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RESPONSE STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF TAITA TAVETA COUNTY, KENYA

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ABSTRACT

The general objective of the study was to examine the effect of response strategies on organizational performance of Taita Taveta county in Kenya. The specific objectives of the study were; to determine the influence of innovation strategy on organizational performance, and to establish the influence of risk management strategy on organizational performance. The theories used to guide the study were technology acceptance model, and stakeholders' theory. The study adopted a positivism research philosophy and descriptive research design. The target population was 3,200 employees of Taita Taveta county and Simple random sampling was used to select a sample size of 356 respondents. Primary data was collected using a structured self-administered questionnaire while secondary data was collected from journals, publications, annual reports, books, researches, theses, dissertations and the internet. Data collection procedure was done using the drop-and-pick method. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 28 software and descriptive and inferential analysis presented in form of tables. The study was confined to Taita Taveta county, which is in the coastal region of Kenya. The findings established that there was significant positive correlation between response strategies in general and organizational performance of Taita Taveta county in Kenya. Specifically, the findings of the study established that risk management strategy and innovation strategy had positive correlation on organizational performance. The study therefore recommends adoption of response strategies by Taita Taveta county since they were found to positively influence organizational performance. The study also recommends that leadership and management of Taita Taveta county should invest more in innovation strategy and also respond timely to the changes in their environment in order to minimize their effect or maximize on the opportunities so as to enhance their performance. The study recommends that further research to be done on other counties in other parts of Kenya and other non-profit oriented organizations in Kenya to establish the influence of response strategies on their performance.

Key Words: response strategies, organizational performance, innovation strategy, risk management

INTRODUCTION

Organizations carry out their activities in surroundings that are ever changing, influencing them to keep up with the changes. These changes are influenced by factors such as changing customer needs, technological advancements and other disruptive forces like the aftermath of the corona virus (Liem & Hien, 2020). In order for the organizations to survive in the uncertain environments, they must be in a position to counter the effect of the unexpected events by responding with a plan of action (Kabue, Oloko & Muturi, 2019). An organization is an open system that depends on the environment. The organizational environment is made up of forces from within and outside the organization that influence the decisions hence the operations (Miller & Dess, 1996).

Strategic responses include the resolutions and actions that lead to the development and execution of plans that are geared towards achievement of the set objectives (Pearce & Robinson, 2007). The core purpose of the response strategies is to be able to implement actions meant to ensure that the organization remains on course despite the changes. A response strategy is a fundamental tool for dealing with the threats and opportunities arising from the business environment. These responses are usually different based on the ability in terms of resources and the surroundings in which the organization operates in. Santham and Horton (2003) suggest that well-integrated and implemented response strategies form a powerful defense in sustaining the achievements of the organization.

The performance of the organization involves the way people order themselves systematically with the aim of performing a particular purpose. It involves every function and department of the organization in what they do in order to ensure the overall goal is achieved. According to Daft and Marcic (2013), organizational performance is the institution’s ability to realize its objectives via the strategic application of its available resources and the capability to accomplish its goals by using resources efficiently and effectively. Elena-Juliana and Maria (2016), emphasize that the performance of the organization has to include the production activities, how effective the processes are and how the resources are utilized. For organizations to achieve and even surpass the set performance targets, they have to do it through intentional strategies and not rely on luck (Daft, 2011).

The performance indicators vary from one industry to another. Nowadays, the organizations are challenged not only to achieve their objectives but also uphold the values and consider the expectations and interests of the society. The county governments have performance measurement parameters and objectives to be achieved despite not competing with other organizations. The main focus of government organizations is on stability and continuity. The core purpose of the devolved governments is to implement the devolution strategy. The county governments started operating after the March 2013 general elections and since then there are many emerging issues impacting their performance. Some of the main performance parameters across many organizations include; operational, productivity and human capital performance.

Research problem

Performance is considered a key indicator of the progress of the organization in comparison to its objectives and goals (Kipchumba, 2018). Organizational performance is a critical issue to the organization as it not only guides in decision making, but it also has an effect on the reputation of the organization. The foundation of the organization is made up of its design and model, which interacts with the strategy to ensure that the leadership develop a culture that drives results hence good performance (Profiroiu, 2001). When the performance of the organization is given the seriousness it deserves and strategies implemented to ensure its growth, then the organization is in a better place to experience better management, efficient use of resources and increased ability to deliver customer value (Ndegwa & Oringo, 2020).

The county governments started operations after the March 2013 general elections and since then, there are many emerging issues in the governance and operations of the counties. Taita-Taveta county has had its own share of the issues from impeachment attempts of the second governor to petition by the same governor to dissolve the county. The county has been experiencing recurring challenges like workers' strikes which affect service delivery. According to the County track performance index (2015) the county was at position 9 with a performance index of 58.4% but in 2020 the county dropped to position 36 with a performance index of 44.3%. The county government as an organization operates as an open system in an active and lively environment. This implies that the county has to respond and adjust to both the internal and external changes in order to remain productive. A response strategy indicates the ability of an organization in responding and coping appropriately to the changes in the environment.

Effective response strategies are a major determinant of the organizational performance and therefore the leadership of the organization should consider it a key duty to set (Elung'ata, 2014). Strategies such as marketing, cost-cutting, restructuring, innovation, risk management and operational are all round strategies that can help organizations to counter the effect of the environmental changes. An organization should choose a strategic plan which will address the instability in the environment and must also have the resources to implement the strategy for it to succeed (Acur & Englyst, 2006). This implies that the organization should choose a strategy that fits the objectives of its operations and they should have the resources to execute.

This study will therefor fill the knowledge gap by examining the effect of response strategies on the performance of Taita Taveta County in Kenya. The research will address the question; How does Taita Taveta county government strategically respond to changes within its environment and how do the strategies influence performance?

Research Objectives

i) To determine the influence of innovation strategy on organizational performance of Taita Taveta County, Kenya.

ii) To establish the influence of risk management strategy on organizational performance of Taita Taveta County, Kenya.

LITERATURE REVIEW

Theoretical review

Technology Acceptance Model

Fred Davis first put out the idea of a technology acceptance model in his doctoral dissertation, which was eventually made public in 1989. It is a theory that models how the users come to accept and use a certain technology. It looks at the factors that influence and individual or a group to accept technological changes. According to the model, the primary criteria that influence whether or not a technology will be accepted by the intended user are the perceived usefulness of the technology and the perceived ease with which it may be utilized (Chutter, 2009). The extent to which the intended user believes that utilizing the technology will improve both their experience and their performance is referred to as the perceived usefulness of the technology. Perceived ease of use refers to the extent to which that intended user believes using the technology will have no difficulties and it will solve an existing problem.

The perception towards acceptance of a technology may change over time as a result of influence of factors such as attitude, age and gender among others. This model is of importance to organizations as it can be used when the organization intends to roll out a new technology. Understanding of the model will help the organization to predict and measure the adoption of an innovation initiative by the intended users. According to Enu-kwesi and Opuku (2020), technology acceptance model has become one of the key and influential models used to predict and understand users' acceptance of a system. This model can therefore help the organization to have the interests of the users in mind before executing innovation strategies which are meant to bring about change.

Stakeholders' theory

Freeman (1984), in his book titled "strategic management: a stakeholders' perspective," is credited as being the originator of this theory. It emphasizes on the relationship between the organization and all who have a stake in it- the stakeholders. In the context of an organization's efforts to achieve its goals, a stakeholder is essentially any individual or group whose actions have the potential to affect the organization or that is affected by the activities of the organization. The stakeholders include the customers, employees, government, shareholders, creditors and the society at large. The theory focuses on the effect of organization's activity on all the stakeholders. According to Harrison and Wicks (2013), firms have stakeholders that they should pay attention to, the theory helps to connect ethics and strategy and that firms that intentionally serve the interests of all its stakeholders create more value over time.

The main mission of management is to identify all the stakeholders who are important to the organization and then work to balance their interests' expectations and need (Mercier, 2006). The theory aids in the consideration of the interests of their stakeholders in companies before the making of major decisions. The key purpose of risk management is to identify, prepare and prevent crises. The stakeholder orientation requires that the stakeholders are involved in the risk management process. The extent of the involvement will be determined by the risks that have been identified and the effect of the occurrence of the risks to the stakeholder.

Conceptual framework

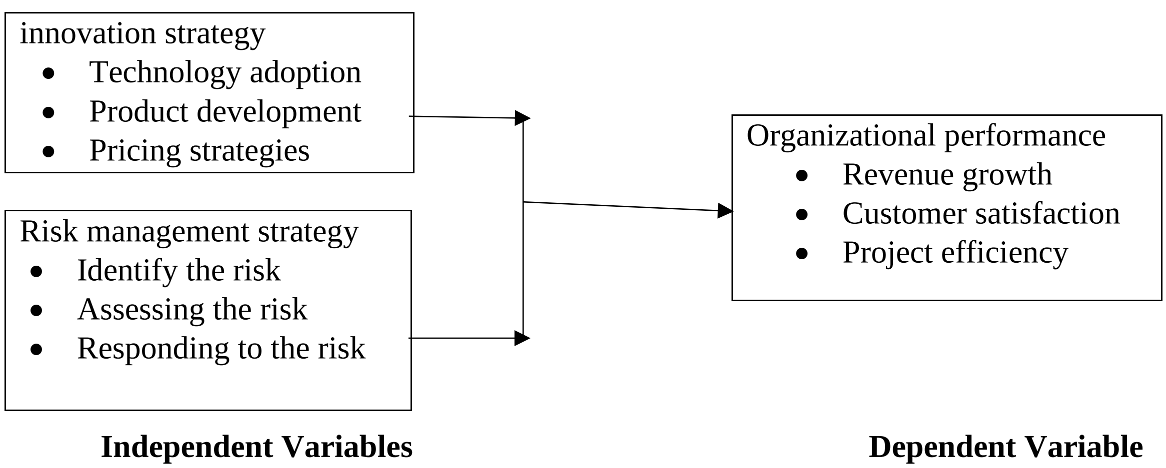

Figure 1: Conceptual framework

Innovation strategy

A strategy requires the commitment of the organization in terms of policies and resources utilization in order to achieve the objectives. Good strategies align different the different departments within the organization in focusing their efforts and priorities towards a common goal. An innovation strategy is a continuous process that involves collection of ideas, selecting the best ideas and executing them into projects that create value and growth of the organization (Gichinga & Kanyagi, 2019). Different organizations adopt different innovation strategies as the strategies may focus on the product, market or process. An appropriate innovation strategy is one that focuses or includes the priorities of the organization. Karabulut (2015), points out that an innovation strategy should align with the mission, vision, goals and objectives of the organization. Innovation decisions are fundamental for every organization since innovation strategy is a vital instrument in strengthening performance (Gunday, 2011).

Technology can be used to implement an innovation strategy by focusing on the needs and solving the existing problems. The use of technological innovation helps to offer better standards of products, improves processes which leads to increased productivity. Product development helps the organization to create products that focus on the customer and met the unmet needs. The organization is able to continuously improve on its products either by introduction of new good or services or improving the existing ones. Pricing strategies guide the organization in setting the prices of its products with the revenue targets in mind. The pricing strategies may change from time to time depending on the goals to be achieved and their feasibility.

Risk Management Strategy

Risk management is a process that comprises the identification, evaluation, and prioritizing of risks, which is then followed by the coordination and use of resources to minimize and control the probability of unfavorable events or to minimize the realization of opportunities (Douglas, 2009). A risk management strategy includes a coherent and structured approach in identifying, assessing and responding to the risk. The source of the risk can be internal, which is under the control of management for example non-compliance, information breaches, or external which is beyond the direct control of the management for example political unrest, interest rates among others. The risks create uncertainty on whether and the extent to which the organization can achieve its objectives hence they should be monitored and controlled. The key role of risk management is to identify the risks, to develop management strategies and to engage all members of the organizations in the execution of the strategies.

Identification of the potential risks can be done through brainstorming, process analysis, strength weakness opportunities and threats (SWOT) analysis or any other way the organization can use to document the risk. Identification of the risk helps in the understanding and planning for the risks in the event they occur. The risk could be regulatory, legal, market, financial or environmental. Risk assessment involves the analysis of the risks and the effect to the organization if they occur. The risks can be assessed using qualitative or quantitative methods. Response to risk is the action that the leadership of the organization decides to take in regards to the existing risks. The response can take the form of acceptance, avoidance or mitigation or transfer of the risk

Organizational performance

Organizational performance is the voluntary association of assets such as capital, human and physical that are productive (Barney, 2002). Organizational performance is subjective in nature; as different organizations perform different activities to achieve different objectives. Therefore, for organizations to measure their performance they develop indicators for each area which are commonly referred to as key performance indicators. Hult (2008), identifies three measurements of organizational performance as financial, operational and overall performance in comparison to the goals. Organizational performance is mainly attained according to the extent the proposed objectives are achieved, and it is in terms of effectiveness and efficiency (Conty, 2020). Organizational performance is a multi-dimensional construct and there is actually no consensus by the scholars and researchers as to what exactly it means (Demeke & Tao, 2020).

According to Profiroiu (2001), the analysis of public sector performance requires establishing causality among goals, strategies, and outputs; this makes performance the byproduct of an optimal blend of efficiency, effectiveness, and cost-effectiveness. Productivity of an organization is its capacity to achieve the expected results with the use of the minimum resources in terms of human, time and financial resources. An organization grows its revenue when it gradually increases the income generated while minimizing the cost steadily. Customer satisfaction is a measure of government's service delivery to the people. Public service needs to be transparent in conducting its activities and ensure the needs of the people are met. Project efficiency requires the officials and the public organization to manage all the projects within the set timeline, budgeted cost and expected quality to be achieved.

Empirical review

Innovation strategy

In Kariuki (2014)'s study, strategic innovation's impact on the bottom line of Kenya's mobile telecommunication companies was studied. The study found out that the telecommunication sector was highly regulated, experienced high competition and the market was very dynamic. For the firms to survive and sustain performance, they had to adopt superior innovative strategies. Some of the strategies adopted included; strategies relating to services, human resources, products and marketing processes. Obenjo (2016) sought to understand how innovation strategies influence the achievements of firms listed in Nairobi securities exchange. The researcher found out that product and process innovations had the most influence on the performance of the firms in the service industry. Other strategies that were employed were marketing and technological strategies.

Njeri (2017) examined the effects of innovation strategy on the performance of Safaricom Kenya Limited. The focus was on Safaricom as it is the best performing firm that has experienced tremendous growth over the years. The independent variables under study were product innovation strategy, process innovation and market innovation strategies. The researcher established that the strategy that focused on product innovation had the most influence on performance of Safaricom kenya limited. The company had adopted products that were more superior than those of its competitors hence giving them an advantage in the market. Mutie (2018) studied the effect of technological innovations on government agencies' performance. According to the study's findings, the implementation of digital tools and services, the integration of cross-departmental processes, the creation of information technology-based systems, and innovations all had a good and significant impact on performance.

Gichinga and Kanyagi (2019) studied the impact of innovation strategy on company performance in Mombasa law courts, Kenya. The independent variables were; customer service innovation strategies, process, technical and financial innovations. The study concluded that financial innovation plays a big role in influencing the performance of Mombasa law courts because such innovations improve payment effectiveness and service delivery. Execution of financial innovations meant that the operations were enhanced hence opening an avenue for the other innovations to be executed. Laban and Deya (2019)'s research focused on strategic innovations and the performance of innovation communication technology firms in Nairobi. Market innovation was found out to be the most common strategy and one with the best predictive power for the performance of an organization. This is attributed to the high competition experienced in the market. The firms in Nairobi responded to the competition by developing product, process and market innovations.

Risk management strategy

Kaliti (2015) conducted research in Nairobi County, Kenya, to investigate the influence that risk management strategies have on the performance of businesses in the hospitality industry. According to the findings of the study, risk assessment, risk response, and innovative practices all had positive effects on the bottom lines of companies operating in the hospitality industry. The research established that assessment of the firms' environment is vital in the identification and control of the risks. The sources of risks were mainly external as the hospitality industry heavily relied on customers from other nations. The response strategy is key as it helps the firms to position themselves in the competitive market.

The research conducted by Elijah (2017) focused on the risk management techniques and performance of construction companies operating in a few of Kenya's counties. According to the findings, risk management solutions had a favorable impact on performance in the areas of resource risk, personal risk, and project control risk. There was no impact from legal disputes or insurance risk management measures on the firms' overall performance. Research conducted by Njuguna (2019) focused on the risk management strategies and overall performance of various projects in Nairobi City County, Kenya. Risk retention, risk prevention, risk control, and risk transfer were the four independent variables that were investigated. Based on the findings, the researcher found out that risk management strategies had a beneficial effect on overall performance. It also revealed that the risk management practices were in place but not implemented fully, hence peak performance was not achieved.

In their study, Girangwa, Rono, and Mose (2020) the researchers came to the conclusion that there was a correlation that was both positive and substantial between organizational risk, structural practices, and performance. This was seen in state businesses. The risk structure practices contribute to improvement of the performance by reducing exposure to risk, hence reducing the cost of operations. According to the findings of research conducted by Mbugua and Otuya (2020) on risk management of chosen risk categories and its impact on commercial real estate properties in Kenya's performance, it was discovered that technical and financial risk management were essential and significantly influenced the performance, whereas the effect of market risk management was found to have a minimal impact.

Makori (2021) researched the effect of strategic risk on the performance of firms amongst quoted manufacturing and allied companies in Kenya. The study's independent variables were competition risk, regulatory requirements and economic risk. The study established that all the explanatory variables influenced companies' performance. The study concluded that companies that adopted agility and responded strategically to risk performed better than those firms that did not. According to the findings of Kakiya (2021)'s study risk management practices will have a positive influence on performance if they are integrated across all of the organization's departments.

RESEARCH METHODOLOGY

This passage describes the methodology used in a research study. The research philosophy adopted was positivism, which seeks to explain social phenomena in an objective way through the gathering of verifiable facts using quantitative means. A descriptive research design was relied upon, with a survey method used to collect data from a sample of workers from Taita Taveta county government. The target population was all 3,200 employees in the four sub-counties, and a simple random sampling technique was used to select 356 participants for the study. Questionnaires were the chosen instrument of data collection, and the Likert scale was used to record participants' responses. The study questionnaire had three parts: respondent background data, response strategies, and level of organization's performance. Statistical package for social sciences (SPSS version 28) was relied upon in the generation of inferential statistics in this study. Multiple regression analysis was executed to determine the associations between the variables.

RESEARCH FINDINGS

A total of 356 questionnaires were distributed in the different locations of Taita Taveta county. The researcher was able to collect 252 completely filled questionnaires representing 70.7%, while

104 questionnaires were not fully filled or recovered representing 29.2%. According to Mugenda and Mugenda (2012), when 50% of the sample size responds, then its sufficient for data analysis, while 60% is considered good and above 70%response rate is considered to be excellent. Thus, the study's response rate of 70.8% was considered reliable and satisfactory for analysis and drawing conclusions.

Descriptive analysis of study variables

Innovation strategy

Several statements were used to assess the influence of innovation strategy on organizational performance. The findings are indicated in table 1.

Table 1: innovation strategy

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev.
Our processes have been simplified by the use of technology	5.2	15.8	27.2	39.9	11.9	4.98	1.302
Development of new ideas is highly encouraged and rewarded	20.4	33.3	37.7	5.2	3.4	3.89	.941
The products are improved from time to time to meet the needs of the customers	2.6	41.4	20.5	29.5	6.0	3.48	.842
The pricing of our products is in line with the revenue target	6.0	6.0	12.6	42.6	32.8	5.23	1.404
Our prices are reviewed in accordance to the changes experienced.	9.3	10.2	39.9	23.8	16.8	4.39	1.241

Majority of the respondents (39.9%) agreed that the processes have been simplified by the use of technology and the mean was 4.98. The respondents were neutral (37.7%) as to whether the development of new ideas was highly encouraged and rewarded as indicated with a mean of 3.89. Respondents (41.4%) disagreed that their products were improved from time to time in order to meet the need of the customers as shown with the mean of 3.48. The respondents (42.6%) also agreed that the pricing of their products was in line with the revenue target and the mean was 5.23. Majority of the respondents (39.9%) were neutral as to whether the prices were reviewed from time to time based on the changes experienced.

Risk management strategy

Several statements were used to establish the influence of risk management strategy on organizational performance. Table 2 illustrates the findings.

Table 2: Risk management strategy

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev
There is a defined process for reporting and recording risks in the risk register	5.9	28.7	22.8	34.0	8.6	4.10	1.092
Risk management awareness is done at all levels of the organization	10.0	23.1	15.4	38.9	12.6	4.27	.905
Risk assessment is done after the potential risks have been identified	5.0	3.6	38.1	47.8	5.5	4.83	1.512
The organization responds to the potential risks in time reducing their impact	34.0	41.0	11.6	3.0	10.4	3.44	.934
Work procedures are reviewed in order to reduce occurrence of risks	3.0	14.2	35.2	32.4	15.2	4.02	.988

The respondents (34%) agreed that there was a defined process for reporting and recording risks in the risk register (mean 4.10) and that risk management awareness (38.9%) is done at all levels of the organization (mean 4.27). Majority of the respondents (47.8%) agreed that risk assessment is done after the potential risk has been identified and the mean was 4.83. The respondents (41%) however disagreed that the organization responds to the potential risks in time reducing their impact and the mean was 3.44. The respondents (35.2%) were neutral as to whether the work procedures were improved in order to reduce occurrence of risks and the mean was 4.32.

Organizational performance

The research used several statements to determine organizational performance. The findings are presented in table 3 below

Table 3: Organizational performance

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev
The organization meets its financial targets	7.0	27.7	32.8	24.0	8.5	3.40	1.020
The organization has created ways of generating more revenue	10.0	23.1	15.4	38.9	12.6	4.79	1.201
Customer complaints and feedback are taken seriously and acted upon	5.0	3.6	38.1	47.8	5.5	4.25	1.135
Resources are put to maximum use in order to manage the cost of projects	34.0	41.0	11.6	3.0	10.4	3.94	.914
The projects are completed in time and they meet the quality standards	4.0	35.3	34.1	24.2	2.4	4.12	1.016

As per the findings in table 3 above, the respondents were indifferent or neutral (32.8%) as to whether the organization meets its financial targets and the mean was 3.40. However, they agreed that the organization had created ways of generating more revenue (mean 4.79). The respondents (47.8%) agreed that customer complaints and feedback were taken seriously and acted upon (mean 4.35) but disagreed that the resources were put to maximum use (mean 3.94). They also disagreed (35.3%) that their projects were completed in time and they m/et the quality standards and the mean was 4.12.

Inferential analysis of study variables

Correlation analysis of variable innovation strategy and organizational performance

Firstly, this study sought to determine the influence of innovation strategy on organizational performance of Taita Taveta County in Kenya. Table 4 below shows that innovation strategy positively influenced organizational performance ($r= 0.523$, p value <0.05)

Table 4: Correlation analysis on the influence of innovation strategy

		Innovation strategy	Organizational performance
Innovation strategy	Pearson correlation	1	.523**
	Sig. (2-tailed)		.000
	N	252	252
Organizational performance	Pearson correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	252	252

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

A large number of the respondents agreed that their processes had been simplified by the use of technology implying that the technology had been accepted in the organization. The findings of the study concur with the technology acceptance model by Fred Davis (1989), which proposed that the two main determinants of whether a technology can be accepted by a user were; perceived ease of use and perceived usefulness of the technology. The research findings concurred with studies done by Obenjo (2016) and Njeri (2017), who found out that innovation strategies influence performance of NSE listed firms and Safaricom Limited.

Correlation analysis of variable risk management strategy and organizational performance

This study also sought to establish the influence of risk management strategy on organizational performance of Taita Taveta County in Kenya. The correlation analysis as indicated in table 5 below shows that risk management strategy positively influenced organizational performance (r= 0.592, p value <0.05). This means that the organization had implemented risk management practices hence the positive influence of performance. The findings concurred with the study done by Njuguna (2019), on risk management practices and performance of projects in Nairobi County, which concluded that risk management practices positively influenced performance.

Table 5: Correlation analysis on the influence of risk management strategy

		Risk management strategy	**Organizational performance**
Risk management strategy	Pearson correlation	1	.592**
	Sig. (2-tailed)		.000
	N	252	252
Organizational performance	Pearson correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	252	252

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

Multiple regression analysis

Regression analysis was done in order to establish the strength of the relationship between the predictor variables (innovation strategy, risk management strategy, operations strategy and cost management strategy) and the explained variable which is organizational performance of Taita Taveta County in Kenya. The R- square value for the relationship between explained variable and explanatory variables was 0.556 and the adjusted R-square was 0.551. This means that response strategies explain 55.6% of the performance of Taita Taveta County, while the other 44.4% can be attributed to other factors not included in the scope of this study. The R-value of 0.746 implies that model adequately explained 74.6% of the data. This finding implies that response strategies play a critical and significant role in influencing the performance of Taita Taveta County.

Table 6 Regression analysis

		Model summary		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the estimate**
1	.746[a]	.556	.551	1.54189

a. Predictors: Risk management strategy, Innovation strategy Dependent variable: organizational performance

ANOVA was done at 95% significance level. The findings indicated in table 4.17 shows that response strategies had a significant influence on organizational performance with F- calculated value of 147.253, and p value <0.05

Table 7 ANOVA

Model		Sum of squares	Df	Mean square	F	Sig
	Regression	202.812	3	67.604	147.253	.000[b]
	Residual	1214.831	249	4.879		
	Total	**1417.643**	**252**			

a. Dependent Variable: Organizational performance

b. Predictors: Innovation strategy, risk management strategy,

The regression coefficients of the model were as presented in table 8 below. The results indicated that innovation strategy, risk management strategy, operations strategy and cost management strategy significantly and positively influenced organizational performance of Taita Taveta county

Table 8: Regression Coefficient

Model	Unstandardized coefficients		Standardized coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	6.243	1.083		7.2965	.000
Innovation strategy	.280	.050	.293	3.935	.000
Risk management strategy	.335	.048	.347	5.100	.000

a. Dependent Variable: Organizational performance

$$\mathbf{Y= 6.243+0.280X_1 +0.335X_2 +0.539X_3 + 0.398X_4 +1.083}$$

Where; **Y**= organizational performance; $\mathbf{X_1}$= innovation strategy; $\mathbf{X_2}$ = risk management strategy; **e**= error term

Therefore,

Organizational performance=6.243+ 0.280innovation strategy + 0.335risk management strategy + 1.083

The constant value B is 6.243 representing organizational performance when the value of the independent variables is zero. The regression coefficient model indicates that a unit change in innovation strategy will lead to 28.0% increase in the organizational performance of Taita Taveta county in Kenya. A unit change in risk management strategy will lead to 33.5% increase in organizational performance.

Conclusion of the study

The findings established that innovation strategy extensively influenced the performance of Taita Taveta county in Kenya. The findings revealed that the work processes had been simplified by the use of technology and product enhancements done hence influencing performance. However, the study concluded that more can be achieved when the development of new ideas is encouraged and rewarded so as to tap on more potential areas. The study concluded that Taita Taveta county can boost its performance by implementing and investing more in the innovation strategy.

The findings established that risk management strategy played a primary role in determining performance. The findings revealed that the main processes that helped in the implementation of the risk management strategy were risk identification and risk assessment. Nevertheless, the organization needs to respond to the risks in time to ensure that their effect is controlled or capitalized on with the aim of improving performance. The study concluded that Taita Taveta would perform better when it responds to the risks in time

Recommendation of the study

Innovation strategy helps the organization to develop a system that helps match the needs of the customers and the business objectives in delivering value. The study recommends that Taita Taveta county should encourage the development of ideas and creative products. The county government should invest more in technology solutions so as to out phase manual processes which will help streamline the revenue collection processes hence revenue growth.

The study established that risk identification and assessment was done across the organization. However, risk response is a crucial part of risk management that helps to reduce the effect of risk. The study therefore recommends that Taita Taveta County should also embrace risk response measures and implement the in time so as to mitigate the effects of the risks. This will help the organization to address the risk fully and ensure that it is on course despite the occurrence of the risks.

Suggestions for further research

The purpose of the study was to examine the effect of response strategies on organizational performance of Taita Taveta County in Kenya. The study focused on four response strategies; innovation, risk management and operations and cost management. Therefore, the researcher recommends that studies can be done on the response strategies and performance of different counties in Kenya. The study also recommends that more research should be done on response strategies and organizational performance of organizations that are not profit-oriented since organization exist to achieve different objectives and they have to respond to changes in their environment.

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