

Effect of Stakeholder Participation in Planning on Performance of Kenyan Alcohol Manufacturing Firms

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ABSTRACT

Manufacturing companies have a direct impact on national governments and value addition at large. Manufacturing, like other sectors, has felt the effects of a variety of stakeholder engagement factors. Although many companies engage their stakeholders in day-to-day business activities, studies have reported a challenge for them in managing diverse operations in dispersed markets. An examination of the effect of stakeholder participation in planning on the performance of Kenyan alcohol manufacturing firms, namely East African Breweries Limited, Kenya Wine Agencies Limited, and Keroche, was undertaken. The study concentrated on the performance of these firms for five years (2017–2021). Guided by stakeholder theory, the study adopted the descriptive cross-sectional research design. The target population was 608 stakeholders (senior management, middle management, and lower management) working in various employment cadres. The stratified random sampling design was used to sample 241 respondents from various departments. Data was collected through questionnaires and analysed descriptively and inferentially. Descriptive statistics involved means, standard deviations, frequencies, and percentages, while inferential statistics involved Pearson correlation and simple regression analysis. The Shapiro-Wilk test of normality was conducted, and since the p -values were above 0.05, the data was normal. The study found that stakeholder participation had a significant effect on organizational performance in selected alcohol manufacturing entities ($t = -6.958, p < 0.05$). The study therefore rejected the null hypothesis formulated. The study recommends frequent engagement of stakeholders at work by firm management to enhance performance.

Keywords: Stakeholder Participation in Planning; Performance; Alcohol Manufacturing Firms; Kenya

I. INTRODUCTION

Manufacturing is an essential item for value addition in the global, regional, and local context. Manufacturing companies are institutions that process raw materials into final products for human consumption (Vogel & Lasch, 2016). This has called for stakeholder engagement to enable organizational performance (White & Fitzpatrick, 2018). Studies conducted in the education sector in the United States of America point to planning, monitoring, and feedback as key attributes of stakeholder engagement. A stakeholder is an individual who takes part in achieving a set goal (Conner, 2019).

It is evident from Poland that stakeholder involvement is a key ingredient for government projects. In assessing the involvement of a stakeholder in organizational stewardship in Poland, Keshkamat et al. (2016) showed that stakeholder engagement influences performance. Stakeholder involvement leads to a reduction in cases of industrial unrest as individuals become contended as they feel partisans in firm activities.

A study by George et al. (2019) on the impact of strategic planning on company performance gave positive and significant results, whereby stakeholder involvement in planning led to organizational performance. This study was done in the United States of America, not Kenya. It did not assess the manufacturing sector, but companies in general. This study failed to point out all the attributes of stakeholder involvement attributes as it left out stakeholder monitoring and stakeholder feedback, which were addressed by the current study. The current study further examined alcohol manufacturing entities in Kenya.

In the United States, a study by Sandada et al. (2019) reviewed the influence of organizational planning on the efficiency of small and medium enterprises (SMEs). The study was examined using Pearson correlation analysis and simple linear regression analysis. The study used primary data, employing a questionnaire as a tool for data collection. The study found a positive and significant influence of stakeholder planning on the performance of SMEs. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to

highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

The key elements of mission, vision, and organizational goals had a significant positive effect on performance, according to a study by French et al. (2004) on the impact of strategic planning on the organizational performance of small, professional service firms in Australia. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

Organizational performance is the target for any firm, and therefore investment in personnel is a score. This begins with the firm offering participation to its staff. Apart from employees, customers feel satisfied and at ease as they easily get the required services from engaged employees (Nederhand & Klijn, 2019). Planning among stakeholders becomes the primary strategy for all engagement activities. A well-planned firm yields good results and makes the going concern a reality. Managers are encouraged to engage workers at the planning stage since they are key ingredients in an organization. Planning also happens to be a management function that gains weight in any organizational strategy and, therefore, if well managed, leads to direct achievements and hence organizational performance (Falato & Liang, 2016).

According to Sam et al. (2017), stakeholder engagement has contributed to the feedback mechanism in Nigeria. The communication must be responded to for purposes of ensuring all goes well. This leads to all avenues being pointed in the right direction. Categorically, feedback shows valuing those who made an inquiry on the area of concern. It is therefore attributed to a well-organized communication structure. Feedback shows stakeholder involvement practices influence firm performance.

In Yemen, Al-Haddad and Al-Abed (2021) state that the engagement of a stakeholder in planning, involvement, and feedback is important. According to Lloyd and Aho (2020), the functions of management form the bedrock of organizational performance. A proper feedback mechanism leads to a score. A plan shows an energized firm on growth avenues as monitoring concentrates on error minimization. The firm also shows that a committed stakeholder leads to goal attainment (Park & Lee, 2015).

Organizational performance is considered a customer satisfaction-related component (Kotler & Keller, 2016). Similarly, Saeidi et al. (2015) point out that customer satisfaction aligns an organization's growth with its performance. The efficiency of a firm based on using minimal resources to yield the highest output is realized. Furthermore, effectiveness is geared toward the highest or best output, as satisfaction with a customer is based on a stakeholder approach.

Kenyoru (2015), in a study of the effects of stakeholder engagement on firm performance in Kenya, reported that stakeholder monitoring is of great importance and has a significant positive effect. Nthuli (2020), in a study on "factors influencing strategy implementation success at East African Breweries Limited in Kenya," found that stakeholders were important to the performance of a firm. East African Breweries Limited (EABL), one of the Multi-National Companies (MNCs) operating in Kenya, is a company registered in Kenya that specializes in the manufacturing of branded beer, spirits, and non-alcoholic beverages. The entity has branches in Uganda, Tanzania, Kenya, and South Sudan, as well as distributors in Burundi, the Democratic Republic of the Congo, and Rwanda (Kanyugi & Gudda, 2019). This paper sets out to examine the effect of stakeholder participation in planning on performance of Kenyan alcohol manufacturing firms.

1.1 Statement of the Problem

Manufacturing companies contribute to the national economy. Like many sectors, the manufacturing sector has been affected by several factors, including the COVID-19 pandemic as well as stakeholder involvement in firm performance. They negatively affected manufacturing companies such as KWAL, EABL, and Keroche Breweries. There are several strands of research on the disruption of business in the manufacturing sector (Sharma & Singhal, 2018). According to the Kenya Association of Manufacturers (KAM, 2018), manufacturing firms have become a plus for economic growth. However, they face some drawbacks associated with stakeholders and their involvement in performance. Although many companies engage their stakeholders in day-to-day business activities, studies have reported a challenge for them in managing diverse operations in dispersed markets. As such, these companies have encountered the challenge of integrating dispersed units without shifting local subsidiaries while fascinating cross-border resource and information transfers. Attention has been given to non-manufacturing firms (Freudenreich et al., 2020; Ramus & Vaccaro, 2017; Alvarez & Sachs, 2021; Desai, 2018) with regard to stakeholder participation in organizational performance, prompting attention to the manufacturing sector.

A study by Suddaby (2019) showed that stakeholder planning and motivation had a positive influence on the performance of the retail sector, while Kujala and Sachs (2019) noted that they negatively affected performance.

Based on these contradicting results and the recommendation by Desai (2018) to investigate stakeholder participation in the manufacturing sector, this study examined the effect of stakeholder participation on the performance of alcohol manufacturing firms in Kenya.

1.2 Objectives of the Study

To examine the effect of stakeholder participation in planning on performance of Alcohol Manufacturing firms in Kenya.

1.3 Research Hypothesis

H₀₁: Stakeholder participation in planning has no significant effect on performance of Alcohol Manufacturing firms in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

This paper is anchored in stakeholder theory. Stakeholder theory, which Freeman founded in 1984, focuses on morality and important principles used to govern an institution. It talks of people who are closely linked to an institution and what ought to be put into practice to handle the situation, provided that stakeholders are individuals who take part in achieving a set goal. The focus is on service delivery as well as institutional performance. (Sturdivant, 1979) acknowledges stakeholders on the basis of firm owners, existing employees, organizational clients, those who supply goods and services, and the society surrounding the organization. Those within the organization, or stakeholders, are more vital than non-stakeholders, which leads to organizational growth (Petrenko et al., 2016). This theory extends a hand to the noble role of a firm in corporate social responsibility initiatives to benefit society as a stakeholder, though at a lesser level. This builds the firm's image, making it more attractive to investors and customers.

Stakeholder theory has been selected for this study because it brings together stakeholders within an organization, including employees, customers, suppliers, investors, and communities. The theory also aids in understanding other actors in society who produce new goods, services, and jobs that various stakeholders require and want. According to this theory, leadership has a role in stakeholder engagement. It is also argued that stakeholder engagement works in a dynamic way, and a certain stakeholder can affect the efforts of another depending on the existing relationship (Donaldson & Preston, 2019). It is the stakeholders who initiate participation in planning. This, therefore, makes stakeholder theory emerge as the mother theory for this study.

2.2 Conceptual Review



Figure 1
Conceptual Framework

Source: Self Conceptualization (2022)

2.2.1 Stakeholder Participation in Planning

Planning refers to firm members initiatives to ensure there is an organized operation that later depends on stakeholder information sharing, approval procedures, and the review of performance standards. It is a function of management (Andriof & Waddock, 2017). Planning sets structures that lead to organizational performance; it acts as a road map to see if things are attainable. There are long-term and short-term plans, which are set depending on necessity and urgency.

Planning makes tasks achievable and makes work easier (Schildt, Keil, & Maula, 2017). Planning bases the goal-setting approach on the attributes of a stakeholder; for instance, specific goals align with the specificity of

stakeholder planning, stakeholder monitoring, and stakeholder feedback. On attributes measurable, the study cross-examined the specific attributes to see their realistic approaches. The attainment of a goal depends on how realistic it is, and lastly, the time factor is important as we do generate long-term and short-term plans. Therefore, stakeholders have the noble role of ensuring they attain the goals (Locke & Latham, 2016).

2.2.2 Organizational Performance

Organizational performance refers to the results of efforts made to improve the status quo of an institution. This is basically achieved through customer satisfaction, quality of service, and efficiency. It answers organizational objectivity attainment (Singh et al., 2016).

The factor of stakeholders' engagement could have an impact on performance efficiency, which has three dimensions: cost, quality, and time. Bulgacov, Ometto, and May (2015) state that stakeholders' engagement is implemented to engage stakeholders in a significant manner during organizational assignments. He highlights stakeholders' engagement theories that could be gained from different literature on the ethics of business, social accounting, and human resources management. Related to responsibility treatment, the stakeholders' responsibility treatment is performing the interests of legitimate stakeholders (Bulgacov et al., 2015).

By conducting a brief historical review of the previous decades, Morteza and Kamyar (2019) found that enterprise success is defined by performance efficiency through meeting the variables of time, cost, and quality integrated with resources. Company performance efficiency is the ability of a company to achieve independent goals efficiently (Khalid et al., 2015).

2.3 Empirical Review

A study by George et al. (2019) on the impact of strategic planning on company performance gave positive and significant results, whereby stakeholder involvement in planning led to organizational performance. This study was done in the United States of America, not Kenya. It did not assess the manufacturing sector, but companies in general. This study failed to point out all the attributes of stakeholder involvement as it left out stakeholder monitoring and stakeholder feedback, which were addressed by the current study. The current study further examined alcohol manufacturing entities in Kenya.

Sandada et al. (2019) reviewed the influence of organizational planning on the efficiency of small and medium enterprises in the United States. The study was examined using Pearson correlation analysis and simple linear regression analysis. The study used primary data, employing a questionnaire as a tool for data collection. The study found a positive and significant influence of stakeholder planning on the performance of small and medium enterprises. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

The key components of mission, vision, and organizational goals had a significant positive impact on performance, according to a study by French et al. (2004) on the impact of strategic planning on the organizational performance of small professional service firms in Australia. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

A study by Heravi et al. (2015) on the influence of project planning on service delivery among 200 companies found planning to have a significant positive effect on the performance of an entity. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

Stakeholder planning had a significant positive impact on performance, according to a study by Skokan et al. (2013) on strategic planning and business performance of small and medium enterprises (SMEs) in the Slovak Republic. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.

A study in Jordan by Aldehayyat and Twaissi (2021) on the influence of stakeholder impact on corporate governance found a strong positive and significant influence of strategic planning on corporate performance. Because it omitted stakeholder monitoring and stakeholder feedback, which the current study addressed, this study was unable to highlight all the characteristics of stakeholder involvement. The current study further examined alcohol manufacturing entities in Kenya.



III. METHODOLOGY

Conducted at East Africa Breweries Limited (EABL) head office along Thika Road, Kenya Wine Agency Limited (KWAL) head office in Industrial area Nairobi County and Keroche Breweries head office in Naivasha, Nakuru County. The three manufactures firms deal with branded beer, spirits, and non-alcoholic beverages distributed across the country. The study area is accessible to the researcher, and this facilitates easy research process mainly data collection.

A descriptive cross sectional research design was used. Orodho (2003) asserts that descriptive cross sectional research design gives a broader picture of subjects under investigation. It suited the study on basis of cross examination of study variables under descriptive approach.

Basing on population size the $n = N/1+N(e)^2$ formulae was suitable (Yamane, 1967). This yielded a sample of 241 from 608 targeted employees in departments, sections across three selected manufacturing firms.

Where:

n= sample units

N= Target units

e= Level of precision

$n = N/1+N(e)^2$

$n=280 / 1+608(0.05)^2$

$n=280 / 1+608(0.0025)$

$n=241.26$ (n=241)

Econometric equation;

Model 1..... $Y = \beta_0 + \beta_1 X_1 + \epsilon$

Where:

Y = Performance of Alcohol manufacturing companies

$\beta_0 = b_3$ coefficients estimates

X1 = Stakeholder participation Planning

IV. RESULTS & DISCUSSIONS

4.1 Descriptive Statistics

Stakeholder Participation on planning and Organization Performance of Alcohol Manufacturing firms were ascertained. On regard to this those who Strongly Disagree gave numerical value of 1, disagree by 2, uncertain by 3, agree by 4 and strongly agree by 5.

Table 1

Stakeholder Participation in Planning and Performance of Alcohol manufacturing firms

Response	5	4	3	2	1	Mean value	Std. Dev
(i) Our firm values knowledge sharing which has enabled us develops skills and increase value and sustain our competitive advantage credit recovery.	32 (16.0)	100 (50)	62 (31.0)	4 (2.0)	2 (1.0)	3.41	0.89
(ii) Our stakeholders often participate at the approvals stages of business leading to customer satisfaction	24 (12)	104 (52)	64 (32)	4 (2)	4 (2)	3.68	0.80
(iii) Our two-way communication system has enhanced stakeholder's participation in planning leading to increase in quality of service	36 (18)	118 (59)	32 (16)	10 (5)	4 (2)	3.85	0.83
N=200							

Results show that 50% of stakeholders agreed that alcohol firms valued knowledge sharing, which has enabled them to develop skills, increase value, and sustain their competitive advantage, while 31% were uncertain. Implication: knowledge sharing has assisted effective organization performance (3.41 as a mean value). A total of (52% agree) and (12%) strongly agree that stakeholders often participate at the approval stages of business, leading to

customer satisfaction. A total of 32% of stakeholders were undecided on stakeholder participation. When asked whether a two-way communication system had enhanced stakeholder participation in planning, leading to an increase in quality of service, 59% agreed, 18% were uncertain, 5% disagreed, and 16% strongly agreed. The average mean for stakeholder participation was 3.68. The findings agree with George et al. (2019), who gave positive and significant results whereby stakeholder involvement in planning led to organizational performance. It further agrees with Sandada et al. (2019), who found a positive and significant influence of stakeholder planning on the performance of small and medium enterprises. Kelly and Harrison (2018), who found that mission, vision, and organizational goals had a significant positive effect on performance. This study's agreement was attributed to the use of similar variables and respondents. The study aligns with stakeholder theory, which shows that within an organization, stakeholders contribute to organizational growth (Petrenko et al., 2016).

Furthermore, responses on organization Performance of alcohol manufacturing firms were ascertained. On regard to this those who Strongly Disagree gave numerical value of 1, disagree by 2, uncertain by 3, agree by 4 and strongly agree by 5.

Table 2
Performance of Alcohol Manufacturing Firms

Statement	5	4	3	2	1	Mean	Std. Dev.
1 Increase in customer satisfaction was observed in our company	64 (32)	94 (47)	62 (13)	8 (4)	8 (4)	3.96	1.01
2 We have maintained quality of service	96 (48)	74 (37)	16 (8)	6 (3)	8 (4)	4.22	1.02
3 Our company has been able to increase efficiency	40 (20)	74 (37)	40 (20)	14 (12)	22 (11)	3.40	1.26
Average Mean	200					3.86	

N=200

As shown in Table 2, 47% of stakeholders agreed and 32% strongly agreed that there is an increase in customer satisfaction in their companies, while 37% agreed and 48% strongly agreed that they have maintained quality of service. A mean of 4.22 indicated that they had maintained quality service. These findings agree with a study by Kotler and Keller (2016), who point out that customer satisfaction is an indicator of organizational performance.

Further, 37% of stakeholders were in agreement, and 20% gave strong agreement that the company had been able to increase efficiency. Furthermore, 20% were uncertain whether companies had increased efficiency. The average mean for organization performance was 3.86. The findings further align with the study by Saeidi et al. (2015), which points out that some of the indicators of organizational performance are efficiency and effectiveness. The findings also agree with Singh et al. (2016), who show that quality of service affects organizational performance. These findings show that there was a high level of performance among alcohol manufacturing firms.

4.2 Inferential Statistics

4.2.1 Correlation Matrix

The results in Table 3 below showed non multicollinearity capital adequacy requirement as value were less than 0.9 thus 0.651. It implies that there was no multi-collinearity among independent variables. The significance level for stakeholder participation in planning and Organization Performance was (0.000).

Table 3
Correlation Matrix

		SPP	OP
SPP: Stakeholder participation in planning	Corr Pearson	1	0.651**
	Significance. (2-t)		.000
	N value	200	200
OP: Organization Performance	Corr Pearson	0.651**	1
	Significance. (2-t)	.000	
	N value	200	200



4.2.2 Regression Analysis

Linear regression results in Table 4 show that stakeholder participation significantly influences organizational performance in alcohol manufacturing companies; $R^2 = 0.423$, $F = 42.3$, $p < 0.05$ significant level. This implies that stakeholder participation accounts for 42.3% of the change in organizational performance. The unstandardized coefficient for stakeholder participation was $\beta = -0.766$. This indicates a unit increase in stakeholder participation led to a 0.766 unit decrease in organization performance in alcohol manufacturing companies. The fitted regression model was:

$$Y = 0.852 - 0.766 X_1,$$

Where: Y = Performance of Alcohol manufacturing companies

X_1 = Stakeholder Participation

Table 4

Linear Regression Results; Stakeholder Participation and Performance of Alcohol manufacturing firms

Summary Model						
Model	R value	R Sq value	AdjR Sq	Std. Err		
1	.651 ^a	.423	.414	.4811609		
a. Independent variable: (Cons), Stakeholder Participation						
Analysis of Variance ^a						
Model		Sum Squares	Dif	Sq Mean	F value	Signif
1	Value for Regression	11.209	1	11.209	48.415	.000 ^b
	Value for Residual	15.280	298	.232		
	Total	26.489	299			
a. Dependent Variable: Organization Performance						
b. Independent variable: (Const), Stakeholder Participation						
Coeff ^a						
Model		Coeff Unstandardized		Coeff Standardized	T value	Signif.
		B	Std. Error	Beta		
1	(Const)	.852	.368		2.317	.024
	Stakeholder Participation	-.766	.110	-.651	-6.958	.000
a. Dependent Variable: Organization Performance						

Based on the findings as presented in Table 4, hypothesis one (H01) stated that stakeholder participation in planning had no significant effect on organizational performance in Kenya. It was rejected because the results show stakeholder participation is significantly related to the performance of Kenyan alcohol manufacturing entities ($t = -6.958$, $p < 0.005$). The findings agree with George, Walker, and Monster (2019), who show that stakeholder involvement in planning has significant effects on organizational performance. It further agrees with Sandada et al. (2019), who found a significant influence of stakeholder planning on the performance of SMEs. This study is in line with Kelly and Harrison (2018) who found that mission, vision, and organizational goals had a significant positive effect on performance.

CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The findings show that stakeholder participation had a statistically significant effect on organizational performance in selected alcohol manufacturing companies ($t = -6.958$, $p < 0.005$). Frequent engagement in the work activities of selected alcohol manufacturing companies has improved performance. Based on these findings, the study concludes that stakeholder participation in company affairs leads to improved performance in an entity.

5.2 Recommendations

The study findings have shown that stakeholder participation enhances the performance of manufacturing firms, and hence there is a need for frequent engagement at work by the firm management to enhance performance. The study

findings highlight the importance of stakeholder feedback, and hence it is important for firms to communicate back their issues for easier problem solving.

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