Understanding the Effect of Organizational Change on Firm Performance: A Case of Unga Farm Care Limited in Kenya

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Abstract

In Kenya, Unga Farm Care Limited has been instrumental in shaping the livestock rearing sector, contributing significantly to the development of industry standards. The company operates in a highly competitive environment characterized by increased demand for affordable, high-quality, and accessible animal feeds, further intensified by cheaper imports from neighboring East African countries and global markets such as Europe and Asia. However, the firm has not sufficiently embraced organizational change strategies that are critical to maintaining competitiveness and enhancing performance. This gap has hindered its ability to optimize productivity, revenue growth, market expansion, and product quality. Addressing this challenge through effective change management is essential in enhancing performance and sustaining its leadership in the industry. This investigation thus aimed to examine the impact of organizational change on the performance of Unga Farm Care. Particularly, the research aimed to examine the effect of organizational culture, leadership style, technological advancement, employee attitude, and market conditions on the performance of Unga Farm Care. The research was grounded on the dynamic, resource-based, Kotter's 8-step model and the theory of organizational change. The study adopted a descriptive methodology. Target populace of 283 was used and a sample size of 165 staff was obtained utilizing stratified and random sampling techniques. A semi-structured questionnaire was utilized to gather data and content validity was utilized by the researcher to assess the instrument's accuracy. A pilot study was conducted and 8 respondents making up 5% of the sample size was used to verify reliability and suitability of the study's instrument. This study assessed the outcomes of the reliability coefficient using Cronbach's alpha of 0.7. The research found that organizational leadership style positively and significantly affects the performance of Unga Farm Care Limited. The study also found that organizational culture has a positive and significant effect on performance of Unga Farm Care Limited. Further, the research discovered that technological advancement has a positive and significant effect on performance of Unga Farm Care Limited. Moreover, the study discovered that employee attitude has a positive and substantial effect on performance of Unga Farm Care Limited Farm Care Limited. The study recommended that the firm strengthens its organizational leadership style by cultivating deeper empathy and improving responsiveness to employee needs. In addition, the study recommends that the firm continues to build a positive organizational culture by investing in employee empowerment initiatives. Further, the study recommends that Unga Farm Care Limited sustains and advances its technological capabilities by investing in system automation, ensuring regular updates and robust IT security.

Keywords: performance, organizational change, leadership, culture, technological advancement, attitude

1. Introduction

Change is the only constant in today's business environment, with industries continuously evolving due to advancements in technology, shifting market dynamics, and organizational restructuring. For firms to remain competitive and sustainable, they must effectively navigate these transformations. This reality is particularly significant in the animal feed industry, which faces growing complexities arising from rapidly evolving information technology, intense competition, and changes in workforce competencies, internal processes, and organizational frameworks (Nwachuku *et al.*, 2023). In this context, effective change management has become a critical success factor, enabling firms to achieve sustainable growth and secure a leading position within the industry. Animal feed companies that anticipate, embrace, and manage change effectively are better positioned to thrive amid unpredictable

market conditions.

Globally, the animal feed industry plays a pivotal role in the food supply chain. According to Tubb and Seba (2021), the production of compound feed has surpassed one billion metric tons annually, generating around USD 400 billion in revenues. This growth is largely driven by the rising global demand for animal protein—including meat, dairy, fish, and poultry—particularly in developing regions. The Food and Agriculture Organization (FAO, 2023) projects that global food demand will increase by 60% by 2050, with the production of animal protein expected to grow by approximately 1.7% per year. Specifically, the production of meat, dairy, and aquaculture is forecasted to rise by 70%, 90%, and 55% respectively, indicating the growing importance of the animal feed sector in ensuring global food security.

Despite these positive trends, the feed industry in East Africa remains underdeveloped, often overlooked in livestock sector development plans. Opio *et al.* (2020) indicate that neglecting the feed industry adversely impacts livestock productivity, farmer incomes, and the long-term sustainability of the sector. This is especially concerning given East Africa's rapid population growth, which is driving an increased demand for animal protein. In countries like Kenya, Uganda, Tanzania, and others, innovative and sustainable solutions are urgently needed to meet this rising demand.

In Kenya, agriculture, particularly livestock production, forms the backbone of the economy. The livestock feed market is divided into manufactured feeds and pastoral feeds, the latter primarily used for ruminants such as cattle, goats, and sheep (FAO, 2023). Manufactured feeds are commonly utilized in semi-intensive and intensive farming systems, improving productivity and ensuring consistent animal nutrition. Kenya's livestock and feed industry employs roughly half of the agricultural workforce, contributing approximately 12% to the national GDP and 40% to the agricultural GDP. Moreover, with the country's population projected to reach 96 million by 2050, the demand for animal protein is expected to surge, requiring robust feed supply chains to ensure food security (FAO, 2023).

To address these challenges, there is a growing need for local feed manufacturers to expand production, reduce reliance on imports, and stabilize market prices. Steiner and Hanks (2016) argue that firms with well-planned organizational change strategies often achieve higher profitability, stronger workforce growth, improved returns on assets, and sustained competitive advantages. However, successful change management depends on various internal and external factors, including leadership styles, organizational culture, employee attitudes, market conditions, and technological innovation (Okolie & Memeh, 2022).

This study focuses on evaluating the key factors influencing organizational performance at Unga Farm Care Limited, a leading animal feed manufacturer in Kenya. Specifically, it examines how leadership style, organizational culture, employee engagement, market dynamics, and technology adoption affect the company's performance. As noted by Jawichre (2023), embracing change has enabled Unga Farm Care Limited to enhance its market presence, boost operational efficiency, and improve overall performance. This study, therefore, seeks to provide valuable insights into the relationship between organizational change and performance in Kenya's animal feed industry.

1.1 Statement of the Problem

Despite the substantial effect that organizational change can have on performance, animal feed manufacturing firms in Nairobi, including Unga Farm Care Limited, have not fully addressed these changes. The challenges faced by these firms, which have led to stagnation in performance over recent years, have compelled management to prioritize organizational changes to ensure continued relevance. For organizations to attain higher performance levels, it is essential for managers to set up a more effective framework for addressing strategic change. This led to improvements in organizational performance in regards to productivity, revenue growth, market share, high-quality product and service manufacturing, and clientele growth (Stephen, 2016).

According to Unga Farm Care's production curve, there hasn't been a noticeable increase in the last five years. These years have seen an average annual production of 197.88 million tons. The year 2020 saw the most output, at 215.15 million tons annually, while the years 2022 and 2023 saw the lowest production, totaling 168.95 million tons and 180.66 million tons, respectively. The average production indicates that consumer adoption of animal feeds has stagnated (Mesquita & Pires, 2024).

On the other hand, in the previous couple decades, Kenya's population has grown substantially. The population has grown gradually as a result of a high birth rate and declining mortality rates brought about by advancements in healthcare. There has been a shift towards urbanization along with the population growth. Due to dietary changes brought about by urbanization, there is a greater need for a greater range of foods high in protein, like meat and milk. The nation's food production systems are under pressure from the growing demand for milk and beef (FAO 2023).

Kenya's livestock farming industry, in particular, suffers difficulties such as restricted availability of high-quality

feed, which has a detrimental effect on the sustainability of the country's meat and milk supply. Examining the reason for the stagnation in production, high-quality feeds have become necessary in light of the growing demand for dairy and meat products. The organization must therefore adjust to the changing environment to stay in business and remain competitive. Therefore, this research is necessary to identify organizational changes that may impact performance, which in turn has an impact on the firm's production and the industry (FAO 2023).

Technological advancements, shifts in the market, developments in systems of information, the global economy, and changes in processes, products, and services that are produced are significantly impacted by political climate, labor demography, and society values. The result of these factors coming together is an external environment that is tough, unpredictable, and ever-changing, and frequently destructive for businesses that are not ready or capable of adapting (Burnes, 2004).

Several regional studies concentrate on the administration of strategic change inside enterprises. Kenani (2013) analyzed the performance of outsourcing approach and outsourced activities in Kenya's cement sector. The investigation discovered that the desire to center on core skills and increase efficiency had an impact on the adoption of an outsourcing strategy. At the Kenya Institute of Management, Ochweri (2012) undertook a case study on the connection between performance and outsourcing strategy. The study revealed that using outsourcing as a tactic in educational settings can enhance both performance overall of the institution and student enrolment. In 2010, Ndope explored on the process of managing strategic change at NSE. In a research carried out by Kamau (2013), it was discovered that strategic change has a crucial impact on the performance of large Nairobian printing enterprises. The study established that implementing strategic change directly affects the attainment of organizational performance in these printing firms.

Further research was deemed necessary due to the shortcomings in Unga Farm Care Limited's performance that were found, as well as the methodological, contextual and conceptual gaps in the evaluated literature. By evaluating the ways in which different organizational changes impact Unga Farm Care Limited's performance, this research aims to close gaps in knowledge and give answers to issues related to performance. Thus, this study endeavors to examine the imapact of organizational change by conducting a thorough exploration of technological advancements, organizational leadership styles, cultural aspects, and employee attitudes. These factors, are crucial for enhancing the organizational performance of animal feed manufacturing firms in Nairobi, Kenya.

1.2 Research Objectives

The study specific objectives were:

i. To establish the effect of organizational leadership style on the performance of Unga Farm Care Limited.

ii. To determine how organizational culture affects the performance of Unga Farm Care Limited.

iii. To investigate the effect of technological advancement on the performance of Unga Farm Care Limited Farm Care Limited.

iv. To analyze the effect of employee attitude on the performance of Unga Farm Care Limited Farm Care Limited.

2. Review of Literature

2.1 Theoretical Literature Review

The Resource-Based View (RBV) theory asserts that a firm's competitive advantage stems from valuable, rare, inimitable, and non-substitutable resources (Miles & Covin, 2010; Barney & Arikan, 2005). It considers organizations as collections of resources, both tangible and intangible, such as capabilities, knowledge, and processes (Lynch & Baines, 2004). RBV posits that firms leveraging these unique resources can outperform competitors through sustained competitive advantage (Beamish & Chakravarty, 2021). The theory highlights internal attributes as key performance drivers, emphasizing strategic resource management for long-term success (Kor & Mahoney, 2004; Barney, 2012). RBV assumes that firms possess heterogeneous, immobile resources that lead to performance differences (Barney, 1991; Peteraf & Barney, 2003). By effectively using such resources, companies can lower costs, improve differentiation, enhance customer value, and achieve superior financial outcomes (Kero & Bogale, 2023).

Dynamic Capability Theory emerged from the Resource-Based View (RBV) and evolutionary business theories (Nelson & Winter, 1982), highlighting the need for firms to continually adapt amid rising competition (Richard et al., 2010). It emphasizes a firm's ability to integrate, reconfigure, and renew internal and external resources to respond to changing environments (Teece, 1997; Wang & Ahmed, 2007). Leadership plays a key role in fostering innovation, making strategic decisions, and enabling adaptation. Effective leadership enhances dynamic capabilities, strengthening organizational performance (Teece & Augier, 2009). Dynamic capabilities involve learned,

routine-based processes that allow firms to systematically improve and adjust operations (Zollo & Winter, 2002). They link business performance to process alignment and resource utilization, enabling sustained competitive advantage through continual improvement and flexibility (Eisenhardt & Martin, 2000; Pearce et al., 2012).

The Theory of Organizational Change, often termed "organization development," focuses on improving a firm's effectiveness and adaptability (Lanning, 2001; Burnes, 2004). It views change as a comprehensive process involving shifts in values, structures, and attitudes to help firms respond to market and technological changes (Marković, 2008). Central to this theory is organizational culture, as shared beliefs and values heavily influence how change is perceived and adopted. It emphasizes the need for responsive cultures that foster innovation and learning. Technological advancement is highlighted as a key driver of change, requiring firms to realign resources, retrain employees, and restructure operations (Lewin, 1946; Burnes, 2004). Rooted in behavioral science, this theory promotes systematic, people-centered approaches to change (Bell, 1983). However, critics caution its normative assumptions, arguing it may overlook diverse organizational realities (Palmer, Dunford & Akin, 2009).

Kotter's 8-Step Change Model outlines essential steps for effective organizational transformation, emphasizing employee attitudes as central to success (Kotter, 1996). The model begins with creating urgency, followed by forming a guiding coalition, developing a clear vision, and communicating it effectively (Morgeson, Mitchell & Dong, 2015). Removing obstacles, generating short-term wins, sustaining momentum, and anchoring changes into organizational culture complete the process. Each step focuses on shaping positive employee attitudes, reducing resistance, and fostering engagement. Leaders play a critical role in modeling and reinforcing the change vision. The model stresses sustained effort to prevent regression and ensure long-term success. While widely used, it has been criticized for its linearity, as real-world change is often iterative and unpredictable (Stanley, 2017). Nonetheless, it remains a practical framework for organizations managing complex changes, such as technology adoption and multicultural integration.

2.2 Empirical Literature Review

2.2.1 Organizational Leadership Style and Performance

Ngosi (2015) explored how Kenya Power Company Ltd.'s leadership implemented organizational culture change. The goal was to determine how important leadership was in bringing about a culture shift at KP and to pinpoint the different aspects of leadership that contributed to this transformation. Using a case study methodology, the study collected data through secondary sources and interviews with ten department heads. Results indicated that leadership played a central role in driving organizational culture change, leveraging external consultants and internal ambassadors. Various leadership elements were utilized, including training strategies to build awareness and capacity for behavior change. Communication strategies were also deployed to disseminate information and mitigate employee resistance. Regular performance reviews provided feedback for refining communication, training, and maintenance processes. Similar to the previous studies, technology and organizational structure were not evaluated as primary variables impacting performance.

The aim of Saratuki's (2017) investigation was to discover how strategic leadership impacted Kenyan sugar firms' ability to compete. The study's aim was to investigate how these organizations' competitiveness is impacted by strategic leadership. Effective resource management, corporate culture, ethical issues, and leadership style were important factors. Three theories were used in the study: contingency, upper echelons theory, and resource-based perspective. Data was gathered using a descriptive design and questionnaires given to 60 department managers at 13 different Kenyan sugar companies. The analysis involved descriptive techniques to elucidate the outcome of ethical considerations, management styles, company culture, and resource management on the competitiveness of Kenyan sugar companies Thomas (2015). The study included regression and correlation to evaluate the associations between the factors that are dependent and predictor. Results indicated that components of competitiveness were greatly impacted by organizational performance and strategic leadership in Kenya's sugar sector. However, the research did not explore into the effects of technology and performance of organizational Thomas (2015).

Mwema (2017) conducted studies on Kenyan commercial bank's performance, strategic leadership, and strategy implementation. The study aimed to investigate the ways in which leadership, organizational culture, structure, assets, and environment affect how financial institutions carry out their strategies. The research unveiled that the operational effectiveness of Kenyan commercial banks and the execution of tactics were substantially impacted by the organizational framework, culture, resources, and surroundings. The research discovered strong positive relationship among the research variables, emphasizing the pivotal role of leadership in promoting strategy execution. Again, technology advancement was not considered as a primary variable impacting performance.

2.2.2 Organizational Culture and Performance

In South Sudan, Kuany (2016) looked into how corporate culture affected the effectiveness of Catholic Relief Services. The research aimed to gain a greater comprehension of and look into the present link between performance and organizational culture in CRS. 21 employees were interviewed as part of an explanatory research strategy, with the primary technique of gathering data being observation. The sample consisted of workers from different organizational hierarchical levels, both male and female. Performance and organizational culture have a substantial positive link, according to analysis done using the content analysis method. While this research utilized an exploratory research approach, it aimed to elucidate the phenomenon through a descriptive survey design.

In a 2014 study, Wambugu focused on Wartsila Limited in Kenya to examine how corporate culture impacts worker performance. The research investigated the effect of four components of organizational culture; organizational climate, leadership styles, organizational values and job procedures on employee performance. The findings demonstrated a robust and positive connection between organizational culture and performance. As in earlier research, organizational structure, leadership, and technology were not regarded as the main factors influencing performance. However, the purpose of this investigation is to assess how they affect the productivity of commercial marketing agents for coffee in Nairobi County.

Mwau (2016), the aim was to examine the effect of organizational culture on KPLC's performance. The research's sample comprised of Kenya Power employees, namely 250 individuals who were chosen utilizing stratified random selection utilizing a descriptive survey approach. Three professional groups— operational staff, middle managers and top managers—were represented among the respondents. The SPSS program was employed in the collecting and reviewing original data. To determine if performance and organizational culture are correlated, the research utilized linear regression analysis. The findings revealed a favorable connected between organizational culture and performance, with involvement, mission, adaptability and consistency having a major impact on performance. Notably, the study did not identify organizational structure, leadership, or technology as the main factors influencing performance.

2.2.3 Technological Advancement and Performance

Kimani's (2018) research on how information technology (IT) affects organizational performance emphasized how IT tools have a major favorable impact on productivity. It emphasized the pivotal role of IT in influencing various elements within organizations, including processes, structure, culture, people and tasks. Kimani stated that IT served as a facilitator for communication and information exchange among different departments and functions, thereby enhancing cooperation and networking between partners, clients and staff. By enabling efficient information sharing and real-time communication, IT broke down barriers and fostered seamless interaction. Conducted in Population Service Kenya within the medical service sector, this research varies from this research conducted in MKOPA within the energy sector.

Balogun (2016) study in the Nigerian banking industry explored how IT adoption influenced numerous facets of organizational performance, like customer obsession, staff satisfaction, and shareholder wealth. The study found significant increases in these areas among organizations that embraced IT components. It recommended further utilization of IT, particularly hardware and software elements, to draw and keep skilled employees, satisfy customers, and enhance profitability and shareholder wealth. Conversely, Nandi (2012) highlighted concerns about the challenges associated with adopting new technology, including increased workload and training needs.

Mukangu and Ndungu (2016) study in Kenya explored on the effect of computer software and hardware on performance. It noted achievements in minimizing business risks, meeting customer needs, and enhancing employee skills, leading to increased shareholder wealth. But the study just looked at hardware and software, but the new research looks at every facet of IT assets.

2.2.4 Employee Attitude and Performance

The connection between service firms' success and staff attitudes in Port Rivers State was examined by Blessing, Ogilo, Elenwo and Ojofeitimi (2020). Data for the research were obtained using structured questionnaires with a sample of 200 residents. The data was determined using Pearson correlation and descriptive analyses, revealing that employee attitudes, as measured by engagement, dedication and work satisfaction had a substantial effect on firm performance in the Kenyan setting. By assessing the connection between organizational performance and employee attitude, particularly inside Kenya's Huduma Centers, this research aimed to close this gap.

Bireswari (2013) used work satisfaction, commitment, and engagement factors to study how employee attitudes and actions affect organizational performance. In this study, regression analysis was employed, which sampled 310

Information Technology (IT) personnel in India using judgmental sampling. Data review concluded that employee attitudes have an essential impact on performance. The investigation overlooked the impact of employee attitudes on service delivery results, especially in the Kenyan context, in favor of concentrating on organizational commitment and job satisfaction inside private sector companies. This study utilized a census technique to establish the impact of employee attitudes on public sector service results in an effort to close this gap, in line with Bireswari's factors.

Ndai and Makhamara (2021) looked into how employee commitment affected the performance of the company, concentrating on Timaflor Company, a private company in Kenya. Considering variables such as employee training, compensation, working conditions, and continuance involvement, the research sampled 340 staffs via stratified random sampling and employed descriptive research design and regression analysis. Results indicated that these factors influenced organizational performance. While exploring employee commitment as an attitude variable affecting organizational performance, the study did not utilize correlation analysis and overlooked the public sector context, particularly the performance of Huduma Centres. This research aimed at bridging in the gap by investigating its effect on employee commitment on Huduma Centres' performance using correlation analysis.

3. Research Methodology

A descriptive research design was utilized as it will indicate the features of the study population and describe their behavior. According to Cooper and Schindler (2011), answering the "what," "where," and "how" questions regarding a phenomenon is one of descriptive science's objectives. This allowed the responders to discuss how various organizational changes have impacted Unga Farm Care Limited's performance. The procedure was depicted in the design in an unaltered manner. The design is appropriate in providing aspects of components that allow the investigator to obtain the study elements' features and test it, as indicated by Musau, Muathe, and Mwangi (2018).

The target population for this study was staffs of Unga Farm Care Limited totaling to 283 employees. This included all top level managers, mid-level managers who are the supervisors and the support staff and are located in Nairobi County according to Unga Farm Care Limited Human Resources database (2024). Hence, according to this report, this population cuts across the various departments which have an effect on the organization's performance.

Table 1. Population Size

No.	Category	Population	Percentage
1	Top Management	9	3%
2	Mid-level Management (Supervisors)	25	9%
3	Support Staff	249	88%
	Total	**283**	**100%**

Source: Unga Farm Care Human Resource (2024)

A proportionate stratified random sampling technique was employed in this study, involving the selection of random samples from predefined strata, specifically, top management and support staff, based on their proportion within the total employee population of the organization. This sampling design ensures accurate estimation of subgroups, promoting fair representation of all groups of interest (Siaw, 2014). The study's sample size consisted of 165 employees, including managers from administration, sales and marketing, finance, and operations, as well as support staff across various operational units such as sales, marketing, operations, finance, and administration. Although the company comprises several departments, the research focused on these key areas, given their central roles in strategy formulation and execution.

According to Singh and Belwal (2008), proportionate stratified random sampling enhances the precision, accuracy, and reliability of estimates by ensuring all subgroups are adequately represented. The study applied Yamane's (1967) formula for sample size determination, as it provides a simple yet effective method for selecting a representative sample from the target population. The formula is presented below:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{283}{1 + 283(0.05^2)} = 165$$

Therefore the sample size = 165

Table 2. Sample Size

No.	Category	Population	Sample size	Percentage
1	Top Management	9	5	3%
2	Mid-level Management (Supervisors)	25	15	9%
3	Support Staff	249	145	88%
	Total	**283**	**165**	**100%**

This study employed semi-structured questionnaires designed using a 5-point Likert scale as the primary data collection tool. Likert scales were used for their effectiveness in measuring attitudes and perceptions (Jebb, Ng & Tay, 2021). Data collected was analyzed using both descriptive and inferential statistical techniques. Descriptive analysis, including frequencies, means, percentages, and standard deviations, was used to summarize participant characteristics and responses. Inferential analysis, specifically correlation and regression, was applied to examine relationships between variables and predict their effects on performance. SPSS software facilitated data processing and presentation through tables and charts. The regression model used was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby: Y = Performance of Unga Farm Care Limited; β_0 = Constant value; β_1 to β_4 = Coefficients for determination of independent variables; X_1 = Organizational leadership style; X_2 = Organizational culture; X_3 = Technological advancement; X_4 = Employee attitude; ε = Error term

4. Research Findings and Discussion

A total of 165 digital questionnaires were issued to staffs of Unga Farm Care Limited through phone calls, in-person interactions, and by sharing soft copies via email. From the total issued questionnaires, 117 were finished and submitted, resulting in a response rate of approximately 70.91%. Creswell (2014) asserts that 75% response rate is considered sufficient for conducting data analysis, drawing conclusions, and making valid inferences about a populace.

Table 3. Response Rate

No.	Category	Sample size	Response	Response Rate
1	Top Management	5	3	60.00
2	Mid-level Management (Supervisors)	15	7	46.67
3	Support Staff	145	107	73.79
	Total	**165**	**117**	**70.91**

4.1 Descriptive Statistics

The study employed coefficient of variation, standard deviation, mean and descriptive statistics to analyze the core variables and summarize the sample data. These measures offered insights into the variability and central tendencies in the dataset, offering a structured foundation for understanding the sample's characteristics.

4.1.1 Organizational Leadership Style and Performance

Participants were prompted to specify their agreement level with numerous statements regarding the effect of organizational leadership style, specifically inspirational leadership, interpersonal skills, and leadership competencies, on performance at Unga Farm Care Limited. The findings were as illustrated in Table 4.

Table 4. Descriptive Statistics on Organizational Leadership Style

Statements	Mean	Std. Deviation
The leadership inspires and motivates employees to perform at their best.	3.93	1.089
The leadership encourages innovation and creative thinking.	3.91	1.067
The leadership recognizes and rewards achievements.	3.69	1.118
The leadership is empathetic in understanding employees' needs and concerns.	3.44	1.046
The leadership is effective in resolving conflict within the organization	3.68	1.081
There is a positive response by leadership to employee feedback	3.56	1.070
There is a fast decision-making response by leadership.	3.47	1.134
The leadership is competent and prompt in solving organizational problems.	3.74	1.109
The organization practices and encourages corporate responsibility.	3.80	1.176
There are high ethical standards maintained within the organization.	3.84	1.106

Table 4 highlights respondents' perceptions of various aspects of organizational leadership style, with average scores between 3.44 and 3.93, corresponding to "agree" and "neutral" on the scale. The highest mean score (3.93) indicates that respondents agree that the leadership inspires and motivates employees to perform at their best, followed closely by encouragement of innovation and creative thinking (mean = 3.91), maintenance of high ethical standards (mean = 3.84), encouragement of corporate responsibility (mean = 3.80), and competence and promptness in solving organizational problems (mean = 3.74). Other aspects with mean scores reflecting agreement include effective conflict resolution (mean = 3.68), recognition and rewarding of achievements (mean = 3.69), and positive response to employee feedback (mean = 3.56). The areas with neutral perceptions include fast decision-making response by leadership (mean = 3.47) and empathy in understanding employees' needs and concerns (mean = 3.44). The standard deviations, which differ from 1.046 to 1.176, indicate moderate variance in answers. Overall, these results highlight that while leadership is typically viewed positively in motivation, innovation, ethics, and problem-solving, there is room for improvement in decision-making speed and empathy.

The results agree with the study by Ngosi (2015), which emphasizes the importance of leadership in motivating and encouraging workers to attain high performance. The study suggests that inspired workers are more committed to organizational goals and more productive. In another study, Saratuki (2017) highlights that leadership encouragement of innovation and creative thinking is critical for organizational adaptability and sustained success. Additionally, Mwema (2017), in their investigation, investigated effect of recognition and reward practices on workers morale and established that effective recognition significantly enhances motivation and organizational commitment. These findings collectively underscore the crucial function of effective and empathetic leadership in improving organizational performance, particularly through inspiring motivation, fostering innovation, recognizing achievements, and maintaining high ethical standards within the workplace.

4.1.2 Organizational Culture and Performance

Participants were prompted to score their degree at which they agree with the statement about how organizational culture affects performance. The findings were as depicted in Table 5.

Table 5. Descriptive Statistics on Organizational Culture

Statements	Mean	Std. Deviation
The organization has provided support to the employees to adequately fill their responsibilities	3.78	1.059
Employees feel empowered to take ownership and are accountable for the tasks and projects assigned to them	3.78	1.060
There is effective communication at the different levels of the organization	3.68	1.127

Employee opinions are valued and they take part in the decision-making procedure relevant to their work.	3.51	1.142
There is teamwork, openness, and trust within the organization	3.68	1.173
There is satisfaction of the role and responsibility assigned to the employees	3.65	1.139
There are opportunities for career growth within the organization.	3.61	1.152

Table 5 above evaluates the role of organizational culture on Unga Farm Care Limited's performance. The strongest agreement (mean = 3.78) is on the organization providing support to employees to adequately fulfill their responsibilities, as well as employees feeling empowered to take ownership and accountability for assigned tasks and projects. Other scores are effective communication at different organizational levels (mean = 3.68), teamwork, openness, and trust within the organization (mean = 3.68), satisfaction with assigned roles and responsibilities (mean = 3.65), and opportunities for career growth (mean = 3.61). The lowest score, though still within the "agree" range, relates to employee opinions being valued and involvement in decision-making (mean = 3.51). The standard deviations (1.059–1.173) suggest some variability in responses. Overall, the findings suggest a generally favorable workplace where staff members experience engagement, support and worth.

These findings concur with Kuany (2016) who found that organizational support significantly enhances employees' ability to fulfill their responsibilities, leading to improved productivity and workplace satisfaction. This suggests that supportive organizational structures are essential in enabling employee performance. In Kenya Power and Lighting Company, Mwau (2016) identified accountability, empowerment, and involvement in decision-making as essentail factors influencing employee commitment and ownership of tasks. The research emphasizes the significance of using employees in organizational processes to strengthen engagement and responsibility. Additionally, research by Wambugu (2014), in a study on Wartsila Limited in Kenya, highlights the importance of good communication, teamwork, and trust in cultivating a positive organizational culture that encourages career growth and enhances employee satisfaction. Overall, the findings suggest a generally favorable workplace where staff members experience engagement, support and worth.

4.1.3 Technological Advancement and Performance

Participants were prompted to rate their agreement level with the statements on how technological advancement on organizational performance. The results were as illustrated in Table 6.

Table 6. Descriptive Statistics on Technological Advancement

Statements	**Mean**	**Std. Deviation**
The organization has automated its system to ease its processes	3.75	1.082
The organization's IT systems are secure and it is updated regularly.	3.99	1.071
The organization has new technological innovations which are implemented and have an impact in daily work of employees	3.85	1.028
The organization is prepared for future technological advancement	3.79	1.016

Table 6 above evaluates the role of technology advancement on Unga Farm Care's Limited performance. The strongest agreement (mean = 3.99) is on the organization's IT systems being secure and regularly updated. Other scores are the implementation and impact of new technological innovations in day-to-day work (mean = 3.85), preparedness for future technological advancement (mean = 3.79), and automation of systems to ease processes (mean = 3.75). All aspects fall within the "agree" range. The standard deviations (1.016–1.082) suggest moderate variability in responses.

These findings align with the study by Kimani (2018) that found automation and digitization significantly improve organizational efficiency by streamlining internal processes and reducing operational bottlenecks. This suggests that adopting automated systems enhances overall performance and service delivery. In addition, Olson (2019) emphasized that secure and regularly updated IT systems are vital for organizational resilience, data protection, and

maintaining stakeholder trust in the digital age. Further, research by Balogun (2016) in Nigerian firms underlines that implementing new technological innovations positively influences daily operations and employee productivity. Moreover, the findings are in line with Mukangu (2016), who identified future technological preparedness as a key strategic focus for organizations seeking long-term competitiveness in dynamic environments.

4.1.4 Employee Attitude and Performance

Respondents were prompted to specify the degree of their agreement with the statement pertaining the organization's concern for employee attitudes and their impact on performance. The findings were as displayed in Table 7.

Table 7. Descriptive Statistics on Employee Attitude

Statements	Mean	Std. Deviation
The organization has a healthy work-life balance automated its system to ease its processes	3.54	1.063
The organization offers career development opportunities	3.69	1.054
The organization offers training and professional development opportunities	3.96	.977
Employees feel secure in their current position	3.59	1.099
The organization offers satisfactory compensation and benefit package	3.48	1.047

Table 7 above illustrates descriptive statistics on employee attitude and performance of Unga Farm Care Limited. The findings are as follows: training and professional development opportunities (Mean = 3.96), career development opportunities (Mean = 3.69), employee job security (Mean = 3.59), healthy work-life balance (Mean = 3.54), and compensation and benefit package (Mean = 3.48). Overall, the results indicate that employee welfare and development are generally perceived positively, with most aspects falling within the "agree" range, except for compensation, which reflects a neutral perception. This underscores the significance of continuous investment in training, career growth, and work-life balance to support employee retention and satisfaction.

These findings concur with Blessing, Elenwo, and Busola (2020) who found that fair compensation, work-life balance and job stability to be critical in improving employee well-being and total job satisfaction. This suggests that companies that prioritize employee welfare are inclined to retain talent and improve performance. In addition, Bireswari (2013) emphasized that access to career development and continuous training significantly contributes to employee productivity, motivation, and long-term organizational commitment. The study emphasizes the significance of structured growth opportunities in talent management. Additionally, research by Ndai and Makhamara (2021) in Timaflor Company, Kenya confirms that investing in professional development and maintaining a supportive work environment fosters employee loyalty, satisfaction, and performance.

4.1.5 Performance of Unga Farm Care Limited

Participants were prompted to rate the performance of Unga Farm Care based on the following statements. The findings were as illustrated in Table 8.

Table 8. Descriptive Statistics on Performance

Statements	Mean	Std. Deviation
Unga Farm Care Limited provides quality animal feeds that give value for money	4.29	1.034
There is effective and efficient communication with the customers	4.12	1.018
The clients are contented with the services and products offered by the company	4.05	.936
There is a smooth on boarding process for new customer	4.00	.965
The organization has experienced repeat customers over the past half year.	4.15	.988
The organization's market share has grown more than it did the previous year.	3.932	1.015
The company has had an increase in customers from the previous year.	4.026	.987

The study findings in Table 8, presents descriptive statistics on customer satisfaction and performance at Unga Farm

Care Limited. The findings are as follows: provision of quality animal feeds that give value for money (Mean = 4.29), repeat customers over the past half year (Mean = 4.15), effective and efficient communication with customers (Mean = 4.12), overall customer satisfaction with products and services (Mean = 4.05), smooth onboarding process for new customers (Mean = 4.00), increase in customers from the previous year (Mean = 4.03), and growth in market share compared to the previous year (Mean = 3.93). All aspects fall within the "agree" range, indicating a typical favorable perception of client satisfaction and business growth. The standard deviations (0.936–1.034) suggest moderate variability in answers. Overall, these results suggest that the firm has built a strong foundation in customer satisfaction and market performance.

A research by Mirza *et al.* (2013) highlighted that delivering high-quality product that offer value for money significantly boosts customer satisfaction and drives repeat purchases, thereby enhancing organizational performance. This aligns with the study by Conțu (2020), which found that effective communication and a smooth customer onboarding process are critical for building strong customer relationships and sustaining market presence. Similarly, Lee et al. (2016) emphasized that consistent customer satisfaction and loyalty are directly linked to increased market share and customer growth in competitive industries.

4.2 Inferential Statistics

Multivariate regression analysis was employed since it could predict the effects of performance on the various variables that were examined. The R-squared values are displayed in Table 9.

Table 9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.621	.53291

a. Predictors: (Constant), Employee Attitude, Organizational Leadership Style, Technological Advancement, Organizational Culture

The model summary implies that the regression model, which involves employee attitude, organizational leadership style, technological advancement, and organizational culture as predictors, has an R^2 value of 0.634. This indicates that around 63.4% of variation in the response variable can be accounted by these predictors collectively.

ANOVA was conducted to examine the overall fit of the regression model. The statistical model's significance was ascertained utilizing the F-statistic and related p-value. The findings are displayed in Table 10.

Table 10. Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.213	4	20.803	106.328	.000[b]
	Residual	21.913	112	0.196		
	Total	105.126	116			

a. Dependent Variable: Performance of Unga Farm Care Limited

b. Predictors: (Constant), Employee Attitude, Organizational Leadership Style, Technological Advancement, Organizational Culture

As illustrated in Table 10, the F-calculated (106.328) was above the F-critical value (2.46) from the distribution table. In addition, the p-value (0.000) below 0.05 significance level. Therefore, there is a substantial association between the predictors (organizational culture, organizational leadership style, technological advancement and employee attitude) and the response variable (performance of Unga Farm Care Limited).

Table 11. Coefficients for Organizational Changes and Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.177	.233		5.060	.000
	Organizational Leadership Style	.286	.103	.315	2.783	.006
	Organizational Culture	.306	.121	.344	2.519	.013
	Technological Advancement	.333	.078	.364	4.261	.000
	Employee Attitude	.258	.105	.277	2.457	.023

a. Dependent Variable: Performance of Unga Farm Care Limited

Regression equation for the unstandardized coefficients was:

$$Y = 1.177 + 0.286X_1 + 0.306X_2 + 0.333X_3 + 0.258X_4$$

The results show that organizational leadership style has a positive and substantail effect on the performance of Unga Farm Care Limited ($\beta_1 = 0.286$, $p = 0.006$). With a p-value below 0.05, organizational leadership style has a statistically substantial impact on performance. Specifically, for each unit increase in organizational leadership style, there is an increase of 0.286 units in organizational performance. These findings agree with Ngosi (2015) observations that leadership played a central role in driving organizational culture change, leveraging external consultants and internal ambassadors. These findings also conform to Saratuki's (2017) observations that components of competitiveness was greatly impacted by strategic leadership and organizational performance in Kenya's sugar sector.

Also, the findings show that organizational culture has a positive and substantial effect on the performance of Unga Farm Care Limited ($\beta_2 = 0.306$, $p = 0.013$). Given the p-value of less than 0.05, organizational culture positively impacts performance statistically. For each unit increase in organizational culture, there is an increase of 0.306 units in organizational performance. These findings concur with Kuany (2016) observations that organizational culture and performance have a substantial positive link. In addition, these results concur with Mwau (2016) observations that a favorable relationship between organizational performance and culture, with adaptability, involvement, mission, and consistency having a major impact on performance.

Moreover, the study discovered that technological advancement has a positive and substantial effect on the performance of Unga Farm Care Limited ($\beta_3 = 0.333$, $p = 0.000$). Given that the p-value was below 0.05, technological advancement shows a statistically substantial effect on the performance of Unga Farm Care Limited. For each unit increase in technological advancement, there is an increase of 0.333 units in performance. These results concur with Kimani's (2018) observations that emphasized the pivotal role of IT in influencing various elements within organizations, including people, culture, structure, processes, and tasks. These findings also concur with Balogun's (2016) observations that technological advancement positively influence organizational performance.

Also, the results show that employee attitude has a positive and substantial effect on the performance of Unga Farm Care Limited ($\beta_4 = 0.258$, $p = 0.023$). Because the p-value is less than 0.05, employee attitude exhibits a statistically substantial impact on the performance of Unga Farm Care Limited. For each unit increase in employee attitude, there is an increase of 0.258 units in performance. These results agree with Blessing, Elenwo, and Busola (2020) observations that employee attitudes, as measured by engagement, commitment, and job happiness, had a favorable effect on business performance. The results also agree with Bireswari (2013) observations that employee attitudes significantly influence performance.

5. Conclusions

The study concludes that organizational leadership style has a positive and significant effect on the performance of Unga Farm Care Limited, with inspirational leadership, interpersonal skills, and leadership competencies enhancing performance. Additionally, organizational culture, including responsibility, teamwork, staff involvement, and employee retention, has a positive and significant influences on performance. The study further finds that technological advancement, through automation, information security, and innovation, positively affects organizational performance by improving efficiency and capacity for innovation. Lastly, the study concludes that employee attitude, driven by work-life balance, career development, and job security, has a positive and significant

impact on performance, highlighting the importance of maintaining positive employee engagement to sustain organizational success.

5.1 Policy Recommendation

Based on the study findings, it is recommended that policy frameworks guiding the animal feed industry prioritize the institutionalization of leadership development policies. These policies should mandate structured leadership training programs focusing on emotional intelligence, active listening, ethical conduct, and responsive decision-making to strengthen leadership effectiveness and employee engagement. Policies should also promote ethical leadership and corporate social responsibility to sustain trust and accountability within the sector. In addition, policies should encourage the promotion of positive organizational culture by requiring animal feed firms to adopt inclusive communication structures, participatory decision-making mechanisms, and transparent feedback systems. Regulations should also support the creation of career development pathways and recognition frameworks to improve employee retention, productivity, and organizational commitment.

Furthermore, policy guidelines should emphasize technological advancement by mandating periodic technology upgrades, automation investments, and robust cybersecurity protocols. Policies should also require employee training programs to ensure readiness for emerging technologies and digital innovations that enhance operational efficiency. Also, policies should promote employee well-being by requiring organizations to establish structured work-life balance programs, career growth opportunities, and job security measures. Regular review of compensation structures and benefits packages should be embedded in policy to improve employee satisfaction, strengthen retention, and support organizational performance across the animal feed industry.

5.2 Limitations and Future Research Direction

The aim of this research was to investigate the effects of organizational leadership style, technological advancement, organizational culture, and employee attitude on Nairobi City County's Unga Farm Care Limited's performance in Kenya. The research focused solely on Unga Farm Care Limited in Nairobi City County, Kenya, which may differ from other animal feed manufacturing companies located in different counties across Kenya. Thus, the research recommends that more investigations ought to be conducted in other companies and regions to offer a more grasp of the elements influencing organizational performance across the animal feed manufacturing sector. Furthermore, while the research established that the four variables explained 63.4% of the performance variance, there remains an unexplained variance of 36.6%. As a result, the study calls for further exploration into other organizational practices and external factors that may also impact performance, to fully understand the comprehensive drivers of success in this industry.

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Authors' contributions

Prof. Stephen Muathe was responsible for the study design and provided critical revisions to the work. I was responsible for data collection and contributed to the manuscript revision. Prof. Muathe prepared the initial draft of the manuscript. Both authors read and approved the final version of the manuscript.

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The authors declare that none of the work described in this publication may have been impacted by any conflicting financial interests or personal relationships.

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