

INFLUENCE OF MANAGEMENT STYLE ON ORGANIZATIONAL RESPONSE TO DYNAMIC ENVIRONMENT IN WHOLESALE AND RETAIL SUPERMARKET OUTLETS IN NAKURU, KENYA

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Abstract: Strategic responses enable the organization to survive in turbulent environment with certainty. This study sought to examine the influence of management style on organizational response to dynamic environment in supermarkets in Nakuru, Kenya. The study was based on Dynamic Capability Theory. The study employed descriptive research design with a target population of 182 management employees in 14 supermarkets in Nakuru. Simple random sampling was used where 80 management employees were selected as the respondents of the study. The study used 5-point Likert scale structured questionnaire to collect data. Questionnaires were tested for validity and reliability. Data was analyzed using descriptive statistics and inferential statistics. The analyzed data was presented in tables followed by discussions. The study established that management style had a positive significant relationship with organization response to dynamic business environment. Further, management style had a significant influence on organizational response to dynamic business environment. The study concluded that in order to enhance organizational response of the supermarkets to dynamic environment, right management style must be adopted. It was recommended that supermarkets should embrace management styles that would help them manage changing business environment in a way that assures their survival. Findings established that management styles significantly influence the organizational response to dynamic business environment. Hence supermarkets need to enhance their management style to enhance their chances of survival in a changing business environment.

Keyword: Competitiveness, Dynamic Environment, Management Style, Organizational Response, Supermarket, Wholesale and Retail Supermarkets.

I. INTRODUCTION

Organizations operate in an open system where they depend on environment for inputs and also provide outputs for consumption by the environment. It is worth noting that the environment is complex and unpredictable. Organizations therefore must always monitor the environment in order to align activities to the environment to gain competitive advantage and outperform rivals operating in the same industry. Business environment influences strategies that an organization crafts in response to the dynamic environment. Strategy is the company's game plan which results in future orientation plans interacting with the competitive environment to achieve the company's objectives (Pearce and Robinson, 2009).

Strategy links the organization to the environment. According to Pearce and Robinson (2011), the modern executive must respond to the challenges posed by the firm's immediate and remote external environments. This remote external environment comprises factors that originate beyond any single firm's operating environment and comprise economic and social conditions. Strategic response encompasses a set of decisions and actions that result in the formalization and implementation of plans that are designed to achieve a firm's objectives. A response strategy is a manager's intended reaction to relationship dissatisfaction (Tjemkes & Furrer, 2010). Strategic responses ensure the survival of the organizations at large and at the same time enhance relevance in the environment in which they serve (Evusah, 2013). Response strategies are both operational and strategic.

According to Mwaura (2013), organizations need to scan the environment to spot new industry trends and conditions which may affect the industry and adapt to them as its survival is depended on the environment. According to Mutuku (2014), Strategic responses enable the organization to survive in a turbulent environment with certainty and effective strategy may enable a business to influence the environment in its favour and even defend itself against competition.

1.1 Global Perspective

There is continued concern about the complexity of the environment and how organizations need to respond to it, hence advocacy for the development of strategy systems. Organizations have no option but to create an interface between the internal and the external environment in order to succeed and survive. External environment provides input for the organization which is processed through the internal activities and the output is channelled to the environment in form of goods and services to satisfy specific needs. Organizations use their strength to exploit opportunities in the environment to be successful. Within organizations exist weaknesses that inhibit the full exploitation of the opportunities and similarly environment has threats that equally hinder exploitation of the opportunities (Njoroge, 2015).

Three NGO's in Palestine explored how the environment affects and constraints the actions and characteristics of the individual organizations and how the organizations respond to external constraints. The purpose of the study was to understand NGO's as strategic organizations that enact specific behavior in response to pressures within their environment. Findings showed that organizations have at their disposal a wide range of active choice behaviors that vary from passivity to positivity, such that the organizations actually deal with the dynamic business environment differently employing different strategies to the same environment A study by (Shehada, 2010).

Further a study done on strategic responses to environmental turbulence: A study of four Brazilian exporting clusters, found out that strategic responses of the internationalized clusters studied to demand crises are different, depending on the degree of dependence on external markets and the possibility of redirecting production to the domestic market. A high degree of internationalization may make change more difficult for a firm or a cluster. Also, it seems that the longer the international success of the cluster, the greater the difficulty in finding new strategic responses. This study also found that the Brazilian manufacturing clusters that reached a high degree of success in their international insertion showed a greater propensity to path dependence (Rocha et. al., 2017).

Strategic response is the formulation and implementation of plans that are designed to achieve the objectives of a firm through a set of actions and decisions. It enables an organization to achieve its objectives amidst the competitor's existence through formulation, implementation and evaluation of cross functional decisions (Mutuku, 2014). Strategic responses require change of strategy by organizations in tandem with changes in the environment and to redesign their internal capability to match this strategy (Grant, 2011).

1.2 Regional Perspectives

Strategic responses are perceived as key drivers in dealing with environmental challenges and responding to customer needs; Mohammed (2014) explored the link between strategic responses and performance of manufacturing firms in Dar es Salaam, Tanzania. The study applied a cross-sectional research design, 96 managers were interviewed and it was found that the most popular responses strategies adopted by firms were mergers, differentiation, product innovation and strategic alliances. Adoption of these responses was found to contribute positively towards improved performance.

On the effectiveness of coping with strategies adopted by commercial banks to environmental dynamics in Senegal, the findings showed that the strategic responses utilized by banks were differentiation, mergers, strategic alliances and product innovation. Banks employed these strategies were found to be efficient in their operations and thus, they were

able to retain a large clientele (Diallo, 2012). Kasekendi (2013) found that the adoption of strategic responses allowed manufacturing firms to adapt effectively to the changing environment. This made it easier for such firms to continuously record good sales and profitability. A strong correlation was found to be present between strategic responses and performance.

An investigation on strategic responses of mobile money transfer services in Barclay banks in Kampala, Uganda. The results found that product innovation, differentiation, strategic alliances and mergers were commonly used strategies by Barclays. Implementation of these strategies enabled the bank to effectively cope with changes in the market and guarantee survival. In so doing, the bank was able to cater for the growing needs of its customers. This improved customer loyalty, growth sales and increased profitability (Imalingat, 2015).

A study was done to investigate the impact of strategic responses on firm performance of service firms in Lagos, Nigeria. The study found that strategic alliance and product innovation influenced firm performance. Product innovation adoption led to increased sales since customers got quality products which were difficult to imitate by competitors. The findings depicted that strategic alliances improve synergy between firms. It also widened the scope of services and products offerings to the customers giving many customers a chance to access products (Akinyele & Fasogbon, 2010).

1.3 Local Perspectives

Modern organizations exist in environments that are turbulent and hostile, which pose constant threats to their growth and survival. In the long term only effective organizations will survive and prosper. The attainment of a competitive position or series of competitive positions that lead to superior and sustainable performance is a manifestation of the success of any organization. Changing business environment, however, presents a challenge to the way organizations conduct business and they are forced to constantly create strategies that seek to outperform rivals. This adaptations made in response to the environment are referred to as strategic responses (Thompson, Strickland & Gamble, 2008).

A study was done to investigate the response strategies adopted by the public universities in Kenya to the ever changing environment. The aim was to find out the response strategies adopted by the public universities to the ever changing environment. The study concluded that the coping strategies adopted by public universities in Kenya in response to changes in the environment are more or less similar to those applied by corporate organizations among them, grand strategies and Porter's generic competitive strategy (Mathooko & Ogutu, 2013).

To establish the strategic responses by Kenya Television Network's broadcast programming to the changing competitive environment, Ndirangu (2012) concluded that KTN as a broadcaster has not succeeded in proactively responding to the changes in the external environment. This is evident from the advertising revenues KTN has recorded in the past two years that shows an immense decline. The study further recommended that KTN also needs to conduct a customer satisfaction survey as well a work environment audit to be able to review its strategic plan with full information. The study recommends that a formulated strategic plan should be drawn largely from the responses of the customer survey, thus making KTN a people's channel.

A study was conducted on the strategic responses by Kenya Revenue Authority to the changing environment. The study deduced that there was preparation of service charters by all departments, automation of processes, integrity awareness to stakeholders as well as the introduction of Electronic Tax Register (ETR) and introduction of integrity programs. The study recommends that although KRA has been successful in neutralizing the challenges brought about by them changes in the operating environment. It should scan the environment and come up with proactive strategies to cope with identified risks before they happen (Kittony, 2013).

Response strategies by commercial banks to economic changes in Kenya, examined the strategies used by commercial banks in Kenya to respond to changes in the economic environment. A sample of thirty five banks was used. The study established that the commercial banks have been able to respond to the changes in their environment through retrenchment strategies which involved cutting operating costs and divestment of non-core assets. Other response strategies that the study found include investment, innovation and expansion into new markets (Ndungu et al., 2014).

In strategic responses and dynamic business environment at copy cat Kenya ltd, it was establish that there were strategic responses adopted by Copy Cat Kenya Limited in response to the dynamic business environment in Kenya. The study found that copy cat limited engaged in partnerships, expanded to the region, differentiated on products and engaged in

more research in response to the dynamism in the competitive environment. The study recommended changes in hiring policies in the firm, constant review of strategy and for the company to work closely with government to influence policy at the formulation stage (Owiso, 2015).

In strategic responses to the dynamic business environment in Kenya by old mutual Kenya limited it was found out that Old Mutual Kenya adopted various strategies to respond to changes in the Kenyan business environment. The company adopted diversification, good corporate governance, products differentiation, market segmentation, acquisition, expansion, business process automation and strategic partnerships. The study recommends that the company should continuously scan the environment and speed up implementation of various strategies adopted for it to stay ahead of competition (Mutuku, 2014).

1.4 Supermarket Outlets in Kenya

A supermarket is a self-service store offering a wide variety of food and household merchandise, organized into various departments. It is larger in size and has a wider selection than a traditional grocery store, also selling items typically found in a convenience store, but is smaller and more limited in the range of merchandise than a hypermarket (Zeithaml et al, 2008). The growth of supermarkets in Kenya has been attributed to such factors as increased urbanization; a growing middle class and its changing lifestyles; and market liberalization that has led to increased competition in the sector. The supermarket is not a new concept in Kenya, having had the first store of its kind in the 1960s (Mungeria, 2014).

The Kenyan supermarket division is composed of diverse categories of local chains: Grocery, Electronics (GAIN, 2008). Presently, Kenya has more than 300 supermarkets distributed across the country (Economic Survey, 2017). Mageto (2009) maintained that the supermarkets sector composed of three tiers, first, second and third tiers. The clear market leaders Uchumi, Nakumatt and Tuskys supermarkets belong to the first tier. They have domestic-capital chains representing 65% of the supermarket sector (Neven & Reardon, 2004). The second tier, Ukwala and Naivas chains, have 28% of the huge design stores in Kenya. Supermarkets in the second tier sector have gone beyond the other supermarkets and are increasing more rapidly, growing their supremacy over time. The third tier consists of small chains of which are about 40 and autonomous (single stores) supermarkets. In this category, we find the smaller cities as well as those that have conventionally accommodated high-income set and emigrants. Supermarkets in Kenya play a very significant economic role.

The high growth of this single stop shopping has placed Kenya as a supermarket hub in comparison to the rest of Eastern Africa in supermarkets presence. Kenya has approximately 206 supermarkets beside the existing hypermarkets. Uganda has one supermarket and Tanzania has four (Ouma, Thanju & Oduk, 2013). The McKinsey Global Institute (MGI 2010) projects that the number of African households with discretionary income over \$5,000 will rise from 85 million to 128 million by 2020. The increase in income will further increase the retail branches, till rate and rise in competition.

II. STATEMENT OF THE PROBLEM

Wholesale and retail trade sector is one of the key sectors that have been singled out by vision 2030 for transformation of the Kenyan economy to a trade competitive economy through efficient outlet of goods from farms and industries in Kenya as well as imported goods. A study by the ministry of industry, trade and cooperatives (2017) indicated that the growth rate of wholesale and retail sector in Kenya had assumed a downward trend being highest in 2010 at 10.20% and lowest in 2016 at 3.8%. According to the report, the effect of this deteriorating performance was manifested in the decline in the sector's share in total GDP from a high of 11.2% in 2012 to 5.0% in 2016, a level much lower than 2007. The sustained decline in performance is a clear testament that unless appropriate steps are undertaken in this sector, companies will find themselves collapsing and not in a position to sustain themselves in the long run. In the recent years, local supermarkets have had to confront changes in the business environment with some surviving the terrain while others could not survive. Supermarkets like Uchumi and Nakumatt supermarkets which were once giant supermarkets have had to close shop. Ukwala supermarket was taken over by Choppies supermarket a brand from Botswana. While most retail outlets tend to cherish competition and encourage growth, it is surprising that two third of these firms drop out of the growth curve of the product lifecycle. The foregoing necessitates the undertaking of this study to examine the strategic responses adopted by retail chain supermarkets to manage in the dynamic business environment.

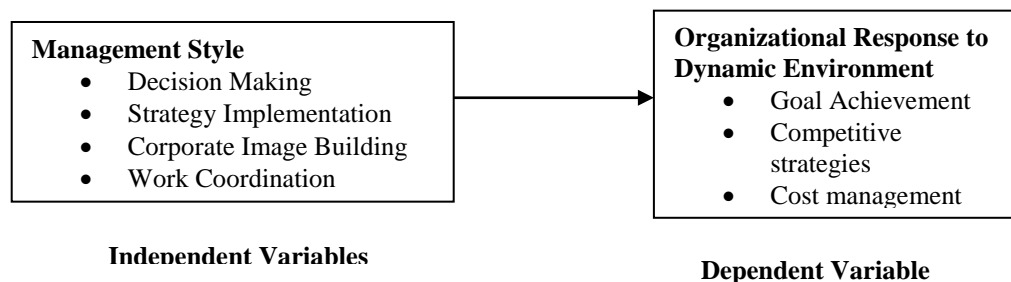
III. OBJECTIVE OF THE STUDY

The study sought to examine the influence of management Style on organizational response to dynamic environment on wholesale and retail supermarket outlets in Nakuru Kenya.

IV. HYPOTHESIS OF THE STUDY

Management Style has no statistically significant influence on organization response to dynamic environment by wholesale and retail chain supermarkets in Nakuru Kenya.

V. CONCEPTUAL FRAMEWORK



VI. THEORETICAL FRAMEWORK

Contingency Theory

Contingency theory originated in the 1960s and was reviewed by Hatch and Cunliffe in 2006. This theory had a challenge to the traditional management approach that sought the one best way to organize (Hatch & Cunliffe, 2006). Bess & Dee (2008) defined contingency theory as “a process of achieving a ‘fit’ between the conditions of the environment and the design of the organization”. Contingency theory holds that there is no “one best way” to organize, and organizations perform best when they adapt to fit their contingencies (Bess & Dee, 2008).

Furthermore, organizations adapt to the environment on two levels: first, subunits of an organization align to the specific characteristics of their environments, and second, the larger organization aligns with the overall environment in which it operates (Scott, 1992). Organizations are therefore compelled to change by changes in the environment if the organizations want to avoid loss of performance (Donaldson, 2001). Hatch & Cunliffe (2006) concluded that contingency theory’s most important contribution to modern organizational science has been to make us aware that there are many different ways to organize successfully and to begin to enumerate the possibilities and their consequences. The contingency theory is not without criticism. It is argued that the organization may attain not full fit, but quasi-fit, that is, a structure that only partially fits the contingencies (Donaldson, 2001). It is sometimes also said against contingency theory that organizational managers may not know the fit states of the theory and so cannot change their organization towards it. However, the concept of quasi-fit allows that managers only need to move towards fit for misfit to be reduced (Donaldson, 2001). The theory will be significant in this study in determining how organizations respond to dynamic business environment and sustain a competitive fit in the industry.

VII. MANAGEMENT STYLE AND ORGANIZATIONAL RESPONSE TO DYNAMIC ENVIRONMENT

Management styles can be classified according to the managers’ power, usage of such power and behaviour as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence managers have on subordinates. More specifically, power has been considered as: the potential of a process to influence people a part of the influence process at the core of leadership and the rights that allow individuals to take decisions about specific matters. Hence, leaders will be more effective when they know and understand the appropriate usage of power (Rollinson, 2005).

On his study on impact of management style on performance indicators of academic staff in Nigeria, Irtwange and Orsaah (2009), established that with good management of men and materials, performance of academic staff in the Nigerian university system will be enhanced if they are appropriately motivated and rewarded. The study recommends that proven

ability and capacity to professionally manage men, money and materials to deliver on the core mandates of the various universities in Nigeria should be the most important consideration in appointment of vice chancellors. The findings of this study imply that being a professor from the catchment area from where a university is located without management training is not enough qualifications to be appointed a vice chancellor.

On a study on management style and organizational effectiveness: An appraisal of Private Enterprises in Anambra State in Nigeria found out that different management styles were adopted in the running of private enterprises depending on the characteristics inherent in such enterprises in Anambra State. Nonetheless, participative and paternalistic management styles were the prevalent approaches and this was a reflection of traits of the people of Eastern Nigeria and close family ties among managers and employees. The study further concluded that management styles practised to a large extent are critical determinants to the level of organizational effectiveness. Based on the findings of the study, it was recommended that private enterprises should adopt management styles in tandem with the achievement of set goals, cultural values and organizational peculiarities of their firms as there is no one best management style. Private enterprises should employ management styles that are people oriented, goal-oriented and task-oriented in order to foster motivation of the workforce, esprit de corps, commitment of employees to goal attainment and increase the effectiveness of private enterprises (Uche & Ogele, 2012).

A research on the effects of leadership style on organizational performance in small and medium scale enterprises in Nigeria, the study revealed that good leadership style enhances employee morale and that there is what is known as participatory leadership style of management where both employers and employees take decisions that have positive impact on the growth of the organization and good welfare facilities for the employees. This study also established that the availability of appropriate tools of leadership management in SMES enhances employee performance (Ben-Bernard, 2013) carried out a research. Luthans (2008) in his study observed that employees perceive the behavior and actions of managers as actions of the organization itself. Employees develop positive attitude towards the organization where the actions of the managers clearly show that employees are part of the organization.

A case study on the impact of leadership style on employee performance: A case study on a private organization in Malaysia. Researchers established that organizations need to have highly capable leaders to lead their employees in daily operation and accomplish the organizational goals. Based on the findings of this research, democratic leadership style has greater impact than laissez-faire leadership and autocratic styles in terms of employee performance. In order to stay in the competitive business environment, it is recommended that the right leader with high capability be identified at all levels of the organization, especially public sectors in Malaysia. Organizations in Malaysia should make use of the recommendations to adopt democratic leadership instead of autocratic leadership style. It should be known that employees are the most important asset in the organization, and employee performance highly depends on leadership style. Organizations with good leadership capability will further improve performance. Therefore, serious attention should be given to make leadership a higher priority (Abdul, Veronica & Zubair, 2017).

VIII. ORGANIZATIONAL RESPONSES TO DYNAMIC ENVIRONMENT

Organizations are vulnerable to changes in their operating environment and this has great impacts on their operations. The firm's environment consists of the remote environment, industry environment and the operating environment (Omollo, 2011). Victoria (2010) did a research on response strategies of SMEs in Hungary to an environment changing in the early 2000s. The findings revealed that the strategies of SMEs in Hungary were not independent, but mostly adaptive, reflecting current changing global strategies and tender opportunities. Kimutai (2010), researched on strategic responses to competition by the Kenya ports Authority. Within the internal business environment the research established that Kenya Ports Authority has to take deliberate measures to offload excess workers, put in place a modern structure and change its organization culture. The authority has invested heavily in IT systems with the latest being the waterfront system to manage all operations at the water front area.

A case study on strategic responses of KCB branches Nyeri county branches on changing environment, the study found that growth of new merchandises and intensifying into innovative markets were some of the approaches the bank was using. By effecting changes in the marketing mix elements the study found out that the bank was able to react to evolving variations in the market (Njiru, 2012).

A research on strategic responses and dynamic business environment at copy cat ltd Kenya, Owiso (2015) found that expansion and strategic alliances among the dominant strategies adopted by the company in response to the changes in the environment. Abishua (2010) in strategic responses used by equity bank to compete in the Kenyan banking industry found the bank employed product diversification and expansion among other strategies in responding to the environment. Mutuku (2014) who studied the strategic responses to the dynamic business environment in Kenya by old mutual Kenya limited. The study found that in response to the environmental changes, Old Mutual responded with various strategies that included cost reduction, acquisitions, expansion and new product development. Ramona (2008) found that, for Barclays Bank of Kenya to remain competitive in the market, it adopted some strategic responses such as offering wide range of products and services, engaging highly skilled staff, automation of business processes, avoiding use of publicity, outsourcing support, advertisements and also reducing operating staff.

In his study, Nyamai (2011) established that Jubilee Insurance Ltd responded to economic environment and changes in the Insurance Industry in Kenya through strategic choices which included: new products development, entering new markets, improved customer service, employees' motivation and adoption of state of the art of information technology systems. Since the turn of the millennium, there has been a tendency in some firms to revert to a simpler strategic structure. This is being driven by information technology. It is felt that knowledge management system should be used to share information and create common goals. Strategic divisions are thought to hamper this process.

On a study done to examine the strategic responses adopted by Kenya Revenue Authority to the changing environment. The study deduced that there was preparation of service charters by all departments, automation of processes, integrity awareness to stakeholders as well as the introduction of Electronic Tax Register (ETR) and introduction of integrity programs. The study recommends that although KRA has been successful in neutralizing the challenges brought about by the changes in the operating environment. It should scan the environment and come up with proactive strategies to cope with identified risks before they happen (Kittony, 2013).

A research carried out to establish the strategic responses by Kenya Television Network's broadcast programming to the changing competitive environment. Primary data was used in the research and data was collected using an interview guide. Data was analyzed using content analysis as the study aimed to collect data that was qualitative in nature. The results concluded that KTN as a broadcaster has not succeeded in proactively responding to the changes in the external environment. This is evident from the advertising revenues KTN has recorded in the past two years that shows an immense decline (Ndirangu, 2012).

Dynamic business strategies require businesses to pay close attention to a variety of sources, both from business operations (sales data, for instance) and stakeholders (customers). Monitor your environment and put processes in place to collect, aggregate, analyze and react to information from various sources, both inside and outside your company. In selecting strategic response a firm can choose, depending on its internal capability between three generic competitive strategies namely; cost leadership, differentiation and focus. Organizations can respond using product-market scope strategies. A company may use the penetration strategy when internal factors show strength in the present product and the external factors show continuous market opportunity and management has relative low risk orientations (Jackline, 2014).

IX. RESEARCH METHODOLOGY

The study employed descriptive research design. The major purpose of descriptive research design is description of the state of affairs as it exists at present (Kothari, 2004). The choice of the research design was because of the need to describe the present situation regarding retail chain supermarkets in Kenya. The study target population included the management employees of the supermarkets in Nakuru town Kenya. Nakuru town has fourteen supermarkets with 182 management employees. Simple random sampling was applied where 80 management employees were selected as respondents of the study. The study used structured questionnaires to gather data. Questionnaires were tested for validity and reliability. The researcher captured both qualitative and quantitative data and this data was analysed using descriptive statistics and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) computer software for analysis so as to enable the researcher achieve the study objectives. The findings were presented using tables and discussions thereof.

X. FINDINGS AND ANALYSIS

80 questionnaires were distributed to the respondents. 60 questionnaires were completely filled up and returned and checked for data completeness. The 60 questionnaires were deemed appropriate for data analysis. This formed a response rate of 75% which was characterized as very good.

Management Style Descriptive Statistical Results

Regarding management style, the percentages, means and standard deviations were analysed and presented in Table 1.

Table 1: Descriptive Statistics on Management Style

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
Supermarkets have leaders who have full organizational power and authority for decision making	36.7	51.7	6.7	0	5.0	4.15	.936
Management style used in supermarkets allow work coordination among employees which improves productivity	38.3	45.0	3.3	3.3	10.0	3.98	1.214
Actions of the managers in supermarkets shows that employees are part of the organization	36.7	36.7	16.7	1.7	8.3	3.92	1.169
Management styles used by the supermarkets has enhanced strategy implementation in the organization	28.3	40.0	21.7	10.0	0	3.87	.947
Managers in the supermarkets have the capacity to deal with people at work in an effort to reach organizational goals	33.3	56.7	8.3	1.7	0	4.22	.666
Managers are committed to ensure workers cooperate with one another, management and the community	35.0	43.3	6.7	1.7	13.3	3.85	1.300
Valid N (listwise)	60						

The researcher observed that majority of the respondents agreed that supermarkets have leaders who have full organizational power and authority for decision making. 51% and 36.7% of the respondents agreed and strongly agreed respectively registering a mean of 4.15 and standard deviation of .936. Consequently, they agreed that management style used in supermarkets allow work coordination among employees which improves productivity where 45.0% of the respondents agreed while 38.3% of them strongly agreed. This assertion recorded a mean of 3.98 and a standard deviation of 1.214. However a mean of 3.92 and a standard deviation of 1.169 were registered where respondents agreed that actions of the managers in supermarkets show that employees are part of the organization. 73.4% of the respondents strongly and/or agreed with the assertion. Moreover, findings indicated that respondents were in agreement that management style used by the supermarkets has enhanced strategy implementation in the organization. 40.0% and 28.3% of the respondents agreed and strongly agreed respectively registering a mean of 3.87 and a standard deviation of .947. With a mean of 4.22 and a standard deviation of .666, 56.7% and 33.3% of the respondents agreed and strongly agreed respectively that managers in the supermarkets have the capacity to deal with people at work in an effort to reach organizational goals. Finally, the researcher observed that respondents agreed that managers are committed to ensure workers cooperate with one another, management and the community where 43.3% of the respondents agreed while 35.0% of the strongly agreed registering a mean of 3.85 and a standard deviation of 1.300. This was in agreement with other scholars like Ben-Bernard who revealed that good leadership style enhances employee morale and that there is what is known as participatory leadership style of management where both employers and employees take decisions that have

positive impact on the growth of the organization and good welfare facilities for the employees. This study also established that the availability of appropriate tools of leadership management in SMES enhances employee performance.

Organizational Response Descriptive Statistic Results

The researcher sought to examine the responses of the respondents regarding organizational response by computing the percentages, mean and standard deviation. Findings from the analysis were as shown in table 2.

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
Supermarkets are capable of responding to threats, technology changes, political changes as well as taking advantage of opportunities	40.0	36.7	15	1.7	6.7	4.02	1.112
Supermarkets have improved their products hence gaining competitive advantage	43.3	30.0	13.3	5.0	8.3	3.95	1.241
Supermarkets have introduced new products and they have enhanced technology	56.7	30.0	8.3	5.0	0	4.38	.846
Supermarkets have adopted advertisement as a way of marketing their products	45.0	35.0	5.0	15.0	0	4.10	1.053
Most of the supermarkets do adjust prices for their products to encourage more customers to buy their products	31.7	50.0	10.0	3.3	5.0	4.00	1.008
Supermarkets develop new ways of distribution channels in order to reach every customer	46.7	33.3	11.7	5.0	3.3	4.15	1.039
Supermarkets employ highly trained staffs who can work with minimum supervision	31.7	26.7	23.3	8.3	10.0	3.62	1.290
Valid N (listwise)	60						

Majority of the respondents comprising of 76.7%, strongly and/or agreed that supermarkets are capable of responding to threats, technology changes, political changes as well as taking advantage of opportunities with a mean of 4.02 and a standard deviation of 1.112. On the other hand, they agreed that supermarkets have improved their products hence gaining competitive advantage. 43.3% of the respondents strongly agreed and 30.0% of them agreed. This aspect returned a mean of 3.95 and a standard deviation of 1.241. It was also observed that a mean of 4.38 and a standard deviation of .846 were registered where respondents agreed that supermarkets have introduced new products and they have enhanced technology. 56.7% of the respondents strongly agreed while 30.0% of them agreed. 45.0% and 35.0% of the respondents strongly agreed and agreed respectively that supermarkets have adopted advertisement as a way of marketing their products recording a mean of 4.10 and a standard deviation of 1.053. Respondents agreed that most of the supermarkets do adjust prices for their products to encourage more customers to buy their products. 50.0% of the respondents agreed and 31.7% of them strongly agreed registering a mean of 4.00 and a standard deviation of 1.008. Findings also established that supermarkets develop new ways of distribution channels in order to reach every customer. 80.0% of the respondents strongly and/or agreed with the aspect recording a mean of 4.15 and a standard deviation of 1.039. Finally, the researcher observed that respondents agreed that supermarkets employ highly trained staffs who can work with minimum supervision. 37.1% and 26.7% of the respondents strongly agreed and agreed respectively. This registered a mean of 3.62

and a standard deviation of 1.290. Other researchers like Mutuku (2014) who also found out that Old Mutual Kenya Ltd in response to the environmental changes, Old Mutual responded with various strategies that included cost reduction, acquisitions, expansion and new product development.

Correlation Analysis

Relationship between Management Style and Organizational Response

The study sought to establish the relationship between management style and organizational response. The two variables were correlated and findings were presented in Table 3.

Table 3: Correlations between Management style and Organizational Response

		Organizational Response
Management Style	Pearson Correlation	.632**
	Sig. (2-tailed)	.000
	N	60

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

Analysis from the findings established an average positive significant ($r=.632$, $p=.000$) relationship between management style and organizational response. Findings indicated that management style had a crucial role in determining organizational response of the supermarkets. Therefore, in order to enhance organizational response of the supermarkets to dynamic environment, management style must also be enhanced. This was in agreement with findings of Abdul, Veronica and Zubair (2017), in their study on the impact of leadership style on employee performance: A case study on a private organization in Malaysia. They established that organizations need to have highly capable leaders to lead their employees in daily operation and accomplish the organizational goals. In order to stay in the competitive business environment, it is recommended that the right leader with high capability be identified at all levels of the organization, especially public sectors in Malaysia

XI. CONCLUSIONS AND RECOMMENDATIONS

The study observed that management style significantly influenced organizational response. Better management style allows coordination of employees in the supermarkets which improves the productivity and enhances strategy implementation in the firm. Therefore, management style has a crucial role in determining organizational response to dynamic business environment by the supermarkets. As such the researcher concluded that in order to enhance organizational response of the supermarkets to dynamic environment, right management style must be adopted. The study recommended that supermarkets should embrace management styles that would help them manage changing business environment in a way that assures their survival. Findings established that management styles significantly influence the organizational response to dynamic business environment. Hence supermarkets need to enhance their management style to enhance their chances of survival in a changing business environment.

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