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Influence of Innovation Strategy on the Organizational Performance of Kenya Broadcasting Corporation in Nairobi City County, Kenya

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Abstract: *Organizational attainment is a predominant subject for scholars in the field of strategic management because of the intense drift of determinants and circumstances in the organizational ambience. Industry observers have noted that the consummation of companies in the mass media sector has been rising and falling over time due to the volatility of the environmental factors characteristic of the said industry. It is visualized that firms that endeavour to thrive in environments that are invariably changing must embrace relevant calculated judgments that would fundamentally improve their performance. This inquiry, therefore, sought to investigate the sway of innovation strategy on the organizational performance of the Kenya Broadcasting Corporation in Nairobi City County. The specific objective of the study sought to determine the influence of innovation strategy on the organizational performance of the Kenya Broadcasting Corporation. The theory underpinning the study objective was the Contingency theory. The researcher utilized the descriptive research design. The target population comprised the members of staff at the headquarters of the Kenya Broadcasting Corporation in Nairobi City County, Kenya. The target respondents were selected using stratified random sampling of 150 employees from the departments of Radio, Television, ICT, Technical Services, Corporate Planning, Research and Development and Administration. The study used primary data which were gathered using a semi-structured questionnaire. The research findings revealed that innovation strategy (β=0.907), was statistically significant in determining organizational performance and that it accounted for 34.5% of the variation in the organizational performance as depicted by the coefficient of multiple determination (R^2 =0.345). Having established that innovation strategy had a positive effect on organizational performance, the management of the Kenya Broadcasting Corporation could utilize the findings in formulating policies that foment the activities and practices associated with innovation strategy to enhance performance on different fronts.*

Key Words: Strategy, Organizational Performance, Innovation strategy

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I. Introduction

The early concept of innovation in economic development and entrepreneurship was popularized by Joseph Schumpeter, a German economist. Innovation, in his view, comprises the elements of creativity, research and development, new processes, new products or services and advance in technologies (Camison & López, 2010). To (Rosli & Sidek, 2013), innovation is the creation of new wealth or the alteration and enhancement of existing resources to create new wealth. It is also seen as a process of idea creation, a development of an invention and ultimately the introduction of a new product, process or service to the market (Darroch, 2005). Beaver believes that innovation is an essential element for economic progress of a country and competitiveness of an industry (Beaver, 2010). According to Laban and Deya (2019), innovation is a vital part of an organization's strategy since it constitutes one of the principal means to seek new business opportunities. Michael Porter argues that innovation is one of the most important competitive weapons and generally seen as a firm's core value capability (Porter, 1990). Darroch (2005) observes that globalization and changes in consumer behaviour are the key drivers of competition. In responding to the development organizations are forced to evaluate and apply innovative strategies and entrepreneurial abilities with the purpose of gaining competitive advantage. Innovation is also seen as a critical fodder for the advancement of organizational efficiency, profitability and productivity. Based on the aforementioned insights, it is plausible to hypothesize that innovation plays an eminent role in all organizations, both large and small.

According to Saleh and Wang (2016), an organization can innovate in three areas. The first one is product innovation which entails coming up with a new product or even a new feature in an existent product.

Enhancing an existing product attribute is also considered to be product innovation. Product innovation is often stimulated by new technology or shifting consumer behaviour. The second aspect of innovation is process innovation which entails a shift in the way a product is produced and delivered to the customer. Process innovation results in value addition. Perhaps the most common form of process innovation is automation which helps reduce human error, provide timely client support and enhance output. The third element of innovation strategy is business model innovation. Pisano (2015) indicated that innovation of the business model is a universal and organization-wide transformation. Its effects are therefore, widespread from product pricing to marketing channels. Saleh and Wang (2016) emphasize that an appropriate type of innovation should reach clients more effectively and make products more affordable and easier to use.

Organizational Performance

Organizational performance is the degree to which an organization attains its goals and objectives. Different organizations have different goals and objectives. For instance, the main objective of a not-for-profit organization providing free counselling and maternal care to victims of rape is to help the individual come to terms with the situation and lead a wholesome life moving forward. On the other hand, the main goal of a fast-food outlet is to maximize profits. Combs, Crook and Shook (2016) observe that organizational performance incorporates three distinct areas of organizational outcome: product market performance which is measured by sales and market share profits; financial performance which is measured by profits and return on investment among other ratios; and shareholder return which is primarily measured by the total shareholder return.

Every organization has a unique set of processes that are the vehicles towards the achievement of the primary goals. An aggregation of the performance of the various processes determines the overall performance of organization. The current study was based on an organization that operates within the public broadcasting sector. It employed the three most common forms of organizational performance measures as envisaged by Burke and Litwin (2018). For instance, the study used product diversity to measure operational performance. Moreover, the study used revenue growth to measure financial performance. Last but not least, the study used market share to measure market-based performance. Organizational performance was the dependent variable in the current study.

The Kenya Broadcasting Corporation, KBC is a state-owned media corporation whose roots go way back to the 1920s when the country was still under colonial rule. Nationalization of the state-run media happened in 1964 through an Act of Parliament whereupon the name changed to Voice of Kenya before being renamed KBC in 1989 through an Act of Parliament (Collender, 2015). It started as a radio broadcast initially transmitting news in English the Swahili and other mainstream vernacular languages. Television broadcasts started in 1962. Since then the state-run media organization has grown its stable. The mission of KBC is to provide leadership in the transmission of objective content through high-quality broadcasts. Its core values include innovation and creativity, quality services, competitiveness and professionalism.

The primary objective of the Corporation is to connect Kenyans in all corners with informative, educative and entertaining content in an impartial manner. To actualize its mandate, KBC employs television, radio and print media. For a long time, KBC Channel 1 was the dominant product in the television line. However, since the year 2015 digital migration in Kenya, it has launched Heritage TV to preserve and promote the indigenous culture and Y254 for the youth. Both television services are transmitted on the digital platform. When it comes to radio, the corporation had KBC Radio Taifa and KBC English Service which mainly served Nairobi and its environs. The Corporation has established many regional public service radios including Central Service, Eastern Service and Western Service.

KBC has opened multiple commercial radios targeting local communities. They include Coro FM which broadcasts in Kikuyu, Iftiin FM which broadcasts in Somali, Nosim FM which broadcasts in Maasai and Mayienga FM which broadcasts in Luo among many others. Vernacular radio stations aim to connect the local communities with news and information while preserving the local languages (Githaiga, Minnie & Bussiek, 2011). In 2009 the corporation started Signet, Kenya. The subsidiary provides a platform for the transmission of digital TV content. The Corporation also runs a monthly magazine called *The Mast*, which provides a synopsis of news and events as they occurred during the month as well as commentaries and opinions. Perhaps the greatest achievement of KBC so far is connecting far-flung areas that did not access TV services by launching multiple transmission sites across the country.

Statement of the Problem

For a long time, the Kenya Broadcasting Corporation has been in the spotlight for poor performance. Because the state-owned media house has a weak financial base, it has perennially depended on the exchequer to fund its operations. For instance, the audited financial statements of the Kenya Broadcasting Corporation for the financial year ended 30th June 2017 reveal that the national broadcaster incurred a loss of Ksh. 57.8 billion compared with a loss of Ksh. 50.1 billion in the financial year 2015/16 representing a 15.4% increase in losses

(Office of the Auditor General, 2017). Moreover, the aggregate expenditure far outsteps the income yield since the media house operates on an annual budget of about Ksh. 2 billion (Nyongesa, 2015). Another sign of a weak financial base is the inability to meet monetary obligations when they fall due. For example, in 2008 the Corporations had about Ksh. 1 billion in outstanding debt because of unpaid salaries, taxes and supplies of radio and television programmes (Nyongesa, 2015). Concerning market performance, the Kenya Broadcasting Corporation has stunted growth in the average share of viewing and listening. For instance, the Corporation has the highest share of radio frequencies (20%) and a listening share of 18% compared with Royal Media Services which has a frequency share of 15% and a listening share of 34%. In terms of viewership, the media house owns 44% of frequencies and a 13% share of viewing. Contrast this with Citizen TV which has a frequency share of 10% and 47% in the average share of viewing (Deloitte, 2012). The same report reveals that presently, KBC Channel 1 occupies the sixth position in audience share and advertising revenue behind Citizen TV, NTV, KTN News, KTN Home and K24. According to Sereti (2018), the weak performance boils down to poor or even lack of strategies in responding to changes in the mass media industry. For instance, Kibet (2020) notes that the Corporation has a poor market expansion strategy and a lacklustre personnel development action plan. In addition, the organization lacks clear innovation and investment strategies.

Studies in this field include Eke and Onuoha (2020) who explored innovation strategies and organizational performance of water packaging firms in Lagos State but focused on different variables such as aggressiveness, futurity and defensiveness. The current study presents the conceptual gaps on the effect of innovation strategy on performance. In the study on the core requirements of knowledge management implementation, innovation and organizational performance, formulation and implementation of the strategy, Al-Hakim and Hassan Azhar (2016) concentrated on the intervening role of innovation. However, by not conceptualizing the impact of innovation strategy on performance, the study left a conceptual gap that was covered by the current analysis. Lastly, Gopalakrishnan (2018) concentrated on unraveling the connections between dimensions of innovation (speed and magnitude) and organizational performance. The study linked each dimension of innovation to a particular measure of firm's performance i.e. financial perspective and perceived effectiveness. Although the study confirmed that different dimensions of innovation are connected to different aspects of performance, it did not characterize the effect on organizational performance as a result of a unit variation in innovation strategy. Moreover, the approach created a conceptual gap. The current study will cover the identified gaps adequately.

Objective of the Study

i) To examine the influence of innovation strategy on the organizational performance of the Kenya Broadcasting Corporation in Nairobi City County, Kenya.

II. Literature Review

Theoretical Review

Contingency Theory

The study was anchored on the Contingency Theory.Fred Fiedler, a management psychologist in the 1950s, conceptualized the contingency theory. The theory proposes that there is not a single unitary way of organizing a company towards the attainment of the desired result or outcome (Donaldson, 2011). The contingency theory contends that changes in the environment present credible challenges to the organization thus requiring it to reorganize its resources, processes, business model, product portfolio and structure to safeguard its standing in the marketplace. For that reason, the theory proposes that the optimal organization approach is contingent upon the forces of change emanating from the internal and external environment (Lee & Miller, 2006). In that respect, the contingency theory underscores the possibility of change in the environment which in turn affects the way a corporation organizes around different processes ultimately influencing organizational performance. This reorganization process is called innovation.

Organizational effectiveness refers to the degree to which different operations or processes of the organization are successful in producing the intended output or result. The contingency theory of organization proposes that organizational effectiveness is determined by how adequate the organization adapts different attributes of its structure to various contingencies such as disruptions in the environment (Fisher, 2018). The organizing capacity of management helps to expand business activity, optimize efficiency and measure the outcomes. The three benefits of organizing constitute critical aspects of organizational performance. According to Lee and Miller (2006), the contingency theory draws attention to the link between how well an organization adapts to change (innovation) and the degree to which it achieves its objectives (performance). In that respect, the theory portrays organizational performance as a highly inconstant variable (Donaldson, 2011). The contingency theory was particularly appropriate in the examination of the subject under enquiry because it helped underpin the dependent variable (organizational performance) whose outcome rested on the choice of innovation strategy (in the areas of product innovation, process innovation and business model innovation) adopted in response to disruptions in the environment. The theory was significant for this analysis because it effectively conceptualizes organizational performance in a strategic direction such that innovation must provide strategic direction that will improve organizational performance. In that regard, it helps to underpin the independent and dependent variables.

Empirical Review

Shirley and Sushanta (2014) considered the sway of information and communications technology, ICT on the banking sector. The study considered theoretical perspectives and empirical perspectives regarding the effect of ICT spending on the profitableness of banks. The scholars utilized a panel of sixty-eight US banks for a period of at least twenty years. The results revealed that although ICT may help the organization to save on operational costs, higher ICT expenditure could create network effects thereby shrinking profitability. The study also discovered that the link between ICT spending and financial attainment is contingent on the magnitude of the network effect. Alber (2011) analyzed the impact of innovation strategy on the feat of commercial banks in Saudi Arabia from 2008 to 2012. The study found that the availability of phone banking services, ATMs and an extensive network of banking outlets had an affirmative impact on the profitability of the banks. The study also found that internet banking affected performance by enhancing a bank's earning ability as indicated by the return on equity (ROE).

Ongonga (2013) studied innovation in Kenya's tea sector. The researcher considered various tea firms in Kericho. The study highlighted that the tea sector in Kenya has been witnessing a downward trend in prices over the years. It observed that the phenomenon has been occurring in the backdrop of rising cost of production more so labour-related costs and stiff competition. The researcher surveyed five tea firms in Kericho town. The study established that machines had been introduced to harvest tea but there was resistance among labourers. In addition, many tea factories did not have the corresponding processing capabilities for mechanically-harvested tea. The observations corroborate the findings made by Simpson, Siguaw and Enz (2016) that innovation is both costly and chancy. In addition, while innovation does enhance organizational performance, it leads to unwarranted changes, increased susceptibility to market risk, increased costs and discontent among employees.

Njeri (2017) examined the sway of the innovation action plan on organizational accomplishment in Kenya's telecommunication industry using Safaricom Kenya Limited as a case study. The inquiry specifically sought to examine the imprint of process innovation strategy, product innovation and market innovation on the accomplishment of the company. It utilized a descriptive survey research design whereby a sample of 181 staff in the customer service departments was issued with questionnaires for data collection. The study found that there was an affirmative and significant relationship between product innovation strategy and performance. It also revealed a positive and meaningful link between market innovation and organizational accomplishment. The study did also confirm the positive but insignificant association between process innovation and performance. It concluded that among the three dimensions of innovation strategy considered, product innovation had the greatest sway on the consummation of Safaricom Kenya Limited while process innovation had the least sway on the firm's performance. On the other hand, Wright, Palmer and Perkins (2015) investigated the impact of product innovation action plans on the accomplishment of SMEs. The research found that product innovation does not influence accomplishment in a favourable environment. However, product innovation has an affirmative impact on organizational accomplishment in an unfriendly environment.

Conceptual Framework

Innovation strategy
- Product Features
- Production Process
- Business Model

Organizational Performance
- Product Improvement
- Market Share
- Revenue Growth

Fig 2.1: Conceptual Framework

Source: Researcher, (2022)

Figure 2.1 represented the hypothesized link between innovation strategy and the firm performance of Kenya Broadcasting Corporation (KBC). The explanatory variable was innovation strategy that was measured by assessing the product features, the production process and the business model. The research dependent variable was organizational performance which was measured by product improvement, market share and revenue growth. The yardstick included both financial and nonfinancial gauges based on the Balanced Scorecard, (BSC) Models (Kaplan & Norton, 2015).

III. Research Methodology

Research Design

The research design is the rudimentary plan which outlines the sum and substance of the exercises required to put into effect the research objective. The research employed a descriptive research design. According to Orodho (2008), a descriptive research design tries to link ideas to validate a cause-and-effect connection between the research variables. The study is quantitative in nature which means that the research design adopted should have been able to measure and characterize the relationship between the variables. Descriptive research design did that by measuring and distinguishing the influence of the different aspects of innovation action plans on the organizational performance of the KBC.

Target Population

According to Mugenda and Mugenda (2003), a target population comprises all the items which possess facts that are material to the inquiry and from which a sample is mapped out to gather research data. The target population was 500 members of staff from the six departments of the Kenya Broadcasting Corporation as shown in Table 3.1.

Table 3.1 Distribution of Target Population

Strata	Target Population	Percentage (%)
Radio Department	103	21
Television Department	166	33
ICT Department	45	9
Technical Services Department	91	18
Corporate, Planning, Research & Development Department	24	5
Administration Department	71	14
TOTAL	**500**	**100**

Source: Kenya Broadcasting Corporation Human Resource Division (2022)

Sampling Techniques

The scholar adopted a stratified random sampling technique in selecting a characteristic sample from the target population. Kothari (2004) points out that stratified random sampling is suitable when the characteristics of a population are diverse and the researcher wants to ensure that every characteristic is properly represented in the sample. As reiterated by Mugenda and Mugenda (1999), at least thirty per cent of the cases per group are obligatory for research. The study, therefore, adopted 30% as a befitting proportion of the target population in keeping with the said ground rule.

Data Collection Instruments

The study adopted a semi-structured questionnaire to collect primary data. The questions in the research tool were closed-ended and open-ended. The closed-ended questions adopted the closed options in the Likert scale helped the researcher to draw more methodized responses that would constitute the keystone for quantitative analysis and making inferences. On the other hand, open-ended questions provided supplementary qualitative facts that might not have been captured via the closed-ended questions. The research tool had two major segments: one for elementary information about the respondents and the other for categorical information regarding the research objectives.

Data collection Procedures

Before embarking on data collection, the researcher obtained the requisite authorization documents from Kenyatta University and NACOSTI. Both survey respondents were administered individually by the researcher. In this study, focus and oversight were exercised in order make sure that the questionnaires were availed to the participants and that reasonable time and support was accorded. The researcher employed the drop-off and pick-up method to administer the questionnaires. The researcher maintained a schedule that helped in tracking the questionnaires issued to the respondents.

Data analysis and Data Presentation

Quantitative data was analysed into descriptive and inferential statistics using the SPSS (Version 24). This was achieved through the assessment of responses, calculation of the percentages of response variations and the description and interpretation of data based on study aims and expectations to convey the research findings. The analysis yielded descriptive statistics which essentially describe the data obtained from the respondents. Descriptive statistics included frequencies, percentages, mean, standard deviation and coefficient of variation. Presentation of the results of descriptive analysis employed tables. The analysis also yielded inferential statistics which helped the researcher make predictions from the data set. Inferential statistical analysis utilised the following regression model:

$$\mathbf{Y = \beta 0 + \beta 1\ X1 + \varepsilon}$$

Where:

Y = Organizational Performances of the KBC

X_1= Innovation strategy

B_1, =regression co-efficient B_0 is the Y intercept

ε is the error term

Presentation of inferential statistics made use of tables. Furthermore, content analysis was utilised to analyse the qualitative data obtained through the open-ended questions. The results were presented in prose form based on the common themes of the responses.

IV. Research Findings And Discussion

Response Rate

The response rate was analyzed based on the number of questionnaires that were duly filled in and returned to the researcher as a percentage of the total number of questionnaires issued to the sample as illustrated in Table 4.1

Table 4.1: Analysis of the Response Rate

Category	Frequency	Percentage (%)
Response	93	62
Non-Response	57	38
Total	**150**	**100**

Source: Field Data (2022)

The results in table 4.1 demonstrated that out of the 150 target respondents that were served with the questionnaire, 93 respondents filled in and returned the questionnaires. The outcome translates to a response rate of 62% and a non-response rate of 38%. Mugenda and Mugenda (2003) observe that a response rate of 50% is sufficient for the analysis and reporting of statistical inferences. Elsewhere, Kothari (2004) reiterates that an acceptable survey response rate eliminates sampling and non-response bias thus fortifying the accuracy of conclusions drawn from the results. Therefore, the response rate of 62% was adequate for making conclusions and generalizations from the sample measures.

Descriptive Analysis

The researcher employed the mean, standard deviation and coefficient of variation to depict the summary measures of the sample that was considered for data collection. The analysis of descriptive statistics was based on data that was collected regarding the variables that were the thrust of the study. In this connection, the fundamental feature of the observed sample was the foundation for quantitative data analysis for the research.

Innovation Strategy and Organizational Performance

The researcher scrutinised the data collected on the pointers of innovation strategy and put forward the results in Table 4.2

Table 4.2 Descriptive Analysis for Innovation Strategy

Statement	N	Min	Max	Mean	Std. Dev.	CoV
Uncommon product features attracted different consumers with diverse needs	93	1.00	5.00	4.23	0.45	0.11
Service features were used to lock customers to Kenya Broadcasting Corporation	93	1.00	5.00	3.95	0.49	0.12
Innovative production process lengthened the life cycle of services of the Kenya Broadcasting Corporation	93	1.00	5.00	4.22	0.37	0.09
Innovative business model was used as means of meeting the dynamic needs of customers	93	1.00	5.00	4.18	0.63	0.15
The business model helped the Kenya Broadcasting Corporation reach out to potential customers more effectively	93	1.00	5.00	4.12	0.56	0.14
Innovative processes enhanced service delivery to the customers	93	1.00	5.00	4.28	0.44	0.10

Systems upgrade improved the experiences of customers	93	1.00	5.00	4.39	0.52	0.12
Aggregate score				**4.2**	**0.49**	**0.12**

Source: Field Data (2022)

The descriptive analysis of innovation strategy revealed that the aggregate mean score was 4.2 which corresponded to 'Agree' on the five-point Likert Scale that was adopted in the questionnaire. In addition, the results indicated that the aggregated score for the standard deviation and coefficient of variation were 0.49 and 0.12 respectively pointing to a low degree of variability which meant that responses on different questions were close to the sample mean. The average score of individual responses ranged from 3.95 to 4.39. Furthermore, the results indicated that the coefficient of variation for the responses on respective measures fluctuated from 9% to 15% suggesting low variability across the responses. The low variability signified that the sample mean was a reliable estimator of the population mean. According to Ongonga (2013), the low variation of responses proclaimed that the initiatives that had been taken up as measures of innovation strategy were actually put into effect at the Kenya Broadcasting Corporation.

Descriptive Analysis of Organizational Performance

The researcher scrutinised the data collected on the pointers of organizational performance of the KBC and put forward the results in Table 4.3

Table 4.3 Descriptive Analysis of Organizational Performance

Statement	N	Min	Max	Mean	Std. Dev.	CoV
The Kenya Broadcasting Corporation had diversified products for different needs of customers	93	1.00	5.00	4.02	0.41	0.10
The product offerings of the Corporation were noticeable in the industry	93	1.00	5.00	4.07	0.55	0.14
The Corporation had improved the quality of its product portfolio over the years	93	1.00	5.00	4.1	0.69	0.17
The market share of the Kenya Broadcasting Corporation had grown in the course of time	93	1.00	5.00	3.97	0.51	0.13
The Kenya Broadcasting Corporation had realized revenue growth over time	93	1.00	5.00	3.89	0.59	0.15
The Corporation had improved its processes over the years to enhance service delivery	93	1.00	5.00	4.05	0.62	0.15
Aggregate score				**4.02**	**0.56**	**0.14**

Source: Field Data (2022)

Table 4.3 showed that the aggregated mean score for the three measures of performance of the Kenya Broadcasting Corporation was 4.02 which compared to 'Agree' on the five-point Likert scale. Moreover, the changeability of responses from the aggregated mean score was low as indicated by the coefficient of variation of 14%. The reported aggregated mean of the responses disclosed that activities that operationalise performance were practised at the Kenya Broadcasting Corporation. According to Burke and Litwin (2013), the narrow variability implied that the responses of employees were clustered around the aggregate mean score and therefore, the sample mean was a steady estimator of the population mean.

Inferential Analysis

The researcher conducted regression analysis to examine the effect of innovation strategy on the performance of the Kenya Broadcasting Corporation. To that end, innovation strategy was regressed on performance. The outcome of the bivariate analysis was adduced in Table 4.4.

Table 4.4 Results of Regression Analysis

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	Beta	**Std. Error**	**Beta**		
(Constant)	0.495	1.093		0.453	0.000
Innovation Strategy	0.907	0.263	3.532	3.449	0.019
R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**		
0.593^a	0.352	0.345	1.437		
	Sum of Squares	**Df**	**Mean Square**	**F**	**Sig.**

Regression	1.217	1	1.217	4.285	0.001[b]
Residual	25.814	91	0.284		
Total	27.031	92			

a. Predictors: (Constant), Innovation Strategy

b. Dependent Variable: Organizational Performance

Source: Field Data (2022)

The regression model estimated by the results of regression analysis in Table 4.4 was depicted in the equation below:

Performance = 0.495+ 0.907Innovation Strategy

The researcher sought to examine the influence of innovation strategy on organizational performance. Based on the regression analysis depicted in Table 4.4 above, innovation strategy was statistically significant as $\beta=0.907$; $t = 3.449$; $p = 0.019$. The results suggested that at a 95% confidence level, innovation strategy had a positive effect on the performance of Kenya Broadcasting Corporation. Further, the findings implied that a unit increase in the pointers of innovation strategy resulted in an increase in organizational performance by 0.907 units assuming all other factors were held constant.

The study model summary also presents the correlation coefficient (R) and coefficient of determination (R^2). The correlation coefficient presents the strength of the relationship between the independent and the dependent variables while the coefficient of determination explains the degree to which the dependent variable is explained by changes in the independent variable. The study results indicate that the correlation coefficient (R) was 59.3% indicating that there was a strong relationship between study variables. The coefficient of determination (R squared=0.345) indicates that 34.5% of the variation in the performance of the KBC was explained by the changes in leadership competencies.

The results from the ANOVA section of Table 4.4 indicated that the regression model adequately fitted the data collected since the model was statistically significant at $F(1, 91) = 4.285$ and with a corresponding probability value of 0.001 which was less than the 0.05 threshold adopted. In that regard, the regression analysis illustrated that keeping innovation strategy to a constant zero, organizational performance would be at a level of 0.495.

From the findings, it is reasonable to deduce that innovation strategy influenced the performance of Kenya Broadcasting Corporation in Nairobi City County, Kenya. The findings were consistent with one of the propositions of the Contingency Theory that there is a link between how well an organization adapts to change (innovation) and the degree to which it achieves its objectives (performance). These results concurred with the empirical findings that an organization could leverage its innovation strategy to bolster its competitive edge in a highly competitive environment and ultimately upgrade its performance (Alber, 2011). In addition, the results agreed with the conclusions drawn by Njeri (2017) that both product innovation and process innovation do influence organizational performance albeit at varying degrees.

V. Conclusions And Recommendations

Conclusions

The research objective sought to examine the influence of innovation strategy on the organizational performance of the KBC. The descriptive analysis revealed that the respondents considered the innovation strategy to be an important determinant of organizational performance. The position was further confirmed by the inferential statistics which found that a unit increase in the indicators of innovation strategy resulted in a 0.907 unitary increase in performance when all other factors are held constant. On that ground, the researcher concluded that innovation strategy positively influenced the performance of the Kenya Broadcasting Corporation in Nairobi City County, Kenya.

Recommendations

Innovation strategy was found to have a positive influence on the performance of the KBC. As such, enhancing the indicators of innovation strategy yields increased organizational performance. It is, therefore, imperative that the organization invests in practices that can drive the realization of innovation strategy. For starters, the organization can focus on the three dimensions of innovation discussed in the research namely: product innovation, process innovation and business model innovation.

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