INTEGRATION OF ORGANIZATIONAL GOALS WITH INDIVIDUAL GOALS AS A BASIS OF COMPETITIVE ADVANTAGE FOR BATA SHOE COMPANY LIMITED, KENYA

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

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D61/67996/2013

This research project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This piece of work is dedicated to my dear loving husband Dr. Timothy Njagi, my two daughters Maya Mwende and Milan Murugi and my parents, it was your support, prayers and encouragement that made my study a success.
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The process of this master’s project writing has been a wonderful learning experience in my academic life. It was filled with challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

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ABSTRACT

Over time, it has been argued that individual goals and therefore their interest do not always match with company goals and consequently, there might appear to a strategic need to instead align the organizational goals to the individual goals. The need for organizations goal integration’s with that of individual employee interest has assumed a prominent role due to its perceived role in increasing organizational performance. By aligning organizations goals with that of its employees helps them to contribute towards the overall company objectives and thus its strategic goal. Integration of organization and employee interest ensures that employee’s undertakings help in achieving the set strategic goals, which brings forth the positive results. The research objective was to define the effects of integration of organizational goals with individual goals as a basis of competitive advantage for Bata Shoe Company Limited, Kenya. The study used descriptive survey research design. The study population was all the three hundred and five employees working in the company. The study adopted stratified sampling techniques in selection of respondents for the study. The study used primary data collection methods administered through questionnaires comprising of open ended and closed questions and analyzed by descriptive statistics. The study found out that sharing of organizational goals in the company resulted in improved employee level of engagement at the work place as well increasing employee productivity and faster execution of the organization strategy which ensured that the company responds to market changes before competitors. Individual interest was found to be important to the company it helps in fostering good relationship between the management and employees thus employees ought to be trained on programmes that improve employee-organization identification. By involving the employees in coming up with organizational goals they feel they are part of the company and this increases their level of satisfaction with the company thus creating a cordial relationship with the management. Integration of organizational and individual goals was found to have enabled the company achieve competitive advantage through improved innovation, creation of synergy between the two resources and reduces sub-optimization, genuine empowerment and enhancement of employees’ sense of ownership to the organization. The study recommends that Bata Shoe Company should adapt and develop their organization goals with individual goals to overcome competition from other companies. The study further recommend that organizational and individual goals alignment in the company should be pursued as it helps the employees have an understanding of the company structure and how well they can participate to improve performance and thus achieve a competitive advantage.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over time, it has been argued that individual goals and therefore their interest do not at all times match with the company goals and consequently, there might appear to a strategic need to instead align the organizational goals to the individual goals (Kaplan and Norton, 1992). The concept of goal integration is concerned as a degree of communication between individual and the company goals. Organizational goal integration is concerned with the rate at which employees and organization work towards the realization of the organizations overall objectives and this is no longer a human resource issue but more prominently a strategic issue (Schuler, 2008).

Several theories have advanced the role of aligning organizational goals to the individual employee interest. According to Kochan, McKersie and Cappelli (2004), the Strategic Choice Theory suggests that firms choose the human resource policies that best suit their strategy. The HRM’s strategic perspective looks at what is suitable between different HRM policies and the firm’s policies and has shown that relationship exists between generic business strategy and HRM types (Bird and Beechler, 2005). The Cost Advantage strategy was found to be highly related to HRM’s cost-reduction and through the firm meeting or found to be meeting individual employee interest. Besides, organizations differentiation master plan was linked with improved employee commitment system. Further, from the Principal-Agency Theory perspective, Andrews et al., (2012) observe that vertical Integration results in better performance at various hierarchical levels. Therefore, individual and organization goals should be properly integrated to enhance performance. Therefore integrating goals guarantees employees direct their strain toward the firm’s and management objectives (Schiemann, 2013).the firm should hold its employee’s
responsible to gain expected outcomes, but those employees should know and be in agreement to the required levels and outcomes to which they are held responsible.

The Bata Shoe Company is the largest shoe manufacturing company in Kenya. In the firm’s Strategic Plan for 2014/2018, the company has planned to increase its shoe outlets by over 50 shops both within the country and in the East African region. To achieve the same, there is need for the firms continue relying on its staff to actualize the set target and this can best be achieved through aligning the organizational goals to the individual employee interest. To get the best outcome from its staff, there is a compelling point for the staff to be motivated by the organization undertaking policies that aim in meeting the employee interest. This is because, in the long-run, integration of the organizational goals with individual employee interest might be the best avenue to realize the desired growth. The maintenance of the employees’ interest by Bata Shoe Company will include pursuing policies that will lead to improved personal interests of the staffs and at the same time not compromise on organization’s profit which is the main objective. The firms’ strategic plan for the current period 2014/2018 for example has budgeted Kenya shillings one twenty million for employee training in courses such as marketing and production engineering which is expected to improve their current competence and eventually the firms performance.

1.1.1 Organizational Goals

An organization goals is a formally organized association that seeks to influence public policy. Chan and Reich (2006) state that organization goals is a concept in which the management of an organization use their powers for the benefit of the company and its members. It seeks to understand the acceptable standards that guide the behavior of individuals within the organization. This indicate that organization goals need planning in the formal ways, potentially
leading to published statements about organizational goals. Ouchi (2001) note that using the economic models of human and organization behavior in determining organizational interest is more efficient and effectivemethods of gaining competition. Therefore, organization goals or interest in Bata Shoe Company will be more active when shared among employees at different levels so as to achieve their objective in time.

Frey and Jegen (2011) noted that organization goals results in increased benefit to the organization as evidenced in operating margins. For example, if Bata Shoe Company understand individual goalsandrelates them to the organization interest, this integration will be expected to improve their level of engagement at the work place as well increasing employee productivity; operating margins and profitability for the organization. Similarly,Raps and Kauffman, (2005) argued that organization interest also contribute to faster execution of the organization strategy through establishing goal integrationwhichease the allocation of resources among various projects in the firm by the management. Hagel and Singer (2009) assert that the importance of organization interest also reduced employee turnover in an organization. Bata Shoe Company can therefore utilize organization goal and employee interestintegration to increase the level of employee ownership in organization success. The organization interest integration also establishes afavorable rewarding structure by recognizing the best performersand rewarding their efforts accordingly.

1.1.2 Individual Interest
Alexander, (2007) defines individual goals as an action that elicits the individual benefit. This indicates the best economic benefit when individuals act in their own self-interest. Similarly, Rogers, (2003) stated that organization goals is superior to the individual goals. The management should therefore try to integrate the two in such a way that both objectives are accomplished with efficiency and effectiveness. In addition, individual goals in organization are enhanced through undertaking training sessions which will enhance employee-organization identification and to achieve its set objectives.

People come to organization with certain anticipations and objectives. However, Ayers, (2013) stated that individual join the organization for a goal. This involves individuals with common interests, goals, and requires cooperation with others for achievement of such goals. If such objectives are in line with the is in the organizational objective then there is not much of a problem, however, when the two differ, then the management should make efforts to integrate the objectives of both, the person with the firm in order to achieve the goals. The individual goals also contribute to the employee satisfaction thus helping maintaining a mutual relation between the employees and the staff. Therefore, an individual’s goals should be designed to provide support to the organization activities and realization of organizational objectives (Barney, 1986). This indicates that individual is majorly committed and responsible when they are included in making decisions for the organization. The individual goals relates to higher motivation, satisfaction, fairness, acceptance, and trust which contribute to attaining the goals and objectives of the strategic plan.
1.1.3 Competitive Advantage

This involves when the firm has an edge over its rivals in the same industry and can perform more than its competitors on the basic goal profitability doing. A firm’s position that is competitively superior enables it to attain higher profits as compared to the sector’s average (Porter, 1985). It provides company struggle to survive and attain success in competitive environments by laying strategies that enhance them to outperform their rivals. Barney, (2008) asserts competitive advantage is the ability to be to sustain if competitors are not able to copy the source of advantage. Barney, (2008) compares and contrasts between two competitive advantage typos which include the temporal and sustainable competitive merit. Competitive merit usually leads to huge profits, which typically attracts competition and bars the period of competitive merit in many cases. Thus several competitive merits are temporary. Moreover, according to Barney (2008), an organization’s competitive merits are can be sustained if rivals are not able to copy the source of merit or if nobody conceives of a better offering.

Competitive merit is when the firm is able to sustain profits that exceed the normal in the industry it exists. It is therefore said to have a competitive edge over its rivals. This is achieved by offering clients better and great value for money which results to superior client satisfaction; customer become loyal; increased market stock and shares; and enhances financial operation (Miles and Covin, 2013). Therefore the sole of coming up with the competitive master plan is to create a position that is profitable and sustainable against the rivals of the company in the industry. The commonly accepted three ways to create competitive advantage, by Porter (1985), are cost efficiency, differentiation, and focusing. Porter (1985) assert that a company can attain a higher potential profit over a competitor by either it supplying same goods or service at a cheaper cost, whereby the firm owns an advantage in the cost; or it can supply a product or service that is
different in a way that the client is being able to make payment for a price premium that which is above the added cost of the differentiation merit. Once developed, competitive merit is the erosion subjected and it arises when a firm that has a competitive merit earns higher profits as compared to the average profits. These profits signal the rivals that the firm is controlling of some valuable distinctive competition that enhances it to form superior value (Hill 2001).

1.1.4 Shoe Industry in Kenya

The Kenya shoe industry has witnessed significant growth in the last two decades as evidenced by the increased number of shoe manufacturing companies that have been established in the country especially in Nairobi. Over the period, some of the companies that have set their businesses in Kenya include Acumen, Afrolite Industries, C & P Shoe Industries, Easy Shoes, Macquin Shoes, Shoe Wind Industries, Tex Palace, Tiger Shoes and Umoja Rubber (Yellow pages home page).

In doing their business, these companies distribute their manufactured shoes to distributors spread all over the country and in countries within the East Africa Community Block. There exists many individual shoe shops in Kenya in the form of stores and individualized shops bearing a proprietary name. An example is 'House of Leather' in Nairobi which sells leather products, mostly shoes which are usually a collection of different brands. Boutiques shops sell shoes which are usually a collection of different brands including imported ones. Second hand shoes are also available in plenty all over the country and can be sold in open air markets or spaces where store space is not an essential consideration made by customers. These second hand shoes can be bought at a cheaper price as compared to those sold in either the shoe stores or boutiques. However, in comparison with the other shoe players in the country, Bata Shoe
Company remains the only brand in Kenya that not only manufactures shoes but sells them under its own brand name which is Bata and further distributes their shoes under their own Bata stores which other manufacturers in country do not do (Musyoka, 2014).

1.1.5 Bata Shoe Company

Bata Shoe Company is unique in that it is the only shoe company in Kenya which produces shoes for all categories of consumers under one brand (Musyoka, 2014). Today Bata shoe company is the market leader in shoe production in over seventy (70) countries but with the coming up of new firms in the local market, the level of competition locally has reached an all-time from other manufacturers, second hand shoes and other imported brands. Bata Shoe Company was begun in 1894 by three siblings namely, Thomas, Anna and Antonninbata in Zlin, Czech Republic. Anna and Antonnineventuallyleft and Thomas was left to manage the company alone. Bata Shoe Company is currently in five (5) continents and runs twenty seven production facilities (27) across twenty (20) countries. It operates over seventy countries and has over five thousand stores across the world. It has over twenty in house brands of shoes including the Safari boot which has remained a best seller worldwide. Bata Kenya was begun in nineteen thirty nine (1939) by setting up a plant in Limuru which has a capacity to produce over sixty thousand(60000) pairs of shoes daily. Bata Kenya has a hundred and eleven stores in the country (2016, June 16) (Bata Shoe Company, home page).

The company has been offering very innovative designs which have been popular with the consumers which have seen an improvement in their sales. The company has also been offering a fifteen percent discount at its factory shop in Limuru. In addition, it has been offering its customer’s gift vouchers which can be redeemed at any retail shop in the country. It also has an on-line shop that targets clients outside Kenya. Bata Kenya sells over thirty million pairs of shoes
every year. In its worldwide structure Bata Kenya is governed under a business unit termed as emerging markets. This is an indication that even with its worldwide presence Bata Kenya is viewed as a growing market meaning that there is a room for expansion and growth. By understanding the factors influencing loyalty amongst buyers of their products, they will be able to know the areas needing improvement and strategy change (Ngetich, 2015).

The Bata Shoe Company has continued to important organization in the growth of the Kenyan industry and contributes towards the growth of the economy through growth in the GDP, provision of employment opportunities; both at the livestock farmers level as well as to the many employees that depend on the company as a source of their livelihood. Over the years, the firm’s turnover has improved from a total sales of close to Ksh 850M ten years ago to a total revenue of over Ksh 2.65B in the year 2014. This registered growth has been realized through adoption of different strategies ranging from product differentiation to market expansion. Formulation of these strategies and effective implementation of the same can effectively be achieved through the firm’s employees (Ngetich, 2015).

1.2 Research Problem

The need for organizations goal integration’s with that of individual employee interest has assumed a prominent role due to its perceived role in increasing organizational performance. By aligning organizations goals with that of its employees helps them to comprehend how their daily activities help in supporting the agency’s strategic goals (Yu and Egri, 2005). Huang (2009) observe that if for example, a firm wishes to enable the customer’s quality service and increase the satisfaction of the client; the firm should tailor its employee individual appraisal process to include comments from the clients. Therefore, an organizations strategies for enhancing quality
must adapt to alternations and continue to upgrade the quality of the good or service and the individual goals quality-enhancing strategy should have high participation levels, feedback and cooperation among the team’s work. Holmstrom and Milgrom (2004) point that an organization's strategy to reduce cost should focus on moderating costs and try to achieve economies of scale through its staff and the corresponding individual staff goalsshould include among others practices for the reduction of cost, maximum utilization efficiency through the utilization of narrowly-designed works, ensure close supervision and reduced training and development levels.

The Bata Shoe Company, and generally all other players in the Shoe industry in Kenya have experienced increased level of competition from importers of second hand shoes and imports from the other countries in the East Africa countries. Different types of shoes and its associated accessories have been finding their way to Kenya and this influx has created unprecedented level of competition to Bata Shoe Company. In such operating condition, the firm’s level of competitiveness comes not only from the strategies it develops to counter the competition level but also from the internal resources that it has. A firm employees is unlimited form of resource at the disposal of the firm and the coming up of strategies to harness effectively this potential will determine the competitive advantage of a firm. However, to effectively harness the employee goodwill towards realization of the organizational goals, there is need for Bata Shoe Company to strive towards matching the individual employee interest.

Several studies have documented the relationship between organizational goal aligning and its effect on performance. Delery and Doty (2006) found that the involvement of HR activities is associated with high performance results and higher successes in financial aspects. However the study did not delve into the employee interest integration and employee performance in the organization. Lawler et al.’s (2005) survey on Fortune 1000 companies realized out that firms
that used involvement of employees and worked towards improving their interest reported significantly higher financial success. Though the study looked into employee attribute of involvement in organizations activities, it did not look into the aspect of employee interest integration with organizational goals. Lepak and Snell (2009) explores that the connection between business strategies and HRM. This connection is complements the value of one element being increased by the available elements and thus, companies are likely to use inducement-HR to competitively participate on price and quality, while involvement-HR depends on an innovative strategy to offer continuous different goods and services.

Local studies done include, Jogiyato (2005) conducted a research of the connection between strategic integration of organizational goals and companies’ performance listed in the Nairobi Stock Exchange and found that for effective realization of the firms objective its needs to strategically align itself to the changing competitive landscape that it operates in. However, the study did not individual employee interest with organizational goals to which this present study will look into. Johnson (2013) researched on the factors affecting the loyalty of the brand within the clients of Bata shoe company products in Nairobi, Kenya.

The findings were that the older generation tend to associate themselves with the company’s products that the younger generation and there is need to diversify their product range to products that are flashy and will appeal to the younger segment of the market. The foregoing made it possible to do a research to find to what extent adoption of strategic HRM activities among Kenyan commercial banks. From the foregoing, it can be established that there has been no studies that have looked at the role of organizations goal integration with that of individual goalsat Bata Shoe Company and this therefore will form the gap to be filled by this research. This
therefore leads to the following research question: how does integration of organizational goals with individual goals become a source of competitive advantage at Bata Shoes Company in Kenya?

1.3 Research Objective

The study objective is to determine the effect of integrating organizational goals with individual goals as a basis of Competitive Advantage of Bata Shoe Company Limited in Kenya.

1.4 Value of the Study

The results of this research will be important to various users. The findings from this study will lay a foundation base for future learners and researchers who may want in future to study in the area of strategic Integration on the various organizational practices and more so the organizational Integration theory. The research will attempt to link a robust of human motivational psychological theory the person level with a rapid economic theory of the operation of firms under the competitive market at the organizational level. Therefore, the study will act as a source of reference as it will provide information on the function of individual staff goals as a source of competitive merit.

The findings of this research will critical to the staff of Bata shoe company and other interested parties in making decisions during strategy formulation so as to ensure that they are able to identify all the resources both tangible and intangible that will enhance the organizations competitiveness especially in such a competitive environment that it is operating in.

The research will however, be useful to government and policy developers in different organizations in formulating policies on areas that necessitate smooth resource integration in an organization and in the process, the study will provide necessary advice to the government on the need to assess holistic resources that are available in a firm and seeking to maximize its output.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will review literature relevant to the research. Key literature areas that took center stage in this section include the theoretical framework. The research put into context aligning organizational goals with individual goals to achieve competitive advantage.

2.2 Theoretical foundation of the study

A theory is a collection of statements that are evidence-supported which are supposed to explain a particular phenomena. They offer a general exploration to a certain happening. The theoretical
perspectives are pivotal as they play a function of filtering the focusing and bounding the information to be collected. This study will be guided by the Strategic choice theory and Principal Agency theory.

2.2.1 Strategic Choice Theory
Wheeler & Hunger, (2000) noted that a firm can perform better than its competitors if it can develop a variation which can be preserved. The organization must offer value to its clients or develop values compared at lower price. The strategic choice perspective asserts that firms do not only adapt to the environmental changes but also have the chances and authority to reshape their habitats. Mintzber, Lampeland Quinn, (2006) argue that operational efficiency and master plan are all critical to the highest performance which is the basic goal of any business entity. Strategy has the power for imitating with conditions of alternation that surround the company presently although it is difficult, pricey to introduce and pricey to utilize. It also offers assistance incoping with turbulence confronted by business firms. Strategy matches the market position of the firm to its resources and capabilities.

Hofer and Schendel, (2009) noted that strategic choice relates to competitive advantage, organizational using the same terminology and accent that any strategic decision in an organization must concern itself with unique position an organization develops against its competitors. Strategic choice is an aspect of strategy that is considered before any strategic decision is completed. The organization management should make a choice to seek for synergy which means the degree to which various resource deployments and interactions of the organizations with its environment reinforce. The strategic perspectiveof strategic management explores the fitness existing in between different management activities and the firm’s business master plan.
2.2.2 The Agency Theory
This is the widely used and applied theory as it explores the meaning and relationship between
the firm’s goals and personal goals. Agents should act in the best ways in the interests of
principles such as maximization of wealth. Fama and Jensen, (1983) asserts that a company
collaborates two basic roles in the company such as the management and the bearing risk that
arises as a result of bringing the factors of production together. The agents may also undertake in
investments which are risky and that tend to swipe away the investors’ wealth or finance thus it
is often a quarrel between the agents and their seniors. This has forced companies to cater for
agency expenses through the hire of overseeing agencies particularly the auditors who serve as
watchdogs for the seniors. In addition, Fama (1980) noted that management is entitled to make
critical decisions that are time specific and this being management decisions that at times are
pricey and created by the seniors who bear risks since they offer the much expected finances for
operations of businesses.

Jensen and Meckling (1976) view the agents and their seniors to be rational and need to utilize
their interests in maximum. For instance, managers can opt to invest in enterprises that are risky
such as global acquisitions such that to earn huge returns with a short time span thus they are
viewed to be performing highly thus earning themselves large returns while for the shareholders
can decide to have an average income and profits over a long time span which decreases their
vulnerabilities. As per Davis (1997), such serious confrontations bring about agency expenses as
an outcome of hiring auditors to see the managers. Thus, agency theory has clear goals of
reducing agency expenses by trying to lay the interests of the managers to those of the investors
by utilizing internal means (Jensen and Meckling, 1976). The best way of aligning these interests
is by formation of organization structures and compensating the losers. In addition, the theory
also explains that the directory board is the best structure in the firm to go through the actions of
the managers. The directors’ board assists in aligning the managers’ interests to those of the
shareholders and investors.

Fama (1980) asserts that the directors’ board should be formed adequately in order to be
efficient. Over the years, scandals in corporations have been witnessed and these have emerged
as a result of the director’s board being reluctant in the doing (Guli, 2012). The main role of the
directors’ board is to secure the investors from the managers’ actions through corporate ruling.
The agency theory has however, been criticized for its focus on only the managers. Donaldson
and Davis (1991), protects managers by asserting that they can be trusted individuals and do not
have self-interests but are forced in maximizing the investors’ wealth or serve the seniors
interests.

2.2.3 Competitive Advantage Theory
The competitive advantage theory was developed by Porter (1990) and it showed four major
factors that determine global competitiveness: factor conditions – the nation’s position in factors
of production, for example skilled labor or infrastructure, necessity to compete in a certain
sector; demand statuses and support industries. The existence or absence in a country of suppling
firms and other related firms that are globally competitive, and firm master plan, structure and
rival statuses in the country ruling how business entities are formed, organized and operated. It
also identified the opportunistic events and governmental impacts that are seen to be minor
determinants (Porter, 1990). These factors of national merit reinforce each other, forming a
dynamic platform where the cause and impact of personal factors become reduced.

Eisenhardt and Zbaracki (2012) noted that nations in general points in time belong to the
development stages that relate to the dominant patterns naturally of competitive merit of the
companies. Although these levels do not explore everything concerning a country’s development and growth process, they list the attributes of the country’s industries that are closely connected to prosperity of the economy. Porter (1990), figures out domestic confrontation as having a direct function in assisting companies to achieve the benefits of other determining factors. He however, relates domestic confrontation with another very critical feature of competitive industries, the concentration of geographic areas. Proximity accelerates the concentration of data and its flow speed, increases the sight of the rival’s behavior and attracts the required factors and resources.

2.3 Integration of Organization Goals to Individual Goals

Silvius (2007) define Integration as the extent to which the applications, structures and groups, the business master plan and processes enable together a system in an organization. Organization integration focuses the coordinating challenge of the connection between the organization goal and the individual goals. As Luftman (2003) defined Integration as the application of technology in an relevant and timely manner, in relation with business master plans, objectives and needs to achieve organizational goals, it is therefore expected that effective alignment of the organizational goals and individual staff goals will lead to a better realization of organizational goals. Strategic Integration is the link between an organization’s overall goals and the competitive advantages and therefore, managers must look at both the short-term and long-term objectives of the management program in the context of the organization’s customer-centric focus. Therefore, a company’s ability to look and retain a competitive merit rests on its ability to obtain and employ resources that are coherent with the firm’s competitive demands.

Organizational goals are determined with the knowing of a company’s performance especially problem-specific events (Dosi, 2003). Core abilities enhance proprietary know-how that is different to a certain companies and superior to that of the major rivals and is mainly agreed that
companies’ competitiveness relies on the growth of only a few core abilities. Hackman and Oldham(2003) stresses on the function of the industry’s objectives in driving ability growth is supported by a wide literature that figures out to the motivation and direction offered by the pursuit of employee objectives. Winter(2003) asserts that ability to perform involves a huge chunk of events that enhances outcomes which clearly concern to the firm’s survival and success. Present resource-based writings emphasize that firm’s uniqueness resources and abilities are insufficient to sustain competitive merit. Personal goals play a critical role in the prosperity of high performing initiatives and successes of the organization objectives. However, human resource is specifically designed to enhance high autonomy levels, discretion, obstacles and motivation, thus employees can start a meaningful and logical contribution. Individuals are more dedicated and engaged when they are involved in organization goal attainment which affects their work (Marrelli, 2011). Individual goal is important to the design of organization objectives and to the growth of working standards in work appraisal plans. If worker’s goals are incorporated in designing and establishing organizational objectives, the more likely the workers have buy-in to establish the master plan’s goals and objectives.

2.4 Integration of Organization Interest with Individual goals as a Source of Competitive Advantage.

In present business global, integration of individual goals and organizational goals has become an important source of competitive advantage (Boudreau and Ramstad, 2003). Employee individual goals can play an important function in organizational prosperity by enabling the employees’sense of ownership to the organization. Delery and Shaw (2001)argued that integration of an individual goals will enhance the capacity of a firm to execute its business strategies due to the ownership sense to the organizational vision and mission by the its
employees. This implies that there will be a change in the results of interest from personal level that affect the results of the organization. The growth of individual goals (employees) leads to the organization achieving business strategy.

Henderson and Venkatraman's (2003) argued that organization Integration emerges as an interaction with employees on the business master plan, IT master plan, organizational infrastructure and process. The integration of organization interest and individual goals makes organization to succeed through establishment of a genuine empowerment, creating efficiencies by minimizing the performance of superfluous work and promoting effectiveness by rewarding employees. According to Chatman (2009), workers are drawn to an organization and motivated to contribute to its prosperity when there is difference between their individual interest and those of the firm. Similarly, Goldstein and Smith, (2005) argued that the source of integration between the firm and the worker is the drawing, selection and attrition which indicates that organizational interest is constructed by the employees interest in the organization. The integration of organization goals with individual goals needs to indicate both extrinsic and intrinsic aspects to achieve competitive advantage. The development of a reciprocally reinforcing combination in integration of individual goals and organization interest is easy for organizations to achieve and can act as a competitive merit source.

Most of the organizations have various competitive merits when it has various resources and abilities. Organization interest integration offers direction and flexibility to enable business to respond to habitat threats and chances (Avison, 2004). The organization integration goals allow know-how and expertise inherent in the available governing structures leading to a competitive merit that will positively impact business performance (Gandolfi, 2007).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter relates to the research methodology that was used in the study. Under it, research design, procedure for the collection of data and its analysis and lastly the presentation will be discussed. Research methodology can be termed as the general principle or the philosophy which guides a research (Dawson, 2009).

3.2 Research Design

The design of research used was descriptive research survey. This method of research is aimed at establish the reason, the tools used, the parameters, the people, the place, the time and to what extent the research was conducted (Cooper & Schindler, 2000). The designed was able to achieve the state objective of exploring the viable relationship that exists between the interests of individuals and how this relationship enabled the company acquire an upper hand in terms of competition. The data obtained from the chosen population by this design was descriptive and reliable. More so, it enabled the provision of a further description into the research problem by highlighting interesting variables.

3.3 Population of the Study

According to Mugenda & Mugenda (2003) a population can be defined as a group of things, individuals can be services or even some sort of elements that are under investigation. To add on this, it can further be defined as a combined grouping of people, items or even objects that provide a source of samples that are to be investigated (Krishnaswami, 2003) According to Bata
Shoe Company human resource employee data base, as at 30\textsuperscript{th} June 2016, the total number of management staff was 305. This formed the population of the study.

### 3.4 Sample

The sampling techniques that were applied for the picking of respondents include stratified sampling and simple random sampling. First, the existing three grading structures for staff at the Bata Shoe Company were presenting strata whereby the respondents were chosen. Stratification was applicable due to the fact that the population used was heterogeneous hence the need to cater for characteristics of each stratum. As presented in Table 3.1, only 30\% of the population was picked by the researcher from each stratum for presentation.

**Table 3.1: Population and Sample Size**

<table>
<thead>
<tr>
<th>Sampling Frame</th>
<th>Population</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>15</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>45</td>
<td>30</td>
<td>14</td>
</tr>
<tr>
<td>Junior Management</td>
<td>246</td>
<td>30</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>306</strong></td>
<td><strong>93</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Researcher, 2016*
3.5 Data Collection
Primary data collected though filling questionnaires was utilized for the study. It contained three sections or questions. Section A was used to ascertain the demographic information of the respondents while Section B helped in identifies the organizational and individual interest characteristics.

Administering of the questionnaires was achieved through the “drop and pick later” to the identified staff in the three cadres identified. There was a need for follow up activities so that the questionnaires were collected in a timely manner and if some of the responds had challenges then they could be helped in good time. The follow-up calls were necessary so that the questionnaires were filled within the stipulated duration

3.6 Data Analysis
The social sciences package became useful in the analyzing of the data collected data from the questionnaires filled. This software package was useful in predicting the future outcome, thus it acted as an analytical tool for manipulating all the data that was gathered for analysis and presentation. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses and to show the magnitude of similarities and differences. Tables and charts were then used to present the analyzed data.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction
In this chapter, there is the analysis, findings and discussions. The presentation of the findings is through percentages and frequency distribution curves that provide the average and standard deviation.

4.2 Demographic Characteristics of Respondents
With 71 questionnaires only being returned out of the 93 issued and only 76% of the returned having being filled to completion, the responsible was adequate to make the objectives achieved. According to Mugenda and Mugenda (2003), any response beyond 70% is adequate for analysis.

4.3 Demographic Characteristics of Respondents
The features of the demography used include the age bracket, continuous service length and lastly the level of education of the respondents.

Table 4.1: Demographic Characteristics

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age of the respondent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 – 30 Years</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td></td>
</tr>
<tr>
<td>31 – 40 Years</td>
<td>32</td>
<td>45.1</td>
<td>56.4</td>
<td></td>
</tr>
<tr>
<td>41 – 50 Years</td>
<td>21</td>
<td>29.5</td>
<td>85.9</td>
<td></td>
</tr>
<tr>
<td>Over 50 Years</td>
<td>10</td>
<td>14.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Length of continuous service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 2 Years</td>
<td>11</td>
<td>15.5</td>
<td>15.5</td>
<td></td>
</tr>
<tr>
<td>2 – 5 years</td>
<td>19</td>
<td>26.8</td>
<td>42.3</td>
<td></td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>27</td>
<td>38.0</td>
<td>80.3</td>
<td></td>
</tr>
<tr>
<td>Over 10 years</td>
<td>14</td>
<td>19.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Level of education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Graduate</td>
<td>19</td>
<td>26.8</td>
<td>26.8</td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>5.6</td>
<td>32.4</td>
<td></td>
</tr>
</tbody>
</table>
The results on respondents age bracket was that 45.1% of the respondents said their age of 31-40 year; 29.6% of those who responded indicated their age bracket to be between 41 and 50 years; 14.1% of the respondents said that their bracket was above 50 years while 11.3% of the respondents indicated the age bracket to be between 21 and 30 years. The results show that the respondents’ age bracket was diverse and therefore there is diverse response on the influence of organizational and individual goals.

The results displayed that most of those who responded 38% had worked in the company for a period range of 6-10 years; 26.8% have been in the Bata shoe company for a period between 2 and 5 years; 19.7% of the respondents said that they have worked in the Bata shoe company for over 10 years while 15.5% of the respondents indicated the duration working in the company to be less than 24 months. The data collected was enough to prove that most of the individuals who provided samples had worked with Bata Shoe Company for long periods and this enabled them to have an understanding of the markets dynamics and the strategies that have been put in place by the company in order to ensure that they achieve competitive advantage over its competitors.

From the findings, most respondents 49.3% have acquired university education status; 26.8% of them said that their highest educational status that they have reached was post graduate level. In addition, 18.3% of the respondents’ had attained tertiary college while 5.6% of the respondent had attained the secondary level of education. The results show that the respondents level of education varied and this can be attributed to the respondents working in the company in
different departments although majority have the requisite qualifications on the need for the organization to align organizational and individual objectives.

4.4 Alignment of Organizational Goals
Organizational goals are important for the company as it acts a guidance in which the management works towards its attainment in the competitive sector.

4.4.1 Alignment of Organizational Goals
Those responding were kindly asked to show the company’s extent of aligning it goals. The provided range was from 1 to 5 with 1 as “strongly disagree” and 5 “strongly agree”. Respondents’ low level of practice usage signified a variable having an average score of less than 3.0 while scores above 3.0 presented respondents’ agreement with the usage of marketing practice. The huge difference on the implications of the variable within the respondents was proven by the standard deviation obtained which was greater than 0.9.

Table 4.2: Alignment of Organizational Goals

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core capabilities embodied in the firm is unique to a particular firm and superior to that of the main competitors in the firm</td>
<td>4.267</td>
<td>.653</td>
</tr>
<tr>
<td>Sharing organizational goals improve employee level of engagement at the work place as well increasing employee productivity</td>
<td>4.197</td>
<td>.576</td>
</tr>
<tr>
<td>Sharing of organization goals contributes to faster execution of the organization strategy through effective allocation of labor resources across various projects</td>
<td>4.098</td>
<td>.635</td>
</tr>
<tr>
<td>The organizational objectives are defined by the firm’s top management, board members and key shareholders,</td>
<td>3.985</td>
<td>.573</td>
</tr>
</tbody>
</table>
The organization has established a pay-for-performance culture by providing good reward systems with both individual and team performance.

Organizational goals are shared among employees at different levels so as to achieve their objective in time.

Organizational goals are identified with the know-how available at the company and this enable performance of particular problem-specific activities.

The result on alignment of company goals was that the company core capabilities embodied in the firm is different to any firm and greater to that of the chief competitors in the firm (M=4.267); sharing organizational goals improve employee level of engagement at the workplace as well increasing employee productivity (M=4.197) and that sharing of organization goals contributes to faster execution of the organization strategy through effective allocation of labor resources across various projects (M=4.098). In addition, the organizational objectives are defined by the firm’s top management, board members and key shareholders (M=3.985) and that company has established a pay-for-performance culture by providing a better reward system compromising personal and the performance of the entire team (M=3.8451).

The respondent further indicated that organizational goals are shared among employees at different levels so as to achieve their objective in time (M=3.816) and that they are identified with the know-how available at the company and this enable performance of particular problem-specific activities (M=3.788). Based on the finding, it can be concluded that organization goals are key to company thus they need to be fostered by training and developing good goal that are shape to understand by every employee. In addition, all organizations have different and unique goal which makes them competitive in the business environment.
4.5 Individual Goals

The importance of individual goals is that it helps in designing the objectives of the organization.

More so, the appraisals of performance standards are made through these systems.

4.5.1 Individual Goals

The reason behind an organization taking into consideration the individual goals is that it helps in making the firm keep on being competitive since the implementers of the firm’s objectives are the workers. Table 4.3 shows the results.

<table>
<thead>
<tr>
<th>Individual interest</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The individual goal plays an important role in the success of high performance initiatives and achievement of organization goals</td>
<td>4.239</td>
<td>.782</td>
</tr>
<tr>
<td>Employee’s goals are involved in designing and developing organizational objectives and consequently are able to buy-in to achieving the strategic plan’s goals and objectives.</td>
<td>3.985</td>
<td>.917</td>
</tr>
<tr>
<td>Fostering individual goals contributes to the satisfaction among the employees which helps to maintain a cordial relation among the employees and the management</td>
<td>3.971</td>
<td>.774</td>
</tr>
<tr>
<td>Individual goals in organization is enhanced through training sessions that improve employee-organization identification and thus achieve its set objectives</td>
<td>3.873</td>
<td>.653</td>
</tr>
</tbody>
</table>
The result in Table 4.3 show that the individual goal is very paramount in that it promotes high performance and organization’s achievement of its goals (M=4.239); involvement of employee’s goals in designing and developing organizational objectives and consequently are able to join into the system so that realizing of the goals as per the strategic plan (M=3.985). The finding further shows that fostering individual goals contributes to the feelings of contentment among the workers therefore promoting a healthy relationship between the workers and the management (M=3.971) and that individual goals in organization was enhanced through training sessions that improve employee-organization identification and thus achieve its set objectives (M=3.873). The low standard deviation variation indicates that the respondents were in agreement with the company’s consideration of individual needs in order for the company to succeed. The results show that individual goals are very important to organizational as it helps in fostering good relationship between the management and employees thus employees ought to be trained on programmes that improve employee-organization identification.

4.6 Competitive Advantage
Attainment of competitive advantage is the key objective of all organizations and therefore the organizations have to put in place measures that ensure they respond effectively and efficiently to changing business environment in order to achieve the objectives. Those responding were expected to the level to which the firm has achieved competitive advantage as a result of organizational and individual goals alignment.

Table 4.4: Competitive Advantage

<table>
<thead>
<tr>
<th>Competitive Advantage</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The resultant functional integration creates long-term sustainable competitive advantage and results in increased business performance</td>
<td>4.169</td>
<td>.716</td>
</tr>
</tbody>
</table>
The organizational interest alignment allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance.

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.046</td>
<td>.659</td>
<td></td>
</tr>
</tbody>
</table>

Alignment of organizational goals is able to improve its innovation process as a result of the fostering firm and individual employee interest

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.985</td>
<td>.665</td>
<td></td>
</tr>
</tbody>
</table>

The alignment creates a synergy between the two resources and reduces sub-optimization

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.901</td>
<td>.658</td>
<td></td>
</tr>
</tbody>
</table>

The alignment of organizational and individual employee interest makes organizations to succeed through establishment of genuine empowerment through creating efficiencies by minimizing the performance staff

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.746</td>
<td>.805</td>
<td></td>
</tr>
</tbody>
</table>

Individual interest and organizational goals enhances employees sense of ownership to the organization

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.662</td>
<td>.653</td>
<td></td>
</tr>
</tbody>
</table>

The results in Table 4.5 show that organizational and individual goals alignment enables the company to create durable relevant advantage and this promotes the performance of the company results in increased business performance (M=4.169); allows technicality knowhow the current executive model something that promotes additional advantage in terms of competition and this has a positive bearing on the business. (M=4.046). The respondent also noted that alignment of organizational goals is able to improve company innovation process as a result of the fostering firm and individual employee interest (M=3.985) and creation of synergy between the two resources and reduces sub-optimization (M=3.901).

The respondent further indicated that the alignment of organizational and individual employee interest makes organizations to succeed through establishment of genuine empowerment through creating efficiencies by minimizing the performance staff (M=3.746) and enhancement of employees sense of ownership to the organization (M=3.662). This implies that alignment of
individual and organization interest enabled the company to achieve competitive advantage over its competitors though improved innovation, creation of synergy between the two resources and reduces sub-optimization, genuine empowerment and enhancement of employees’ sense of ownership to the organization.

4.7 Discussion of the Findings
In today’s hyper-competitive environment, business organizations are constantly required to review the way they undertake their business operations as this would enable them to be competitive in the market. Alignment of organizational goals set by an organization is important as it enables the organization to work towards achievement of the set goals and this was found to have been adopted by Bata Shoe Company and it enabled the company to share goals which resulted in faster execution of the organization strategy through effective allocation of labor resources and the management ensuring that there is coordination and harmony within the company. The results were found to be in line with Frey and Jegen (2011) findings that organization goals results in increased benefit to the organization as evidenced in operating margins. Raps and Kauffman (2005) argued that organization interest also contribute to faster execution of the organization strategy through establishing goal integration which enables organization management team to be more effectively allocate labor resources across various projects. Hagel and Singer (2009) assert that the importance of organization interest also reduced employee turnover in an organization.

In the 21st century business landscape, firms must compete in a complex and challenging context that is being transformed by many factors from globalization, frequent and uncertain changes to the growing use of information technologies. Therefore, achieving a competitive advantage is a major pre-occupation of Bata Shoe Company in the competitive market. By considering
individual interest, the company would be showing all the employees that they are valued and therefore they would work to ensure that the company meets its objectives. Individual interest was found to be important to the company it helps in fostering good relationship between the management and employees thus employees ought to be trained on programmes that improve employee-organization identification. The results of the study were consistent with Barney (2008) findings that an individual goal contributes to the satisfaction among the employees which helps to maintain a cordial relation among the employees and the management. This indicates that individual are more committed and engaged when they are involved in organization decisions. The individual goals are linked with higher motivation, satisfaction, fairness, acceptance, and trust which contribute to achieving the strategic plan’s goals and objectives. Marrelli (2011) findings were that an individual are more committed and engaged when they are involved in organization goal achievement which affects their work. Individual goal is valuable to the design of organization objectives and to the development of performance standards in performance appraisal plans. If employee’s goals are involved in designing and developing organizational objectives, the more likely the employees have buy-in to achieving the strategic plan’s goals and objectives.

Creating a competitive advantage requires determining the factors that put a firm in a better position in comparison to what competitors do have in the marketplace. The success of many organizations has been attributed to alignment of organizational and individual goals and this was found in Bata Shoe Company where alignment enabled the company to achieve competitive advantage over its competitors through improved innovation, creation of synergy between the two resources and reduces sub-optimization, genuine empowerment and enhancement of employees’ sense of ownership to the organization. The results of the study was found to be
consistent with Delery and Shaw (2001) findings that integration of an individual goals will enhance the capacity of a firm to execute its business strategies due to the ownership sense to the organizational vision and mission by the its employees. Henderson and Venkatraman's (2003) findings were that integration of organization interest and individual goals makes organization to succeed through establishment of a genuine empowerment, creating efficiencies by minimizing the performance of superfluous work and promoting effectiveness by rewarding employees. Chatman (2009) noted that employees are attracted to an organization and motivated to contribute to its success when there is congruence between their personal interest and those of the organization

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section is divided into summary of the research, conclusions, recommendations, constraints of the research and suggestions for more research.

5.2 Summary of Findings
As the speed of the world business increases, and the clients continue to become more demanding and sophisticated, then firms are getting the competition environment altering drastically. Markets are changing often such that it is very hard for any firm to stay on the present technologies, resources, competencies and data needed to tackle and prosper in these markets. Alignment of organization and individual interest has therefore been adopted by the company to ensure that it achieves competitive advantage over its competitors. Sharing of organizational goals in the company resulted in improved employee level of engagement at the
work place as well increasing employee productivity and faster execution of the organization strategy which ensured that the company responds to market changes before competitors. The top management was also found to have played its role of guiding the company by setting attainable organizational objectives.

Every group is in competition in order to survive in this ever accelerating problematic and risky market habitat and for them to survive; they have to have pools of well, talented and more producing human resources to enable them work in the firms. Employees of an organization are the greatest asset an organization has at its disposal and therefore the attainment of organizational goals largely depends on the employees input. In Bata Shoe Company, it was found that the employees were involved in designing and developing organizational objectives and consequently are able to buy-in to attain the master plan’s goals and missions. By involving the employees in coming up with organizational goals they feel they are part of the company and this increases their level of satisfaction with the company thus creating a cordial relationship with the management. The study further established that the employees of the company were trained in order to improve their working skills which ultimately results in achievement of set objectives.

The implementation of both organizational and individual interest was found to have resulted in the company gaining competitive advantage through improved innovation, creation of synergy between the two resources and reduces sub-optimization, genuine empowerment and enhancement of employees’ sense of ownership to the organization. At the same time the company has been able to stock variety of shoes and also undertaking expansion programme that
enabled the company to open more outlets across the country. The expansion programme has resulted in increased market share and profits to the company.

5.3 Conclusion
The competitive merit of the organization in the present economy is viewed not from market side, but from alignment of both organizational and individual goals. Individual goal plays a critical function in the prosperity of high functioning initiatives and achievement of organization goals while employee’s goals are incorporated in establishing and enhancing organizational objectives and consequently are able to buy-in to attaining the master plan’s goals and objectives. The study also concludes that organizational interest alignment allows know-how and experience present in the existing governing infrastructure and thus leading in a competitive merit that impacts the business functioning in an upward way. Managers who analyze the role of the firms’ having an aligned mission can be awarded a positive work result from their workers. Workers who note the necessity of being aligned with organization’s goals and objectives will accelerate their values through establishing their production and decreasing waste.

In the present day business environment, organizations are confronted with substantial increases in both competition and uncertainty and consequently the management of these organizations have realized that they need to include employees in their plan so that they ensure the organizational objectives are implemented. From the findings, it was established that sharing organizational goals improve employee level of engagement at the work place as well as increasing employee productivity and contributing to faster execution of the organization strategy through effective allocation of labor resources across various projects. Relying on the research results, it can be asserted that organization should strive to adopt integration of organizational goals with individual goals as a basis of competitive advantage.
5.4 Limitations of the Study
The method required the utilization of both qualitative and quantitative methods of collecting information but the analysis were a bit qualitative due to finance and time constraints to efficiently determine the merits attained by the company as a result of alignment between organizational goals and individual interest, a one year duration or more is needed to supervise the events of the alignment thus the various methods need to be considered equally.

The research utilized key information sources from the Bata Company which put restrictions on the generalizing of the outcomes on other companies and other countries’ context. The selected sample may also restrain the generalization of the outcomes to the general population. Narrow and specific view of the research means the outcomes are restricted to Bata Company only which may not offer it to other firms’ and country environment.

5.5 Recommendations for Policy and Practice
The research noted out that integration of organizational goals with individual goals enables the Bata Company to improve their performance and have competitive advantage. Therefore, it is recommended that the Bata Shoe Company should adapt and develop their organization goals with individual goals to overcome competition from other companies. The study recommend organizational interest alignment in Bata Company because it enables the know-how and experience present in the current management infrastructure and thus leading to a competitive merit that affects the business performance in an upward way.

Managers need to know that the effectiveness of a certain organizational goal, whether copied, standardized, or hangs on its fit with individual interest. Hence managers should focus their resources on finding the right alignment between organizational goals and individual interest that
improves organization competitive advantage. The findings of the study would be of importance to human resource practitioners as there is need to come up with policies that would ensure that the management of different organizations involve their employees in coming up with organizational goals so that there is smooth implementation of the goals towards achievement of competitive advantage.

5.6 Suggestion for Further Research
The research was done on Bata Shoe Company and it is suggested that future research on alliance management on other sectors in the service industry, the manufacturing sector, nonprofit making organizations or a combination of the industries and organizations can give a more informative focus of the nature of the connection determined in the research. Secondly, another research needs to be undertaken over a longer duration of time involving several companies as this would help establish the existence of relationship between alignment of organizational goals and individual interest on company competitive advantage.
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**APPENDIX I: QUESTIONNAIRE**

Please give answers in the spaces provided on the effect of aligning organizational goal with individual goals on competitive advantage of Bata Shoe Company.

**Part A: Demographic and Respondents Profile**

1. Name of the respondent (optional) ……………………………………………………

2. What is your age bracket? (Tick as applicable).

   a) Under 20 years [   ]
   b) 21 – 30 years [   ]
   c) 31 – 40 years [   ]
   d) 41- 50 years [   ]
   e) Over 50 years [   ]

3. Length of continuous service with the shoe company?

   a) Less than two years [   ]
   b) 2-5 years [   ]
   b) 6- 10 years [   ]
   d) Over 10 years [   ]
4. What is your highest level of education qualification?

a) Post graduate level [ ]  
b) Secondary [ ]  
c) Tertiary College [ ]  
d) University [ ]

Section B: Alignment of Organizational Goals

5. To what extent do you agree with the following statement on organizational goals in the company?

Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational goals are shared among employees at different levels so as to achieve their objective in time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing organizational goals improve employee level of engagement at the work place as well increasing employee productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing of organization goals contributes to faster execution of the organization strategy through effective allocation of labor resources across various projects</td>
<td></td>
<td></td>
<td></td>
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<td>The organization has established a pay-for-performance culture by providing good reward systems with both individual and team performance.</td>
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<td>The organizational objectives are defined by the firm’s top management, board members and key shareholders,</td>
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<tr>
<td>Organizational goals are identified with the know-how available at the</td>
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</table>
company and this enable performance of particular problem-specific activities

Core capabilities embodied in the firm is unique to a particular firm and superior to that of the main competitors in the firm

How else is the organizational goals fostered by Bata Shoe Company

6. To what extent do you agree with the following statement on individual interest in the shoe company?

Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

<table>
<thead>
<tr>
<th>Individual Goals</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Individual goals in organization is enhanced through training sessions that improve employee-organization identification and thus achieve its set objectives</td>
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<td>Fostering individual goals contributes to the satisfaction among the employees which helps to maintain a cordial relation among the employees and the management</td>
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<td>The individual goal plays an important role in the success of high performance initiatives and achievement of organization goals</td>
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<td>Employee’s goals are involved in designing and developing organizational objectives and consequently are able to buy-in to</td>
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</table>
achieving the strategic plan’s goals and objectives.

What other ways has the organization fostered individual goals

Section C: Competitive Advantage

5. How would you rate the contributions of organizational goals and individual goals at Bata as a source of competitive advantage?

Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

| Individual goals and organizational goals enhances employees sense of ownership to the organization |
|-------------------------------------------------|---|---|---|---|
|                                                                                           | 1 | 2 | 3 | 4 | 5 |
Alignment of organizational goals is able to improve its innovation process as a result of the fostering firm and individual employee interest.

The alignment of organizational and individual employee goals makes organizations to succeed through establishment of genuine empowerment through creating efficiencies by minimizing the performance staff.

The alignment creates a synergy between the two resources and reduces sub-optimization.

The resultant functional integration creates long-term sustainable competitive advantage and results in increased business performance.

The organizational interest alignment allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance.

What other form of competitive advantage results from the organizational and individual interest alignment in the organization?

THANK YOU SO MUCH FOR YOUR TIME