good competencies leading to good performance	28	2	5	3.89	.737
Organizational leadership has improved speedy decision making in my organization	28	2	5	3.79	.686
The growth of coffee commercial marketing agents is a result of good leadership	28	1	5	3.86	.803
The organization experienced servant leadership	28	2	5	3.50	.694
Employees have been trained to be efficient leaders to improve the performance of the organization	28	2	5	3.82	.819
Valid N (listwise)	28				
Mean				3.77	0.745

Source: Survey Data (2020)

As portrayed above, respondents neither agree nor disagree (M=3.89; SD=0.737) with the statement that the managers possessed good competencies that led to good performance. The respondents also neither agreed nor disagreed (M=3.79; SD=0.686) that organizational leadership helped improve speedy decision - making in their organization. More so, the study respondents neither agree nor disagree (M=3.86; SD=0.803) with the statement that the growth of coffee commercial marketing agents is a result of good leadership.

However, dictatorship leadership lowers decision - making. The majority of the respondents neither agree nor disagree (M=3.50; SD=0.694) with the statement that their organization experienced servant leadership. Additionally, from the analysis results M=3.82; SD=0.819, indicates that respondents neither agree nor disagree that they received training enabling them to be efficient leaders to improve the performance of the organization. In general, the results show that majority of the respondents neither agreed nor disagreed with several organizational leadership items as the aggregate mean and standard deviation stands at M=3.77; SD= 0.748.

4.4 Organizational Structure

Organizational structure refers to the way the organization is set up in terms of the leadership, chain of command, division of labor into departments. Having clear set structures ensure that there is minimal confusion at the workplace. Organizations with clear structures are in a better position to perform well than those that lack or have disorganized structures. Table 4.5 below gives the findings of the analysis as per the responses of the participants of the survey regarding the structure of their organizations.

Table 4: Organizational Structure

	N	Min	Max	Mean	Std. Deviation
The structure of the organization allowed creativity and innovation	28	1	5	4.21	.669
The company's organizational structure has provided a clear reporting relationship	28	2	5	3.71	.854

Organizational structure has assisted ineffective management of the departments thus improving on entire firm performance	28	2	5	3.89	.737
Your organizational structure helped in understanding labor human resource role	28	2	5	3.79	.833
Organization structure adopted has helped communication among employees and management	28	2	5	3.75	.752
Valid N (listwise)	28				
Mean				3.87	0.769

Source: Survey Data (2020)

The results demonstrate that respondents agreed (M=4.21; SD= 0.669) with the statement that the structure of the organization allows for creativity and innovation. However, respondents neither agree nor disagree with the statements that the organization's structure provided a clear reporting relationship (M=3.71; SD= 0.854) and organizational structure had assisted ineffective management of the departments ultimately improving the performance of the organization (M=3.89; SD= 0.737).

Furthermore, respondents neither agree nor disagree (M=3.79; SD= 0.833) with the statement that the organization structure helped in understanding the labor and human resource role. The M=3.75; SD= 0.752 indicates neutral response on the structure being adopted in their organization helped ease communication between the employees and management. In conclusion, the aggregate mean and standard deviation stands at M=3.87; SD= 0.769 which reveals that coffee marketing agents in Nairobi City County moderately review organization structure.

4.5 Organizational Culture

The organizational culture is the way the organization has decided to carry out its operations. Their rules and values, their expectations, beliefs, and norms. Organizational culture is personal to each organization as it is a product cultivated over a long time by both the employees and management. Good organizational culture provides a conducive environment for the employees to work under and can result in better performance compared to organizations with retrogressive cultures. Respondents were asked to respond by clicking on the appropriate box on the Likert scale. Table 5 below presents the findings of the results by the study participants concerning organizational culture.

Table 5: Organizational Culture

	N	Min	Max	Mean	Std. Deviation
The introduction of multi - culture has helped to improve organizational performance	28	1	5	3.93	1.152
The streamlined working scheme has increased accountability and responsiveness with the firm	28	2	5	3.89	.875
Employee engagement has increased beyond set target achievement	28	3	5	4.43	.690

Assigned line manager to each staff has increased teamwork morale	28	2	5	3.86	.848
Daily catch up meetings have improved teamwork spirit	28	2	5	3.75	.844
Valid N (listwise)	28				
Mean				3.97	0.882

Source: Survey Data (2020)

The above results indicate respondents had a neutral opinion (M=3.93; SD= 1.152) with the statement that introducing multi - culture in their organization had helped in improving the performance of the organization. With a M=3.89; SD= 0.875, a larger portion of the respondents neither agree nor disagree with the statement that a streamlined working scheme helped increasing accountability and responsiveness with the organization. Nonetheless, the respondents agreed (M=4.43; SD= 0.690) on the statement that having employee engagement helped in ensuring the achievements passed the set targets. The statement that assigning line managers to each staff helped in improving and increasing teamwork morale had a M=3.86; SD=0.848, showing that most of the participants neither agree nor disagree with the statement.

Additionally, the statement that having daily catchup meetings helped in improving teamwork spirit was neither agreed nor disagreed (M=3.75; SD= 0.844) upon by the majority of the respondents. From the results analysis aggregate M=3.97; SD= 0.882, it can be agreed that even though organizational culture is an important factor in organizational performance, the majority of coffee marketing agents in Nairobi City County moderately practice it.

4.6 Organizational Performance

The researcher set out to assess the performance of coffee marketing agents in Nairobi City County. Results are as shown below.

Table 6: Organizational performance

	N	Min	Max	Mean	Std. Deviation
Your organization has experienced increased revenue than the previous year	28	2	5	3.86	.756
Market share has increased more than last year in your organization	28	3	5	4.14	.756
The organization has seen growth in customers since the previous year	28	2	5	4.50	.745
Your organization has experienced increased shareholder return	28	1	5	4.00	1.089
Valid N (listwise)	28				
Mean				4.13	0.837

Source: Survey Data (2020)

As per the results presented in table 6, the majority of the respondents neither agree nor disagree (M=3.86; SD= 0.756) with the statement that the organization had experienced increased revenue in that year compared to the previous year. The participants however seemed to agree (M=4.14; SD= 0.756) with the statement that the market share for their

organizations had increased more than the previous years. A M=4.50; SD= 0.745 revealed that the majority of the participants agreed with the statement that the organization had seen a growth in their customer base from the previous years. Lastly, the respondents agree (M=4.00; SD= 1.089) with the statement that the organization had experienced an increase in their shareholders' return.

4.7 Correlation Analysis

Pearson correlation analysis was run to determine the correlation of the association amongst the study variables. Below is an expression of the outcome of the correlation in matrix form. Table 4.8 below illustrates the results of the correlation presented in a matrix form.

Table 7: Correlation Analysis

	TA	OL	OS	OC	OP
TA	1				
OL	.484**	1			
OS	.672**	.287**	1		
OC	.610**	.339**	.838**	1	
OP	.566**	.294**	.852**	.868**	1

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

- a. **Dependent Variable:** Organizational Performance
- b. **Independent Variables:** Technology Advancement (TA), Organizational Leadership (OL), Organizational Structure (OS), and Organizational Culture (OC)

Source: Survey Data (2020)

Table 7 shows the results of correlation analysis between the independent and the dependent variables. The results demonstrate that technology advancement was positive and significantly correlated with organizational performance in the coffee marketing agents in Nairobi City County. Technology advancement as seen in the table, had $r = 0.566$, $p = 0.002$, and $\alpha = 0.01$. These results stipulate if the management of the coffee marketing agents makes improvements on their technology advancements, then the performance of the organization is likely to improve.

Organizational leadership correlation analysis results revealed that the variable was positively and significantly correlated to the organizational performance of the coffee marketing agents in Nairobi City County with $r = 0.294$, $p = 0.029$, and $\alpha = 0.01$.

Organizational structure was also significant and strongly positively correlated with the organizational performance of coffee marketing agents in Nairobi City County with $r = 0.852$, $p = 0.000$, and $\alpha = 0.01$. The positive relationship means improving organizational structure leads to an increase in organizational performance, as it touches on making adjustments on how to work in the organization are divided, and employees are assigned tasks which they are well oriented in thus they end up giving their best. It also helps improve performance as power becomes decentralized which makes it easier to perform tasks.

Organizational culture was correlated to organizational performance positively with $r = 0.868$, $p = 0.000$, and $\alpha = 0.01$. This implied that when the management of the coffee

marketing agents recognizes multi - culture to their organization, then the performance of the organizations will also increase in the same direction. Improving organizational culture is important as it creates an environment where all employees have a sense of belonging.

4.8 Multi - regression Analysis

The study's independent variables were: Technology advancement, organizational leadership, organizational structure, and organizational culture. Organizational performance made the dependent variable. Calculation of Analysis of Variances (ANOVA) and the (R^2) coefficient determination coupled with regression coefficients were included in the regression analysis.

Table 8: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	TA	.455
	OL	.745
	OS	.250
	OC	.286

- a. **Dependent Variable:** Organizational Performance
- b. **Independent Variables:** Technology Advancement (TA), Organizational Leadership (OL), Organizational Structure (OS), and Organizational Culture (OC)

Source: Survey Data (2020)

As displayed above, independent 8variable's variance inflation factors (VIF) range between 1 and 10, which is the required margin. Technology advancement has a VIF=2.196, organizational leadership VIF=1.343, organizational structure VIF=3.996, and organizational culture VIF=3.493. These results indicate that there is no multicollinearity symptom existing between the study variables, which means the independent variables had no linear relationship.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.808	.775	.30021

- a. **Predictors:** (Constant), Organizational Culture, Organizational Leadership, Technology Advancement, Organizational Structure

- b. **Dependent Variable:** Organizational performance

Source: Survey Data (2020)

R and R^2 represent the correlation coefficient and coefficient of determination between the independent and dependent variables respectively. The R was 0.899, which demonstrate an association that is positive amongst independent and dependent variable. $R^2 = 0.808$ which means 80.8% of organizational performance can be influenced by technology advancement, organizational leadership, organizational structure, and organizational culture. Hence 19.2% organizational performance variation can be catered by other factors that were not included in the model.

Table 10: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.740	4	2.185	24.243	.000 ^b
	Residual	2.073	23	.090		
	Total	10.813	27			

a. Dependent Variable: **Organizational Performance**
b. Predictors: (Constant), Organizational Culture, Organizational Leadership, Technology Advancement, Organizational Structure

Source: Survey Data (2020)

From the findings, organizational change had a significant influence on organizational performance, as evidenced with a significance of 0.000, $F=24.243$, which translates that with a p - value lower than $\alpha = 0.05$ organizational change has a significant effect on organizational performance.

Table 11: Regression Coefficients

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.311	.478	2.742	.004
	TA	.183	.123	1.495	.039
	OL	.019	.110	.176	.862
	OS	.522	.210	2.489	.020
	OC	.503	.164	3.061	.006

a. Dependent Variable: Organizational Performance

b. Independent Variables: Technology Advancement (TA), Organizational Leadership (OL), Organizational Structure (OS), Organizational Culture (OC)

Source: Survey Data (2020)

The coefficients of the independent variables (technology advancement, organizational leadership, organizational structure, and organizational culture), t , and p values are as shown above. The multi - regression model was also used to test the level of influence of the independent variables to the dependent variable as illustrated.

$$Y = 1.311 + 0.183X_1 + 0.019X_2 + 0.522X_3 + 0.503X_4$$

The researcher aimed to establish the effect of technology advancement on the organizational performance of coffee marketing agents in Nairobi City County. Regression analysis results demonstrated that organizational performance of coffee marketing agents in Nairobi City County was positively influenced by technology advancement, with a $\beta_1 = 0.183$, $t=1.495$, $p=0.039$, and $\alpha = 0.05$. This result shows that β_1 was the positive value which means that technology advancement had a direct positive effect on organizational performance. Therefore, an additional unit of technology advancement increases organizational performance by 0.183 units in the same direction.

The researcher also wanted to determine the effect that organizational leadership had on the organizational performance of coffee marketing agents in Nairobi City County. From the regression result analysis, it is seen that organizational leadership had a positive but insignificant effect on organizational performance as well with β_2 of 0.019, $t=0.176$, $p=0.862$, and $\alpha = 0.05$. This means an additional unit of organizational leadership increases

organizational performance by 0.019 units in the same direction.

More so, the researcher wanted to establish the effect of organizational structure on organizational performance in coffee marketing agents in Nairobi City County. From the regression analysis result, the findings indicated that organizational leadership impacted organizational performance both positively and significantly. $\beta_3 = 0.522$, $t=2.489$, $p=0.020$ and $\alpha = 0.05$. β_3 's positive value indicated that organizational structure's effect on organizational performance was positive. The results further revealed that when the management of the coffee marketing agents improved the organizational structure by one unit, organizational performance increases by 0.522 units in the same direction.

Finally, the researcher also wanted to determine the effect that organizational culture on the organizational performance of coffee marketing agents in Nairobi City County. From the regression analysis, it was established that organizational culture had a significant and a positive effect on the performance of the organizations with $\beta_4 = 0.503$, $t=3.061$, $p=0.006$, and $\alpha = 0.05$. Therefore, an additional unit of organizational culture increases organizational performance by 0.183 units in the same direction.

5. Recommendations

Following the fact that the findings of the analysis established that technology advancement and organizational performance were strong and positively related, then the researcher made the recommendation. The researcher recommends that management of these coffee marketing agents invest heavily on long - term technology that has the potential of serving for longer periods before becoming outdated as this will help in cushioning the organization from rapid changes that will make them incur a cost of constantly training the employees on new things.

The researcher also recommended that the coffee marketing agents should not stick to one leadership style as that is not practical, instead, they should adopt different leadership styles depending on the situation at hand. On top of that, the researcher recommended that the organizations change their leadership structure to become a bottom - up which will make the employees free to express themselves to their leaders.

Following the fact that organizational structure had a strong and statistically significant effect on performance, the researcher recommended the coffee marketing agents to clearly articulate the structure, where all the roles are clearly known by all employees and also clearly express the command chain so that everyone knows whom they are supposed to answer to, which will help in eliminating the confusion that would otherwise interfere with the performance of the organization.

The researcher also recommended that the coffee marketing agents should periodically review their organizational culture

in terms of their norms, values, and beliefs, and let go of cultures that are retrogressive as they deter from performing well. The management of these organizations should also involve the employees in coming up with the norms and values of the organization. This will make the employees be in a better place of upholding them since they will feel like the ideas came from them instead of feeling as if they are being forced down on them. Organizations should also make it part of their culture to include marginalized categories and protect them from unfair treatment.

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