# INFLUENCE OF STRATEGIC MONITORING AND EVALUATION ON ORGANIZATIONAL PERFORMANCE OF SUPERMARKETS IN KENYA

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**ABSTRACT**

*Supermarkets worldwide continue to employ various practices to enhance their organizational performance. Strategic monitoring and evaluation are some of the practices, and supermarkets in Kenya could be more exceptional in these practices. They continually formulate and implement various strategies to enhance their performance. However, due to a lack of robust monitoring and evaluation, the strategy's contribution to organizational performance is only sometimes ascertained. This study endeavored to determine the influence of strategic monitoring and evaluation on the organizational performance of Supermarkets in Kenya. The study took place in 14 Counties, including Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir Counties of Kenya. The study employed a descriptive cross-sectional survey research design. The target population was 1800 managers running supermarkets in 14 counties, and a sample of 204 managers was selected through cluster random sampling. Primary data was collected from the managers using a semi-structured questionnaire. The data was subjected to descriptive and inferential analysis using SPSS version 28. Correlational and multiple linear regression were performed at a 0.05 significance level. The descriptive analysis revealed that 86.3% of the supermarkets had a strategic monitoring plan, and 73.5% often reviewed and evaluated strategies to ascertain performance. Correlation analysis established a positive and significant relationship between strategic monitoring ($r=0.720$, $p=0.000$) and strategic evaluation ($r=0.776$, $p=0.000$) and the organizational performance of supermarkets. The study findings on regression showed that strategic monitoring had the largest positive and significant effect ($\beta=0.401$, p-value=0.007) than strategic evaluation ($\beta=0.317$, $p=0.008$) on the organizational performance of supermarkets. The study concluded that strategic monitoring and evaluation have a positive and significant effect on the organizational performance of supermarkets. The study recommended that supermarkets integrate strategic monitoring and evaluation practices in equal measures to ensure maximum organizational performance is realized for every strategy.*

**Keywords:** *strategy, strategic monitoring, strategic evaluation, organizational performance, supermarket*

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## I. INTRODUCTION

Over the past few years, there has been a growing realization of the potential for strategic monitoring and evaluation to improve an organization's performance [1]. Typically, the choice of strategy a supermarket adopts can have differing organizational performance [1]. A strategy refers to a set of actions taken by a firm to increase profits, reduce losses, and hold its position against other firms [2]. Some strategies may increase performance, while others deter firms' performance. Some of the strategies by supermarkets include market focus, market penetration, differentiation, cost leadership, and innovation [3]. Due to the rapidly evolving socioeconomic environment, Supermarkets must work harder than before to remain in operation [1]. They need sustainable strategic plans if they want to stay in business. The strategies are crucial in determining which areas or sectors a firm should focus on to achieve its goals.

Further, strategic monitoring and evaluation are major tools that help companies locate their market niche, where a competitive advantage would be achieved [2]. Organizations at all levels are expected to continuously assess the shifting environment to develop or adjust strategies to help them remain stable in the ever-changing marketplace [4]. Typically, monitoring and evaluation allow organizations to find a sustainable strategic plan to enhance performance and operate successfully in a dynamic and complex business environment.

Globally, various supermarkets have experimented with different strategic practices to optimize performance. The Delhaize marketing group is one of the examples based in the Netherlands and functioning across multiple continents [5]. Delhaize Group has experimented with various strategies to improve its organization's performance, and their findings revealed that specific choices of strategy led to the marketing group's improved performance [5]. Such strategies included introducing well-known chain stores to clients in numerous places, introducing opportunities for customers to save money on their transactions, and providing excellent options for cleaner and better items. Further, there are various KPIs that supermarkets use to measure performance. Supermarket managers can use KPIs like profit margins, turnover rates of inventory, sales figures, and customer satisfaction scores to assess organizational performance and performance to determine performance [6]. Further, one organization's key performance indicators would differ from the others. Some rely on profit levels and sales revenue growth rate, while others use customer retention rate and market share size to gauge performance [7].

Many African countries' supermarket industries have flourished due to the support of the continent's growing middle class, and as a result, their economies are shifting toward consumer-driven markets [8]. Due to factors such as globalization, intense industry competition, ongoing technological advancements, and the emergence of a consumer-driven market, the number of supermarkets in Africa has expanded tremendously [9]. Kenya has the highest concentration of supermarkets in the entire Eastern Africa. The need for additional outlets is rising as a result of increasing urbanization. Supermarkets make up about a third of Kenya's retail area, and if self-service demand increases favourably, they are expected to rise by 18% annually [9]. According to [8], the wholesale and retail trade in Kenya is one of the subsectors that is growing the fastest, contributing 7.3% of the Country's GDP. Supermarkets in Kenya have faced difficult times despite their upward tendency because of the volatile business climate. Some of the biggest companies in the market, like Uchumi, Tuskys, and Nakumatt, have closed most of their stores recently [10], which may result from weak strategy monitoring and evaluation practices. This study sought to analyze the influence of strategic monitoring and evaluation on the organizational performance of supermarkets in selected Counties of Kenya.

### A. Organizational Performance

Organizational performance is one of the most significant concepts in strategic monitoring and evaluation [11]. Supermarkets in Kenya handle a diverse range of products, some considered extremely perishable fast-moving consumer goods. Supermarkets work in a dynamic and fiercely competitive business climate. To survive and record increased organizational performance, these businesses must continuously develop and adopt new strategies [10]. Some supermarkets, like Nakumatt Holding Ltd., have been forced to shut down operations because they could not adapt to these environmental changes [10]. These supermarkets face mismanaged cash flow, inadequate reporting frameworks, inadequate supplier payment scheduling, and employee and consumer theft [12].

The monitoring and evaluating strategies guarantee supermarkets' survival in a dynamic environment characterized by shifting consumer preferences and expectations. Sustainable performance would be enhanced if the formulated and implemented strategies were monitored and evaluated to assess if the projected organizational performance was met. Reference [7] revealed that the levels and scores of the KPI(s), including the sales growth rate, revenue streams, market share, and customer satisfaction scores, indicate the level of organizational performance for a firm in the retail industry. Supermarkets have high organizational performance if, for instance, they expand their market share by having more loyal customers.

Additionally, it is evident from Cytonn's report that most supermarkets that have increased their scope of operations by opening several other branches were due to better organizational performance [13]. The basic idea behind strategic monitoring and evaluation is that firms must match their capabilities to the dynamic business environment to register increased organizational performance [14]. Kenyan supermarkets work in a dynamic and fiercely competitive environment, which makes it necessary for them to develop strategic plans that, when put into action, would enable them to meet their objectives, enhance their performance, and provide substantial returns on investment [10].

### B. Strategic Monitoring and Evaluation

Effective strategy monitoring and evaluation yields many benefits to any organization [15]. Supermarkets that do not monitor and evaluate their strategies may fail to experience the effect of such strategies. An organization's strategy is the focal point and direction that enables it to obtain an advantage in a dynamic environment by allocating resources and expertise in a way that ultimately satisfies stakeholders [16]. Strategy monitoring and evaluation connect the organization with the outside environment, as an organization must benchmark with similar firms to see whether they are heading in the right direction [17]. Supermarkets must thoroughly evaluate customer preferences, competitor strategies, and industry trends [18]. This evaluation helps identify market opportunities and potential threats. Supermarket managers must establish a feedback mechanism to gather customer, employee, and stakeholder insights regarding the implemented strategies [19]. Further, the evaluation would involve assessing the Key Performance Indicators (KPIs), including sales growth, market share, customer satisfaction scores, and profitability, to see if the projected targets were achieved [7]. Strategy monitoring and evaluation would also encompass benchmarking with peers in the retail sector and conducting regular reviews of strategy implementation to identify aspects that need improvement and make required adjustments [19].

## II. RESEARCH METHODOLOGY

### *A.* Description of the Study Area

The study took place in 30% of the counties in Kenya. The 30% threshold includes 14 counties, which are Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. The counties are geographically distributed and lie within Kenya's eastern, central, and northeastern regions. The counties are highly populated, which has led to several supermarkets being opened in these regions to meet the demands of the growing population. The study aimed to achieve results that could be generalized to the whole Country; therefore, the diversity of the study area allowed for the findings to be representative.

### *B.* Research Design and Sampling

A descriptive cross-sectional design was utilized in this research. It is a scientific process that entails monitoring and describing a subject's behaviour without affecting it [20]. The design helped answer the questions of how strategic monitoring and evaluation influence the organizational performance of supermarkets. A cross-sectional survey was appropriate to cover the selected counties of Kenya. The target population was 1800 supermarket stores distributed within 14 counties [21], and managers were involved as respondents. Kothari's (2004) sampling formula was employed to compute the desired sample size as follows:

$$n = \frac{N}{1 + N(e^2)} = \frac{1800}{1 + 1800(0.07^2)} = 204 \ldots (1)$$

where,
n= desired sample size
N=population size
e = acceptable error.

A sample of 204 supermarkets, whose managers were the respondents, was used. The sample size allowed an acceptance error of 7%.

### *C.* Sampling Procedure

The sample size was distributed proportionately to the selected Counties based on the estimated number of supermarkets per County, as shown in Table I. A cluster random sampling technique was used during the study. First, choosing the 14 Counties that met the 30% threshold was done. The Counties included Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir. Secondly, the 1800 supermarkets were clustered heterogeneously as per the Counties to know the definite number of supermarket managers in every County who were the respondents. Thirdly, the supermarkets included in the study were selected randomly from each County through a simple random sampling technique. The sample size distribution formula was as follows:

$$\frac{\text{Number of supermarkets per County}}{\text{Target population}} \times \text{Sample size} \ \ldots\ldots\ldots\ldots (2)$$

### *D.* Data Collection and Analysis

Data was gathered from the sampled participants for four weeks using the drop-and-pick method. The completed and accurate questionnaires were reviewed and revised after gathering them. Coding and entering of the questionnaire data was done on SPSS version 28. Descriptive and inferential statistics were used in the research. Descriptive statistics involved finding frequencies and percentages of the variable constructs considered in strategic monitoring and evaluation. The key variable constructs considered under strategic monitoring included whether the supermarket has a monitoring plan gets feedback from the customers, sets strategies in adherence to the budget, engages all stakeholders in every strategy, employs a consultant in its strategy monitoring process, monitors resources of the supermarket or has a department tasked with the work of strategy monitoring.

**Table I. Distribution of the Sample Size among the 14 Counties**

| County | Number of Supermarkets | Sample Size |
|---|---|---|
| Meru | 38 | 4 |
| Embu | 30 | 4 |
| Laikipia | 15 | 2 |
| Kirinyaga | 30 | 3 |
| Nyeri | 70 | 8 |
| Tharaka Nithi | 13 | 2 |
| Muranga | 65 | 7 |
| Nyandarwa | 21 | 2 |
| Kiambu | 498 | 56 |
| Nakuru | 130 | 15 |
| Nairobi | 860 | 98 |
| Marsabit | 11 | 1 |
| Isiolo | 10 | 1 |
| Wajir | 9 | 1 |
| Total | 1800 | 204 |

The key aspects considered under strategic evaluation included whether the supermarket has a risk assessment plan, reviews implemented strategies, sets out corrective and control measures to correct any deviations from the strategy, sets target KPIs and assesses their achievement upon implementation of the strategy, gathers information from the other retailers and make comparison. Inferential statistics used regression and correlation analysis to establish the relationship between strategic monitoring and evaluation (explanatory variables) and organizational performance (explained variable). The regression model used in this study is given as follows:

$$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where: Y = organizational performance of supermarkets
$\beta o$ = Constant
$X_1$ = strategic monitoring
$X_2$ = strategic evaluation
$\varepsilon$ = error term
$\beta 1$ and $\beta 2$ are regression coefficients for the two explanatory variables

## III. RESULTS AND DISCUSSIONS

### *A.* Descriptive Findings on Strategic Monitoring and Organizational Performance

The study established that 176, accounting for 86.3%, agreed that their supermarkets had a monitoring plan, 22 respondents (10.8%) were neutral, and six respondents (2.9%) disagreed as shown in Table II. The high agreement suggested that most supermarkets recognized the importance of a monitoring plan. This could lead to more structured and effective management and better performance. However, the small percentage that disagreed might indicate gaps in implementation or communication within some supermarkets. The study's findings concur with those of [22] who established that effective monitoring of strategies is crucial to assure improved performance. The monitoring plan is important as it provides the organization with regular updates on the strategy's progress to help keep track of the target expectations [22]. The results are also in line with those of [23], who established that having a strategy monitoring plan would significantly influence the performance of an organization.

The study found that 107 respondents, accounting for 52.5%, agreed that supermarkets get customer feedback, 62, accounting for 30.4%, were neutral, and 17.1%, amounting to 35, disagreed. The findings implied that while over half of the respondents acknowledge the importance of customer feedback, the substantial neutral and disagreeing segments suggested room for improvement. Supermarkets may benefit from more robust feedback mechanisms to enhance customer satisfaction and effectively tailor their strategies. The findings align with those of [24], who showed that most supermarkets had implemented formal customer feedback mechanisms, emphasizing the role of feedback in improving customer satisfaction and service quality. 81.3% of respondents (166) agreed that supermarkets set strategies in adherence to the budget, 14.7% (30 respondents) were neutral, and eight respondents, who accounted for 3.9%, disagreed. The strong agreement highlights a widespread commitment to financial discipline, which is crucial for sustainable growth. Those who disagreed may indicate potential issues with financial planning or unexpected costs that disrupt budget adherence. 63.7% agreed that supermarkets engage all stakeholders in every strategy, 20.6% were neutral, and 15.7% disagreed. The finding implied engaging stakeholders is essential for comprehensive and effective strategy implementation. The relatively high agreement suggests positive practices, but the notable neutral and

| Opinion | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| The supermarket has a monitoring plan | 0.0% | 6(2.9%) | 22(10.8%) | 93(45.6%) | 83(40.7%) |
| The supermarket gets feedback from the customers | 9(4.4%) | 26(12.7%) | 62(30.4%) | 83(40.7%) | 24(11.8%) |
| The supermarket sets strategies in adherence to the budget | 0.0% | 8(3.9%) | 30(14.7%) | 87(42.6%) | 79(38.7%) |
| The supermarket engages all stakeholders in every strategy | 10(4.9%) | 22(10.8%) | 42(20.6%) | 78(38.2%) | 52(25.5%) |
| The supermarket employs a consultant in its strategy monitoring process | 41(20.1%) | 71(34.8%) | 48(23.5%) | 25(12.3%) | 19(9.3%) |
| Resources of the supermarket are always monitored for every work on strategy. | 1(0.5%) | 7(3.4%) | 35(17.2%) | 99(48.5%) | 62(30.4%) |
| The supermarket has a department tasked with the work of strategy monitoring | 58(28.4%) | 60(29.4%) | 41(20.1%) | 25(12.3%) | 20(9.8%) |

disagreeing responses indicate that some supermarkets might not fully leverage stakeholder input, potentially limiting the effectiveness of their strategies. The findings align with [25], who demonstrated that most supermarkets involved stakeholders in strategic decisions, highlighting the benefits of comprehensive stakeholder engagement.

**Table II. Strategic Monitoring on Supermarket Performance**

The study also found that 112 respondents (54.9%) disagreed that the supermarket employs a consultant in its strategy monitoring process, 48 were neutral (23.5%), and 44 managers (21.6%) agreed. The majority disagreement suggests that most supermarkets prefer to handle strategy monitoring internally, which could be due to cost concerns or confidence in internal capabilities. However, those who agreed may see the value of external expertise in enhancing their monitoring processes. 78.9% agreed that resources are always monitored for every work on strategy, 17.2% were neutral, and 3.9% disagreed. The high agreement indicates strong resource management practices crucial for effective strategy execution. The small percentage of disagreement might point to occasional lapses or areas needing better resource oversight. 57.8% disagreed that the supermarket has a department tasked with strategy monitoring, 20.1% were neutral, and 22.1% agreed. The majority disagreement suggests that many supermarkets need a dedicated strategy monitoring department, which could impact the thoroughness and effectiveness of their monitoring efforts. Establishing such departments could improve strategic outcomes and overall performance. The findings align with those of [10], who found that supermarkets lacked a dedicated strategy monitoring department, aligning with the majority disagreement.

### *B.* Descriptive Findings on Strategic Evaluation and Organizational Performance

The study results on strategic evaluation and organizational performance are shown in Table III. Firstly, 78% of the respondents, which amounts to 159 respondents, agreed that their supermarkets had established a risk assessment plan for their strategies, with 33 of the respondents (16.2%) remaining neutral and 12 respondents (5.9%) disagreeing. This strong agreement indicates a proactive approach to identifying and mitigating potential risks, crucial for successful strategy implementation. Supermarkets that actively manage risks are likely to experience improved performance and resilience. The small percentage of disagreement suggests that not all supermarkets are equally prepared for potential risks. Supporting this view, Tien (2020) found that effective risk management practices are positively associated with organizational performance in the retail sector.

Secondly, 150 respondents that accounted for 73.5%) agreed that their supermarkets often review implemented strategies to ascertain their performance, 18.6% (38 respondents) were neutral, and 7.9% (16 respondents) disagreed. Regularly reviewing strategies helps identify what works and what does not, enabling timely adjustments and continuous improvement. This practice can significantly enhance performance. However, the disagreement indicates that some supermarkets might need more opportunities to optimize their strategies through regular evaluations.

Reference [26] supports the current study finding, noting that frequent strategic reviews significantly enhance retail performance by ensuring alignment with market dynamics. Thirdly, 68.6% of respondents, amounting to 140 supermarket managers, agreed that their supermarkets have set corrective and control measures to address deviations from the strategy. In comparison, 22.5% were neutral (46 respondents), and 8.8% disagreed, accounting for 18 supermarket managers. The majority agreement suggests that supermarkets actively manage deviations, helping maintain strategic direction and achieve desired outcomes. The neutral and disagreeing responses indicate that some supermarkets might lack effective control measures, potentially impacting their performance. The findings align with [28], who found that promptly implementing corrective actions when deviations are identified enhances overall strategic effectiveness in the retail industry.

**Table III. Strategic Evaluation of Supermarket Performance**

| Opinion | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| The supermarket has set up a risk assessment plan for its strategies | 3(1.5%) | 9(4.4%) | 33(16.2%) | 107(52.5%) | 52(25.5%) |
| The supermarket often reviews implemented strategies to ascertain their performance | 2(1.0%) | 14(6.9%) | 38(18.6%) | 90(44.1%) | 60(29.4%) |
| The supermarket has set out corrective and control measures to correct any deviations from the strategy | 2(1.0%) | 16(7.8%) | 46(22.5%) | 79(38.7%) | 61(29.9%) |
| The supermarket sets target KPIs and assesses their achievement upon implementation of the strategy | 3(1.5%) | 10(4.9%) | 36(17.6%) | 103(50.5%) | 52(25.5% |
| The supermarket gathers information from the other retailers and makes comparison | 29(14.2%) | 51(25%) | 66(32.4%) | 35(17.2%) | 23(11.3%) |
| The results of the strategy evaluation serve as the foundation for benchmarking subsequent strategies. | 1(0.5%) | 22(10.8%) | 51(25%) | 76(37.3%) | 54(26.5%) |

Furthermore, 155 respondents (76%) agreed that their supermarkets set target Key Performance Indicators (KPIs) and assess their achievement upon strategy implementation, with 36 supermarket managers (17.6%) remaining neutral and 13 managers (6.4%) disagreeing. Setting and assessing KPIs ensures that performance is measurable and aligned with strategic goals, leading to better management and outcomes. The disagreement highlights that some supermarkets may need to fully leverage KPIs, potentially hindering their ability to measure success accurately. In contrast, 39.2% of respondents disagreed that their supermarket gathers information from other retailers for comparison, with 32.4% neutral and 28.5% agreeing. The high level of disagreement may suggest that many supermarkets need to benchmark against competitors, which could limit their ability to learn from industry best practices and improve their strategies. Neutral responses indicate inconsistency in this practice. The finding differs from [27], who argued that benchmarking against competitors is essential for identifying improvement opportunities and staying competitive in the retail market.

Further, 63.8% of respondents, including 130 managers, agreed that the results of strategy evaluation serve as the foundation for benchmarking subsequent strategies, with 25% that accounted for 51 managers neutral and 11.3% that included 23 respondents disagreeing. Using evaluation results to benchmark future strategies indicates a commitment to continuous improvement and learning. The disagreement suggests that some supermarkets might need to leverage evaluation outcomes more effectively, potentially limiting their strategic development. The findings align with [27], who found that using evaluation results to inform future strategies leads to better strategic alignment and organizational performance. The current study findings also concur with those of [22], who established that reports from strategy evaluation hold stakeholders accountable for the resources they have committed to the strategy and ensure they remain engaged and motivated to offer their support. In line with [22] findings, supermarkets that carry out risk assessments and assess the achievement of Key Performance Indicators may have improved performance. Supermarkets may only commit their resources to strategies that, upon evaluation, have positive outcomes.

### *C.* Correlation Analysis

The study adopted Karl Pearson's coefficient of correlation to determine the strength of the relationship between strategic monitoring and evaluation and the organizational performance of supermarkets. The Pearson Correlation test was done at a 99% confidence level, and the test results are presented in Table IV.

**Table IV. Pearson Correlation Coefficients for the Study Variables**

| | Strategic monitoring | Strategic evaluation | Supermarket performance |
|---|---|---|---|
| Strategic monitoring | 1 | | |
| Sig. (2-tailed) | . | | |
| Strategic evaluation | .725** | 1 | |
| Sig. (2-tailed) | 0.000 | 0.000 | |
| Supermarket performance | .720** | .776** | 1 |
| Sig. (2-tailed) | 0.000 | 0.000 | 0.000 |

** Correlation is significant at the 0.01 level (2-tailed) N=204

The correlation findings revealed a positive and significant correlation between strategic monitoring and the organizational performance of Supermarkets (r=0.720, p=0.000). These findings prove that when strategic monitoring is enhanced, the organizational performance of supermarkets also greatly improves. Further, the study's findings revealed a positive and significant relationship between strategy evaluation and the performance of supermarkets in the selected Counties of Kenya (r=0.776, p=0.000).

The findings on correlation revealed that supermarkets' performance highly depends on strategic evaluation practices. The findings showed that strategic monitoring and evaluation have a positive relationship with supermarket performance. The findings align with those of [23], who found that monitoring and evaluation had an approximate correlation coefficient of 0.8, which was significant at p-value =0.000. The positive correlation coefficient by [23] coincides with the current study coefficient, which is positive, implying the existence of a positive correlation. Supermarkets that robustly integrate, monitor, and evaluate their strategies recorded improved performance.

### *D.* Regression Analysis

A regression model helped determine the extent to which strategic monitoring and evaluation impact supermarket performance in the selected Counties. The model $Y = \beta o + \beta 1X1 + \beta 2\ X2 + \beta 3\ X3 + \beta 4\ X4 + \varepsilon$ explained 65.4% of the variations in supermarket performance, as shown in Table V. This showed that strategic monitoring and evaluation explained 65.4% of the variation in supermarket organizational performance.

The analysis of variance results in Table VI shows that the model fit is significant at p=0.000, F=190.131 with 203 degrees of freedom. This implied that strategic monitoring and evaluation had a significant and positive effect on the organizational performance of supermarkets.

**Table V. Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .809[a] | 0.654 | 0.651 | 7.779 |

a. Predictors: (Constant), strategic monitoring, strategic evaluation

**Table VI. Analysis of Variance (ANOVA)**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 23009.26 | 2 | 11504.63 | 190.131 | .000[b] |
| | Residual | 12162.329 | 201 | 60.509 | | |
| | Total | 35171.58 | 203 | | | |

b. Dependent Variable: organizational performance

**Table VII. Regression Analysis Results**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | -0.501 | 1.032 | | -0.025 | 0.015 |
| Strategic monitoring | 1.610 | 0.181 | 0.333 | 5.533 | 0.000 |
| Strategic evaluation | 0.875 | 0.158 | 0.534 | 8.874 | 0.000 |

Using the unstandardized beta coefficients in Table VII, the overall equation for the multiple regression model can be given as follows:

$$Y = -0.501 + 1.61X_1 + 0.875X_2 + \varepsilon$$

Without strategic monitoring and evaluation, the regression model maintains organizational performance constant at -0.501, as shown in Table VII. Strategic monitoring had the greatest effect on the organizational performance of supermarkets since a unit change caused a change in organizational performance by a multiple of 1.61 units, which is more than that of strategy evaluation, which was 0.875 units. The regression model revealed that a unit increase in strategic monitoring led to an increase in supermarket performance by a factor of 1.610. This indicated that effective monitoring of strategies is essential for enhancing performance. Supermarkets that regularly monitor their strategies can quickly identify and address issues, ensuring alignment with their goals. This finding is supported by [2], who found that strategic monitoring positively impacts performance by ensuring the organization stays on track with its objectives.

The regression model revealed that a unit increase in strategic evaluation led to a rise in supermarket performance by a factor of 0.875. This suggested that evaluating strategies to determine their effectiveness and making necessary adjustments can significantly improve performance. Supermarkets that rigorously evaluate their strategies are better positioned to learn from their experiences and enhance future strategic planning. This result aligns with the findings of [14], who noted that strategic evaluation helps organizations adapt and improve continuously, leading to better performance outcomes.

## IV. CONCLUSION

The study concluded that strategic monitoring and evaluation significantly and positively influence the organizational performance of supermarkets in the 14 selected Counties of Kenya. They have a monitoring plan, which often engages the stakeholders and reviews the implemented strategies. The descriptive analysis affirms that the majority of the supermarkets have a monitoring plan and a risk assessment plan, often review their strategies, have a corrective and control mechanism to correct any deviations from the strategy, assess the performance of supermarkets as per the set target KPIs and engages in benchmarking with other firms. However, strategic evaluation has the least significant effect on the performance of supermarkets compared to strategic monitoring. Supermarkets that only engage in evaluation without involving strategy monitoring have the least organizational performance. The study recommends that supermarkets integrate the practices of strategic monitoring and evaluation in equal measures to ensure every strategy renders the supermarket the maximum organizational performance possible. Supermarkets need to optimize their evaluation processes to ensure they are comprehensive, aligned with strategic objectives, and have a robust monitoring plan for executing the strategies.

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