IMPACT OF ORGANIZATIONAL EFFECTIVENESS VARIABLES ON DIGITAL MEDIA INTEGRATION IN NEW PRODUCT DISPATCHES VENTURES: A CASE OF UNILEVER, KENYA

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DECLARATION

I the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University in Nairobi for academic credit.

Signed:_____   Date:_____

      Hildajoy Wangui Gachugi (636422)

This project has been presented for examination with my approval as the appointed supervisor

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      Dean Chandaria School of Business

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ABSTRACT

Digital Media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers' intent on educating each other about products, brands, services, personalities, and issues. This study sought to investigate the organizational variables that impact the integration of Digital Media in New Product dispatches ventures in Unilever Kenya. This study was guided by three objectives which are determining the impact of Organizational culture on digital media integration in new product dispatches ventures at Unilever Kenya, determining the effect of Organizational productivity on digital media integration in new product dispatches at Unilever Kenya and determining the influence of Technology adoption on digital media integration in new product dispatches at Unilever Kenya.

The study adopted a descriptive design in examining these factors through a census survey. The choice for census was necessitated by the fact that, the study sought to survey the entire population of 86 Brand Managers at Unilever Kenya. The data for this study was collected using a questionnaire. The study used a structured questionnaire that contained only close-ended questions. The questionnaire was divided into two sections, with the first section, covering the demographic details of the respondents, and the subsequent section which addressed questions on the research variables. A scale of 1 – 5, was used to seek respondent's opinions on all the research questions which addressed the variables.After the completion of the field survey, the questionnaires were edited for completeness and consistency and checked for omissions and errors. Quantitative data was analyzed using a descriptive statistics through Computer statistical program for (SPSS) where it was tallied and analyzed using frequency distribution, mean, and standard deviation.

The study established that there exists a significant relationship between the organization culture and the integration of digital media on new product dispatches with a p value of 0.000 reflected at, 0.01 significance level. The study also found that, personnel deployment was found to be the most critical organization culture factor that impacted on digital media integration for new product dispatches with a mean value of 4.68. Another finding is that, respondents were strongly in agreement that employee remuneration model, was the most significant organizational productivity factor with a mean of 4.67 and the results show that, respondents were in agreement that by technology adoption

through the use of social media it made it possible to achieve real time feedback on from the audience with a mean of 4.64.

The study concluded that, employee motivation was another highly critical factor ensuring the effectiveness of the digital media strategy geared towards new product dispatches. The study concluded that remuneration model used by an organization impacted employee productivity this is by the levels of personal commitment to achievement of organizational goals such as the effective integration of digital media in new product dispatches and that emerging technology platforms have been integrating tools which made it possible for real time feedback which is a positive factor in digital media strategy and technological adoption within an organization.

The study recommended that organizations should adopt organizational culture that creates a working environment that values the employee efforts and reward output as a strategy for employee motivation. The study also recommended that the remuneration model should be commensurate of the employee capacity to execute certain critical organizational operations such as the capacity to effectively deliver on the digital integration for new product dispatches and it was also recommended that organizations should use the adoption of a unique social media strategy as it has direct correlation with the growth in the popularity of the brand which is vital for the effectiveness in new product dispatches.

ACKNOWLEDGEMENT

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ABBREVIATIONS

IMC   Integrated Marketing Communication

ICT   Information Communication and Technology

IT   Information Technology

HTTP   Hyper Text Transfer Protocol

KAM   Kenya Association of Manufacturers

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organizational effectiveness encompasses broad spectrum in business environment where it lays down the modalities pursued by an organization to help in achieving its core operational goals (Herman & Renz, 2008; Richard et al., 2008; Mitchell, 2013). This presents a unique approach on the importance of understanding the impact organizational effectiveness variables on the integration of digital media in new product dispatches. Organizational effectiveness addresses the strategic component of implementing organizational programs towards the realization of business objectives.

Organization effectiveness is largely regarded as an outcome of organizational capacity to deliver on its obligations (Stokes, 2005). This highlights the distinct components which not only form an organization, but define its cumulative capacity (Stokes, 2005). Martz (2008) highlighted the central measurements of organizational capacity mainly; efficiency, productivity and returns maximization, which He deemed as vital determinants of organizational effectiveness.

Arinange (2015), observed that organizational effectiveness was an outcome of interconnection between organizational factors, notably organization culture, productivity and technology adoption. Richard, Timothy, George and Gerry (2005), indicated that evaluation of organizational performance, was based on individual performance of organizational factors including organizational culture, organizational productivity and technology use. Organizational effectiveness stems from organizational performance measure influenced by organizational culture, productivity and the use of technology in the execution of organizational mandate (Arinange, 2015).

The objectives for digital media integration in new product dispatches would be successful if its conception accurately taps into the organizations basic effectiveness factors (Richard et al., 2008). Mitchell (2013) noted that, organizational effectiveness incorporates organizational performance including the internal performance outcomes which are normally associated with more efficient or effective operations and the other external measures that relate to considerations that are broader than those simply

associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

The reliance on digital media integration for new product dispatches stem from the need to maximize on the modern technological systems in effecting optimal returns (Chi, 2011). This then informs the need for understanding the fundamental organizational factors that are critical to the product development and consequent dispatch to the market. Digital media creates a network of connectivity between the organization and the consumers, thus requiring the need for businesses to learn on the ways to integrate these tools within the spectrum of organizational effectiveness (Mangol & Faulds, 2009).

Product development and successful deployment to the market requires intensive combination of efforts and reliance of systems that would enhance the levels of efficiency in effort to record a quantifiable success. There is a growing trend on the need to enhance the levels of organizational performance by concentrating efforts on key performance delivery components. Chi (2011) noted that digital media enhances forms a network that enables the connection between brands and consumers.

 The best way to effectively tap into the potential of digital media in shaping product dispatches and promotion, it requires a change in organizational effectiveness (Mitchell, 2013). This is critical to business world since rapid shifts in corporate strategies, are only possible under the reexamination of the organizational operational policy which is based on organizational structure. Furthermore, it should be noted that, business approach towards the integration of digital media in new product dispatches is central to realization of corporate objectives in today's business environment. This is informed by the fact that the digital media platforms have significantly altered the way consumer's access product information and consequently make purchasing decisions (Paquatte, 2013).

The other fundamental factor in organizational effectiveness is the organization preparedness to counter the rapid market shifts which respond to competitiveness brought about by the adoption of digital media in executing product awareness campaigns (Richard et al., 2009). The organization effectiveness variables should be aligned with the organization strategy for executing awareness campaigns in effort to solidify their competitiveness. The model used to integrate digital media in new product dispatches will be highly dependent on the objective it's intended to accomplish in accordance to the organizational structure. It should be noted that the strategy adopted will impact on the

consumer's perception about the product. Eventually, the individual's perception of the overall marketplace plays a major role in whether or not they are motivated to partake in consumption activities (Mady, 2011).

The organizational effectiveness is anchored on the main factors that are central to the overall organizational performance, and the mechanisms defined to enable the realization of positive performance (Mitchell, 2013). The mechanisms employed to effect desired organizational performance should demonstrate to accrue a competitive edge. An organization will be deemed to a possess a competitive advantage when it has a strategy that increases effectiveness or efficiency, and is valuable, rare and difficult to imitate (Barney, 1992). Organizational effectiveness informs the consolidation of organizational factors and shaping them to deliver the most concrete strategy that can effectively counter the advance of existing alternatives.

The organization must comprehend the consumer reception for a particular product and seek to achieve optimal impact. However, this can be impeded by numerous organizational effectiveness factors such as; organization culture, information and communication technology and reporting system, motivation and reward systems, organizational resources, decision- making process, effective communication, education, capabilities and skills (Brenz, Morikko, German & Molina, 2008).

Digital media and corporate environment is an ever growing trend in modern business environment due to the unique aspect in ease of access and ease and reach to the public. This study recognizes the scope of organizational effectiveness in three key variables, namely; organization culture, productivity maximization and technology adoption. According to Luthans (2007) organizational culture is the most important competitive advantage of an organization.

Further, Navizond (2007) highlighted several characteristics of organizational culture to include the following: the regularity of the behavior of the run, the use of the same language or terminology, norms such as standards of behavior that exist in an organization or community, the dominant value, such as high product quality , high efficiency, Philosophy: such policies that state how workers are treated, Rules, such as guidelines for new employees to in the organization, and lastly the Climate organization interact with internal and external customers or layout settings to work.

Organizational culture variable wields huge impact on the effectiveness in organizational capacity to effectively integrate digital media in new product dispatches. Paquette (2013) postulated that organization culture accommodation and integration with digital media was step towards creating a new touch point for the interactions between businesses and consumers. Organizational productivity deals mainly with the individual abilities, capacities and skills of the human resources in an organization (Mitchell, 2013). The ability with which an organization can effectively integrate digital media in new product dispatches will be highly influenced by the ability of the organization to effectively tap into its human resources potential.

According to Mitchell (2013) the organizational efficiency in effecting new product dispatches, is influenced by internal capacity to coordinate employee capacities and abilities and gear them towards the realization of human resources productivity. Digital media serves as a powerful tool that can enhance coordination of human resources capacities towards common objective(s). Pawar (2014), acknowledged that, digital media is an approach used by organizations to brand and coordinate their communication efforts. The adoption of digital media as an operational strategy demonstrates the organization capacity to integrate technology in its strategic management. Wairimu (2013) noted that the use of digital media is less expensive as compared to other mediums offering the value of operational cost minimization.

 In addition, on the value for cost in digital media adoption, Wairimu (Ibid) acknowledged that, it enables organizations decrease the number of staff in some departments, which results in lowering of the overhead costs. Lowering cost of operation is a cardinal organizational objective, thus digital media plays a vital role in the realization of organizational objectives. Digital media enables the organization to reach a broader audience which is valuable in new product dispatches. According to Jutla, Bodorik and Dhaliwal (2012), digital media platforms such as internet connectivity enables global interconnection, where the audience can access information about the organization, their products, making the purchase or creating the contact with one another, and so on.

Unilever Kenya Ltd. manufactures and markets food, home, and personal care products. The manufacturing takes place in Industrial area in Kenya along Mombasa road. The corporate section is at Karen opposite Karen Hospital, WaterMark Business Center. The

company's products include washing powder, laundry bars, fabric conditioners, maize meal flour, margarine, soups, sauces, condiments, toothpastes, toothbrush, body lotions, baby care jelly, face creams, beauty soaps. Its leading brands include Blueband, Royco, Lifebuoy, Omo, Geisha, Lux, Sunlight, Vaseline, Close up, Geisha among others (Unilever, 2017; Kenya Association of Manufacturers [KAM], 2016).

Unilever Kenya was formerly known as Africa Industries Ltd. Over the years, the company's level of dominance has been dwindling with the increased level of competition. Local competition has been experienced from such firms as Procter and Gamble and L'Oreal who manufacture and sell substitute products. However, there has been a surging demand of the company's products and the firm estimates that the current demand for its products in East Africa is at 80,000 tons a year. However, demand is expected to grow by 40 per cent over the next four years, hence making expansion necessary (Unilever, 2017; Kenya Association of Manufacturers [KAM], 2016).

1.2 Statement of the Problem

Changing business environment has pushed organizations to seek new approaches in executing its operational strategies. There is significant evidence that globalization and the emergence of new technologies are heavily being relied upon in promotion of products and services where organizations are seeking to attract retain and maintain customer relations to gain competitive edge in the dynamic business environment (Jutla et al. 2012). Organizational effectiveness variables are central to the execution of business strategies as they determine the capacity of the business to adapt to the dynamic business environment.

According to Mitchell (2013), organizational effectiveness incorporates numerous administrative components which are coordinated towards the realization of organizational objectives. The advent of digital media has rapidly disrupted the approach organizations pursue while interacting with consumers of its product. Digital media has provided avenue through which consumers gather product information and consequently make purchasing decisions. Wairimu (2015) notes that, digital media has altered consumer tastes and preferences since there exist numerous alternatives and make their choices based on the perception they have towards certain products.

A study by Munir et al., (2013) conducted a comparative analysis on the capacity for uptake in technology for organizational effectiveness among organizations in developed countries vis-à-vis developing countries. The study established that in developed countries have restructured their business organizations according to the international standards including more sophisticated technology, while developing countries are still in the emerging stage in terms of information system adoption, use of contemporary technology and human resource development.

Evidence posits that a number of companies have been, relying on conventional orthodox approaches when undertaking vital promotional initiatives like new product dispatches (Pall and McGrath, 2009). This approach has been most pronounced in the promotion of new products such as soft drinks, consumer appliances, wines & spirits, and stationery products (Cheong and Morrison, 2008). Sectors such as fashion industry, entertainment, tourism, sporting and banking industries have slowly been phasing out traditional marketing models and increasingly turning into digital media for product promotion initiatives (Trusov, Bucklin &Pauwells, 2009). Main driver to this urge for the transformation has been the massive audience that the digital media platforms provide at relatively low cost (Njeri, 2014; Pawar, 2014; Ngugi, 2013).

The aforementioned studies have highlighted the impact of utilization of the digital media platforms in product promotions across different sectors. There had been no attempt to assess the effects of organization effectiveness variables on the integration of digital media in new product dispatches. In addition, the preceding studies have been limited in the scope of organizational performance and do not offer scholarly insight into the relationship between digital media channels and deployment of new products to the market. Further, the past studies have not explored on the institutional factor (the organization context) and how it influences adoption of digital media channels on new product dispatches. There was need for evaluation of the organization factor in the integration of digital media towards new product dispatches.

1.3 Purpose of the Study

The purpose of the study was to determine the impact of organizational effectiveness variables on Digital Media Integration in New Product Dispatches, with the case study being Unilever Kenya.

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1.4 Research Questions

1.4.1: To what extend does organizational culture influence the digital media integration towards new product dispatches?

1.4.2: In which way does organizational productivity influence digital media integration towards new product dispatches?

1.4.3: What is the effect of technology adoption on digital media integration towards new product deployment?

1.5 Significance of the Study

1.5.1 Management of Unilever Limited

The management team at Unilever Limited Kenya will find this study an invaluable source of material for developing and harnessing their organizational effectiveness factors and will also provide some insight on some challenges that they could face while putting their organizational skills to use.

1.5.2 The Government

The government and regulators of the industry will also find invaluable information on how organizational effectiveness can be adopted and as a result put in place policies that will guide and encourage other organizations within and outside the industry to operate in the market places in an ethical manner. Further, recommendation on the sector wide reforms on the subject of digital media strategies can form a basis for policy formulation by the government on the issue of regulation and monitoring to ensure a level playing field across board.

1.5.3 The Academicians and Scholars

The findings of this study are valuable amongst scholars and academicians in the field of organization management as a reference material. In the final part of chapter five, the researcher has put across a number of topics that future scholars can explore in order to advance the study further.

1.6 Scope of the Study

The study intended to determine influence of organizational effectiveness variables on Digital Media Integration in New Product Dispatches Ventures at Unilever, Kenya. The study was conducted using a sample of 86 employees, who were all brand managers at Unilever, Kenya. The data was gathered in the month of June 2017.

1.7 Definition of Key Terms

1.7.1 Social Media Marketing

Social media marketing is commercial promotion conducted through social media websites. Many companies promote their products by posting frequent updates and providing special offers through their social media profiles (Pawar, 2014).

1.7.2 Integrated Marketing

This is a communications attempt to coordinate and control the various elements of the promotional mix; advertising, personal selling, public relations, publicity, direct marketing, and sales promotion in an aim to produce a unified customer-focused message and, therefore, achieve various organizational objectives (Stam &Stanton, 2007).

1.7.3 Online Marketing

Is the use of Internet to deliver promotional marketing messages to consumers through the use of email marketing, search engine marketing, social media marketing, many types of display advertising (including web banner advertising), and mobile advertising (Ahmad, 2014).

1.7.4 Organizational Culture

A system of shared assumptions, values and beliefs which govern how an organization behaves (Mady, 2011).

1.7.5 Media Integration

This is various media being used together in an effort to enrich the user's experience of creative content (Sam & Stanton, 2007)

1.7.6 Digital Media

According to Ahmad 2014, it refers to audio, video and photo content that have been digitally compressed.

1.7.7 Technology Adoption

Acceptance of a new innovation according to demographic and psychological characteristics of defined adopter groups (Jutla et al. 2012).

1.7.8 Productivity

It is a state of making or manufacturing from available components (Martz, 2008).

1.8 Chapter Summary

This chapter covers the background of the study, the statement of the problem, the purpose of the study, the research questions, the significance of the study, the scope of the study and definition of terms. Chapter two covers cover the existing literature relevant to the study. Chapter three examines the research methodology that was used in the study. Chapter four covers data presentation and analysis, and finally chapter five covers the summary of the main findings, the conclusions of the study and finally presents the recommendations of this study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section of the study explores the literature on the impacts of organizational effectiveness variables on the digital media integration for new product dispatches. Literature review entails evaluation of existing data on the topic as presented by other scholars. Further, analysis shall be made on the models that have been adopted by past studies on the subject and relate them with context of the present study.

2.2 Influence of Organizational Culture on the Digital Media Integration on New Product Dispatches

Stokes (2005) observed that organizations form the most efficient and rational social groupings in society; therefore, modern society is dependent upon organizations. Organizations exist as social tools in that they coordinate human actions. Etzioni (1990), recognized that, organizational culture makes it possible to bring together personnel, resources, and materials, the organization is able to evaluate its performance and adjust accordingly in order to be successful in reaching its goals. An organization's structure includes the three components of complexity, formalization, and centralization. Structural complexity refers to the extent to which there is differentiation, or a division of labor, in an organization. A complex structure has a greater need for communication across many departments horizontally or between many levels vertically. According to Robbins (1990) the more complex an organization is, the greater the need for effective communication, coordination, and control.

2.2.1 Influence of Organization Culture on Digital Media Integration on New Product Dispatches

Cole (2004) defined culture as a shared meaning, shared understanding and shared sense making. The value any organization places on role models, through the system of complements, and coupled with employee expectations has a big impact on developing the morale of worker. Further, organizational culture includes the highly influential sets of norms, values, assumptions, beliefs and behaviors which influence the selection, design and implementation of strategic initiatives, impacting growth and operational

strategies. Misaligned cultures create drag that impairs the performance of the organization's 'engines' for growth, hobbling strategies from being achieved to their full potential. Alignment initiatives are important work that leaders collectively and individually need to undertake to 'lay the tracks' for strategic priorities to roll-out (Donald, 2009).

According to Whallem (2007) organization culture impacts on most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, how people are treated and how organization responds to environmental changes. Management systems should be developed that which motivates employees from top to bottom to pursue growth oriented; innovation focused competitive strategies (Cole, 2004). The fundamental factor on the reason as to why workforce diversity leads to increased sales and profits is because buyers are better able to bond with salespeople that share their cultural values. Digital media platforms present a unique opportunity through which these values and system beliefs can be shared in a broader and new audience. This is possible through incorporating the capacity of the organizational structure as a medium of facilitating operational strategies. According to Stokes (2005) the organizational structure exists as an important foundation for organizational effectiveness. Due to the complex nature of organizational effectiveness and the many ways through which it can be characterized, Faux (2006) postulated that organizational effectiveness highlights the degree to which an organization attains its short- (ends) and long-term (means) goals, the selection of which reflects strategic constituencies, the self-interest of the evaluator, and the life stage of the organization.

According to Stokes (2005), the execution and realization of organizational objectives is significantly influenced by the organizational culture. Organization culture is contextualized by the organization structure. This is relative to the organization strategy in digital media integration for new product dispatches. The short term and long term goals for new product dispatches will be defined in the organization strategy which is replicates the nature of organizational structure. The organization strategy, defines the long-term goals of an organization coupled with the actions that will produce those goals, has since been classified as only one of many elements that determine structure (Stokes, 2005). Peters (2003) acknowledged that, organization culture should be devised in a way that aligns with the organizational strategy, markets, internal policy, customers and people.

Peters (2003) noted that managers should often base operational strategies by critical thinking about the organization and how it can reciprocate to changes as the way to enhance the administrative strategies. By thinking about what the organization does, the ways the customer is exposed to the organization, the activities necessary to achieving organizational goals, and how communication flows between these activities, one may determine which organizational design is best suited to the organization. Johnson (2006) linked organization culture impact on digital media integration with the communication strategy for the organization. Johnson (ibid) acknowledged that organizational communication structure as the relatively stable configuration of communication relationships between entities within an organizational context. Through structure, it makes it possible to realize a theme among communication relationships within the organization. In turn, these relationships entrench the organization subjects (such as the staff) in the organization's social system.

Furthermore, Johnson (2006) acknowledged that there exist numerous ways through which the communication structure wields significant impact on the organization. Communication structure can reveal the normative behavior of the organization's members, encompassing informal communication relationships that shape the culture of the organization. Communication structure also enables action within the organization by providing a predictable pattern of relationships. Structure allows an organization to process larger amounts of information due to a filtering process facilitated by single-unit processing. In this way, structure limits information overload and helps the organization become as efficient as possible. Through predictability in communication relationships, structure reduces uncertainty in the organization and instills confidence in the individual members. Communication structure also exists in organizations at a more personal level, providing social support that allows individuals to grow and advance in the workplace. In addition, through formal communication structures, organizational members and units are integrated into one cohesive team.

There exist scholarly approaches to organizational culture that encompass the organizational structural dimension and consequently how it impacts on the organization strategy execution. For instance Jabin (2007) focused on the structural dimensions of configuration, complexity, formalization, and centralization and their relationships to organizational communication. The structural dimension of organizational configuration includes the five characteristics of span of control, hierarchical level, organizational size,

sub-unit size, and administrative intensity. Span of control refers to the number of individuals that report directly to a supervisor (Stokes, 2005). While this aspect of configuration is one of the oldest elements of organizational theory, it has been the subject of little empirical research regarding its relationship with communication.

2.2.2 Effects of Organization Culture on Public Relations and Impact of Digital Media Integration for New Product Dispatches

Organization culture has a significant impact on the practice of public relations within the company (Grunig, Grunig, & Dozier, 2002). Public relations encompass the communication strategy that an organization adopts and the mediums and channels that are used to distribute it effectively. This study identifies the integration of digital media platforms and how they influence the organizational strategy in conducting public communication in targeting consumers. Studies on the effects of organizational structure on internal communication, Holtzhausen (2002), established that decentralization of internal communication led to communication changes in the organization as a whole as well as to changes in the ethical nature of internal communication.

According to Spokes (2005), the association between culture and public relations is often discussed in terms of the public relations structure practiced in the organization. Grunig and Hunt (2004) contended that effective public relations managers decide on the characteristics of the public relations department, including structural elements such as vertical and horizontal relationships and practitioner roles, relative to the dynamic and complex nature of the environment within which the organization operates.

Stokes (2005), opined that communication must follow suitable organizational culture that highlights the norms and values, therefore public relations practitioners must work to ensure that the organization commits to responsible values. In addition to playing the role of communicator, many practitioners must also be social analysts and the consciences of their organizations. The public communicators wield significant influence on the impact the information communicated will have on the perceptions of the recipients of the message. The communication of product information should be executed in are structured way to eliminate any likelihood of creating a negative perception among the consumers (Stokes, 2005).

2.3 Impact of Organizational Productivity on Digital Media Integration on New Product Dispatches

The subject productivity in organization management focuses on the capacities of the human resources and the rewards in value it returns to the organization (Mitchell, 2013). Productivity is concerned with both effectiveness and efficiency (Olumuyiwa et al., 2012). According to Peter Drucker a founding father of management theory postulated that, effectiveness is a minimum condition for survival after success has been achieved. Efficiency in practice is largely concerned with doing things right and effectiveness is doing the right things.

According to Sheridan (2012), in assessing effectiveness, noted that there is need to distinguish between management and leadership. Sheridan (2012) explained that leadership is a broad concept as compared to the scope of management. He added that management is a special kind of leadership in which the accomplishment of organizational goals is paramount, whereas leadership on the other hand is the capacity that enables one to influence people, individual and in groups, for whatever reason. Influence and leadership may be used interchangeably (Olumuyiwa et al., 2012). Parkinson's Law points out a contextual example of an employee who places personal goals before organizational goals. The Parkinson's law explains that in most bureaucracies, organization leaders often attempt to build up their own departments by adding unnecessary personnel and more equipment.

2.3.1 Effects of Technology on Organizational Productivity

Organizational productivity is a factor of organization performance in regards to the realization its corporate objectives (Mitchell, 2013). Technology serves as an aid in the realization of higher organization productivity. This is achieved through automation of organizational processes thus achieving more efficiency and increased speed of operation (Olumunyiwa et al., 2012; Ahmad, 2014). Modern technology' or automation of tasks does not imply the same thing rather they explore a wide range of tools, components and systems (Sheridan, 2012). Automation, information technology or combination of both of these together is termed as high technology. Advances in communications technology enables organizations to benefit from the technical skills of employees around the globe.

Modern production systems use computer based technology for integrating various aspects of manufacturing process in a better and improvised manner and also allow quick and cost efficient modifications of any product. Technology can be liberating in enabling people to work at times and in places of their own choosing. Technology also has enormous potential to transcend, geographical, cultural and temporal boundaries and so increase collaborations amongst organizations and their members (Cartwright, 2003). The knowledge may be shared and distributed with this turbulent technological change. The electronic media is responsible to reduce the social aspects of communication between the individuals working together. As the electronics has been invasive, useful and established therefore the earlier relationship between technology and employment may be transformed. It is expected in future to have new establishment of organizational behavior, a new feature of work, new model of production of goods and services and a new style of employment (Rahmati, et. al, 2012).

Many positive and useful changes have taken place these days in the workplace in terms of competency and effectiveness with the invention of new technologies (Ahmad, 2014). In spite of that the introduction of new technology creates many challenges to organizations. One of them is to achieve user acceptance and approval of new technology and at the same time retaining an acceptable level of productivity and performance (Rahmati, et. al, 2012). There are a number of factors that that have an effect on an individual's attitude toward new technology such as age, gender, and peers' attitudes and perceptions. Time and again, short-term economic benefits are achieved with the help of designed technologies and there is insufficiency willingly available technical skills that may be applied to meet the criterion of union aspirations in a more reliable and dependable way.

2.3.2 Influence of Employee Productivity in the Organization and on Performance

Employee productivity comes a long way as a measure of the performance for an organizational initiative (Millea, 2006). The employee is likely to commit varied levels of effort in success for engagement based on what the organization is willing to reward for each performance level. Employees tasked with new product promotion, would likely perform with certain levels of effectiveness depending on what the rewards will be for the realization of the promotional objectives. According to Kamau (2013), it is imperative for organization Leaders to understand that good performance is a result of valued rewards.

Kamau (2013) opined that some of the ways to achieve this included: measure job performance accurately; describe clearly the rewards that will result from successful performance; describe how the employee's rewards were based on past performance; provide examples of other employees whose good performance has resulted in higher rewards. In essence, leaders should link directly the specific performance they desire to the rewards desired by employees (Kamau, 2013).

According to Berger (2009), the compensation systems that reward people directly based on how well they perform their jobs are equivalent to pay-for-performance program, that can be implemented in a forms such structured commission plans used for marketing personnel tasked with product promotions. Armstrong (2006) explained that the overall intention of reward systems is to attract and retain top quality human resources. Armstrong (2006) added that, when the pay conditions are perceived by the employee to be equitable it has a high correlation in realization of performance improvement.

Organizations can also adopt non-financial rewards like transport fee, incentive schemes to increase performance (Armstrong, 2006). Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward employees according to the set performance standards and profitability goals. Therefore for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures (Davar, 2006).

Itumbiri (2013) used the Taylor 1998 study to highlight the four key principles which could be applied to dramatically improve workplace productivity. According to Itumbiri (2013), Taylor's principles explained that, the managers need to systematically design each job, scientifically select and train the workers, cooperate closely with the workers and divide the work and responsibility equally between the worker and management. Other scholars have approached productivity of employees in relation to leadership quality. Productive and performance related HR practices can only work if they positively induce discretionary behavior once basic staffing requirements have been met. This discretionary behavior is more likely to occur when they feel motivated to do so and/or when they gain high levels of job satisfaction.

According to Itumbiri (2013) commitment, motivation and job satisfaction, either together or separately, will be higher when people positively experience the application of organizational administrative policies concerned with creating an able workforce, motivating valued behaviors and providing opportunities for participation. The experience of success seen in performance outcomes helps reinforce positive attitudes. What Zatterquist et al. (2009) found after doing an analysis that surveyed about 2,000 workplaces and obtaining the views of about 28,000 employees that a strong association existed between Human Resource Management and both employee attitudes and work place performance can be true for and in many organizations.

According to Purcell et al. (2009) the attitudes that lead to relations, which create a climate in which productive and harmonious relationships can be maintained through establishing a continuous environment of cooperation, management and employees, and teamwork cannot flourish unless organizations do the following. Itumbiri (2013) noted that, first they need to introduce high commitment management practices, which recognize that employees are valued members of the organization and help to develop a climate of cooperation and mutual trust through good communications. Secondly, they should provide employees with a 'voice', which enables them to have a say in and therefore an influence over decisions (Itumbiri, 2013).

Purcell et al (2009), explained that there is clear evidence existed between positive attitude towards organizational administrative policies and practices, levels of satisfaction, motivation and commitment, and operational performance. Policy and practice implementation (not the number of organization administration practices adopted) is the vital ingredient in linking people management to organization performance, and this is primarily the task of line managers.

The enhancement of motivation and commitment means that the organization has to be concerned with what Purcell et al (2009) describe as discretionary behavior. This refers to the choices that people at work often have about the way they do their job and the amount of effort, care, innovation and productive behavior they display. Discretionary behavior is at the heart of the employment relationship, because it is hard for the employer to define and then monitor and control the amount required.

2.4 Effects of Technology Adoption on Digital Media Integration on New Product Dispatches

The third variable in organizational effectiveness is the adoption of technology in promotion of its products to the consumers. Technology use in product promotion is a significant factor in realization of organizational objectives (Mitchell, 2013). Product promotion by integrating digital media platforms has been valuable in realization of increased performance (Olumuyiwa et al., 2012; Ahmad, 2014). The most notable technology strategy used in product promotion is the Integrated Marketing Communication (IMC) and Electronic communication.

2.4.1 Integrated Marketing Communication and Digital Media Integration in New Product Dispatches

Integrated marketing communication (IMC) is a marketing strategy that is used by organizations to brand and coordinate their communication efforts (Pawar, 2014). The American Association of Advertising Agencies defined IMC as a concept which recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, and combines these disciplines to provide clarity, consistency and maximum communication impact (Pawar, 2014). The primary idea behind an IMC strategy is to create a seamless experience for consumers across different aspects of the marketing mix. The brand's core image and messaging are reinforced as each marketing communication channel works together in unity, rather than in isolation. Koekemoer & Bird (2004) defined Integrated Marketing Communication as the collective activities, materials and media used by a marketer to inform or remind prospective customers about a particular product offering and to attempt to persuade them to purchase or use it.

IMC blends various promotional tools and communication/marketing/advertising services and techniques to maximize profit. IMC is ultimately achieved through concise and consistent messaging that fosters familiarity and consumer affinity. Effective IMC messages and images are meaningful and useful to consumers, messaging and branding consistency - a proven IMC concept - yield customer satisfaction and loyalty. Prior to the emergence of integrated marketing communication during the 1990s, mass communication the practice of relaying information to large segments of the population through television, radio, and other media − dominated marketing strategy. Marketing

was once used as a one-way feed. Advertisers broadcasted their offerings and value proposition with little regard for the diverse needs, tastes, and values of consumers (Pawar, 2014).

According toFoux (2008), IMC is a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences. The key difference in this definition of IMC from that of simple Marketing Communication is highlighted by use of three words: i) strategic, ii) evaluate and iii) measurable. In essence, IMC enforces use of marketing communication mix in such a way that it is strategically designed to achieve certain objectives, measured to enforce accountability over marketers and are evaluated over time. These elements are also stressed on by various IMC authors (Foux, 2006; Whallen, 2007), who believe that although the concept of IMC is not new, but the fact that previously marketing communication was not coordinated strategically and strategy is now believed critical, gives this concept a new look.

In another definition of IMC given by a well-known author on IMC literature, Kliatchko (2005) reflects the same concept. As per the author, IMC is the concept and process of strategically managing audience-focused, channel-centered and results driven brand communication programs over time. This definition is a bit more specific and along with strategy and accountability it emphasizes specifically on communication being channel-centered and audience-focused. Managing and coordinating the integration of company`s communication across different media and channels is an important aspect of IMC. IMC does involve a process/plan aimed at providing consistency and impact through integration of communication via different mediums (Larich & Lynagh, 2009).

2.4.2 Electronic Marketing on Digital Media Integration in New Product Dispatches

According to Wairimu (2013), Electronic Marketing is an approach to new modern business practice involved with the marketing of goods, services, information and ideas via the Internet and other electronic means. The process involves the use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals (Gatticker, Perlusz & Bohmann, 2000). Fisks (2009), observed that Electronic marketing is essentially a subset of marketing. Electronic marketing is one aspect of an

organizational function and a set of processes for creating, communicating and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders using electronic means (Goldsmith & Lafferty, 2002).

In the aspect of new product promotions, the electronic marketing presents a unique product promotion strategy that taps into the power of power of digital media to create a strong marketing strategy that easily connects to the audience. Making the marketing objectives successful is the common goal that all companies want to aim at. They all want to enhance the old relationship with customers, create the new ones, increase the sales and become famous in the market (Wairimu, 2013). Integration between Internet marketing strategies and traditional marketing can bring the very best result to a company. However, electronic marketing strategies solely are also powerful and it can maximize the effectiveness when operating in the Internet environment (Adam, Mulye, Deans & Palihawadana, 2002).

Electronic marketing strategy can be viewed as a new modern business practice associated with buying and selling goods, services, information and ideas via the Internet and other electronic means. A review of relevant literature revealed that definitions of electronic marketing vary according to each author's point of view, background and specialization. While Collins, Buhalis and Peters (2003) defines it as: "Achieving marketing objectives through applying digital technologies". It involves the use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational objectives.

Electronic marketing strategy can bring many advantages for business such as cost effective, worldwide reach and access, time, space, interactivity, value added and competition. Electronic marketing having rising up provides not less convenience for businesses. The cost of conducting business is especially cheaper (Wairimu, 2013). It becomes the prominent way for many businesses to choose. E-marketing includes six media communication channels: Search engine marketing, online public relations, On-line partnership, Viral marketing, social media marketing, and Interactive ads (Darby, Jones & Madani, 2003). E-marketing strategy is one part of the electronic business. Digital media channels enable the strategies and activities of electronic marketing such as market research, product development, advertising, and selling be transferred to a digital

environment. Moreover, the activities like introducing a company and its products, communicating with customers, promoting, and pricing goods or services are also conducted over the Internet or through the digital tools to achieve its marketing objectives (Bui & Jones, 2006).

2.4.3 The Effect of Digital Technologies

The inception of digital technologies wielded significant shifts on the market structures, value chains, business strategies, structures and operations (Kung, Picard & Towse, 2008). Even though technology is sometimes expensive and risky (Pavlik et al., 2008), and some people may resist change, and attendant new modus operandi, digital and mobile technologies are now part and parcel of many media marketing operations across many sectors. According to Media Council of Keya (MCK, 2015), Economic and business considerations are sometimes major drivers of technological appropriation. This is based on the idea that technologies enhance efficiency, contribute to cost-cutting, and ultimately contribute to profitability.

The MCK (2015) explained that digital technologies have made it possible for the creation of value chains by, for example, reducing the costs of production and distribution and in other positive expanded the audience and the ease of reach. This can be achieved both online and offline. Kung et al. (2008) call this an extension of media. In this case, digital product promotions campaigns whether print, audio, or television contents are carried through digital media platforms to reach large amount of audiences (MCK, 2015).

Digital media platforms have made it possible to build stronger product brands aided by the huge audience within reach of digital networks. According to Keller and Lehmann (2006), brands are one of the most valuable intangible assets within an organization. The brand name encompasses the years of advertising, good will, quality evaluation, product experience and other beneficial attributes the market associates with the product. Digital media has made it possible to incorporate graphical branding, that presents products in digital images which are easily distributed. Customers everywhere respond to digital images that help them define their personal and national identities within context of world culture and product benefits (Keller & Lehmann, 2006).

2.5Chapter Summary

This chapter looks at the published literature by renowned and distinguished scholars and authors in the field of organizational management. The focus was constrained on the subject of organizational effectiveness variables impact on the digital media integration on the new product dispatches. The organizational effectiveness variables covered in this study are namely; organizational culture, organizational productivity and technology adoption. The organizational effectiveness variables linked the concept of product promotion and how discussed how product promotion efforts can form the basis for organizational objectives. The next chapter discusses the research methodology of the study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the how the research was conducted and the motives for the chosen methodology. It outlines the project's research design, population of interest, sampling procedure, data collection instruments and further discusses how the data will be analyzed. Finally, concluded with summary of the chapter.

3.2 Research Design

According to Mugenda and Mugenda (2003) the research design attempts to describe such things as possible behavior, attitudes, values and characteristics. Mugenda and Mugenda (2003) further explained that, research design enables a researcher to gather, summarize, present and interpret information for purposes of clarification. This research adopted census research design. According to Cooper and Schindler (2014), census design is a scientific method that involves observing all the components in a study. This design helped in the creation of a dataset that builds the profile of a group under observation. The census design was found useful as it will cover all the brand managers currently working at Unilever Kenya. The study sought to link organizational effectiveness variables and their impact on the digital media integration on new product dispatches. The study was carried out at Unilever Kenya.

3.3 Population and Sampling Design

3.3.1 Population

A population is the total collection of elements on which the study would like to infer. A population element is the individual from which measurement is taken (Cooper & Schindler, 2014). A population is defined as the units to be studied in terms of time as well as the boundaries of territory (Yang & Miller, 2008). According to Kenya Association of Manufacturers and employee records at Unilever, there were 86 brand managers in the organization (Unilever, 2017; Kenya Association of Manufacturers [KAM], 2016). The brand managers formed the population of study.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sample frame is the source from which a sample is drawn. Since the researcher used the census design, it means that the whole study population was observed and was made up of the all the 86 Brand Managers of Unilever Limited who handle different types of brands in the organization.

3.3.2.2 Sampling Technique

The study used a census technique. According to Lohr (2010) a census is an investigation of each unit, everybody or everything in a population. It is known as a complete identification, which implies a complete count. The technique was chosen because the population size was small.

3.3.2.3 Sampling Size

The sample size is defined as the subset of representative units from the target population (Shao & Zhuou, 2007). Given that, the nature of the sampling technique selected for the study is a census, the sample size of the study was all 86 brand managers at Unilever limited. The researcher relied on purposive sampling strategy to identify the brand managers who will participate in the study.

3.4 Data Collection Methods

The primary data was collected through questionnaires. The questionnaires were picked as the appropriate tool for this study because they capture both quantitative and qualitative data. The questionnaire will have close-ended as well as open-ended questions. Data collection instrument is a device used to collect data in an objective and a systematic manner for the purpose of the research (Orodho, 2009). The main data collection instrument will utilize a nominal Likert-type scale format. According to Kiess and Bloomquist (2009), Likert scale format yields equal-interval data, thus allowing for the use of more powerful statistical statistics to test research variables. Questionnaire was found valuable for this study because it's an effective data collection instrument that allows respondents to give much of their opinions pertaining to the researched problem (Dempsey, 2003).

According to Kothari (2006) the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data was gathered. The interviewees were those involved with identification, development and marketing of the firm's products. The target interviewees were those involved in digital design, concept creation and brand implementation.

3.5 Research Procedure

Lescroel (2015) defined the research procedure as the step by step sequence of activities that will be followed in the same order to perform this research. The researcher sought permission from relevant institutions by submitting an official request inform of a letter, explaining the intention to conduct the field survey. The researcher personally administered all the questionnaires to the respondents who were given ample time to respond. The respondents were assured of confidentiality for the responses provided.

A pilot test was undertaken to increase the instrument validity. The smaller the variability (or stronger the correlation), the greater the internal consistency reliability of the survey instrument. An effort to avoid leading questions was made during the interview. The following measures were taken to increase the validity: Probing technique was used, where control questions were asked to assure that no misunderstandings take place regarding the questions. The questionnaires used to gather the data, were then distributed to all the 86 brand managers to offer the input on the research questions.

3.6 Data Analysis Methods

Data analysis was conducted based on quantitative data analysis approaches. The measurement levels for qualitative and quantitative data will be nominal & ordinal, and interval / scale data, respectively. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS version 20) software by finding out the correlation between various dimensions. Simple Linear regression analysis was used to determine the variability in independent variables of study which encompass the organizational effectiveness variables on the dependent variable which is the digital media integration in new product dispatches ventures at Unilever, Kenya. The regression test assisted in building up the regression Test for each independent variable versus the dependent variable. Data was presented using charts, figures and tables.

3.7 Chapter Summary

This chapter outlines the motives for the chosen methodology, the target population and the sample size. It also explains the methodology for data collection, the tool of data collection and how the collected data will be analyzed. This chapter precedes chapter four that outlines the analysis of findings of the study.

CHAPTER FOUR

4.0 RESULTS AND ANALYSIS

4.1 Introduction

This section covers the presentation of the field data using Tables, charts and graphs. Each presentation was subsequently interpreted to draw the relationships between the survey data and the topic of study. The section commences with the presentation of the respondents' demographic details, and then followed by the presentation respondent's opinions on the research variables. Each independent variable was tested for relationship with the dependent variable new product dispatches.

4.2 Response rate

A total of 86 questionnaires were distributed to the participants of the study. The respondents were Unilever Kenya brand managers working at the different units in the branding department of the marketing department. The findings in Table 4.1 indicate that out of 86 questionnaires which were issued to the respondents, 78 were successfully returned in time for data analysis. This computed to a 90.7% response rate. According to Mugenda and Mugenda (2003), a response rate above 70% is convenient to conduct valid statistical deductions about sampled data.

Table 4.1 Response Rate

Outcome	Frequency	Percentage
Responded	78	90.7 %
Not – responded	8	9.3 %
Total	**86**	**100.0 %**

4.3 Demographic Details

The demographic details captured in this study include; gender, education level, work experience and job designation.

4.3.1 Gender

The findings in figure 4.1, indicate that majority of the employees attached in the brand development are female, forming about 66.7% of the representation, against 33.3% representation for men. The finding implies that there exists economic sectors which have huge disparity in gender distribution such as the marketing sector.
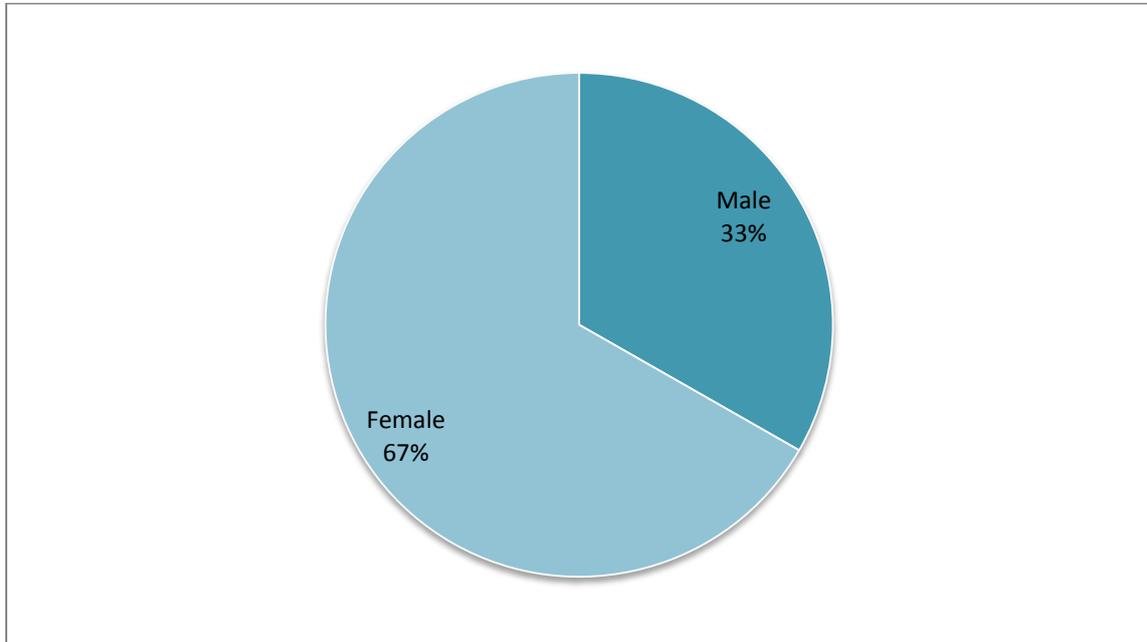
Figure 4.1 Gender Distribution

4.3.2 Education Level Distribution

The findings in figure 4.2 indicate that, majority of the respondents, about 44.4% are holders of a Bachelors Degree. About 29.5% of the respondents indicated that, they are diploma holders, 17.9% indicated they have attained a post-graduate qualification. About 7.7% of the respondents indicated that they have attained a basic certificate. The findings imply that; the respondents are well educated with over 60% of the respondents indicating that they have attained a minimum of Bachelor's degree. This indicates that, the respondents' opinions on the impact of organizational effectiveness factors towards the digital media integration for new products dispatches, will be informed by highest level of technical expertise, which is vital for the study.
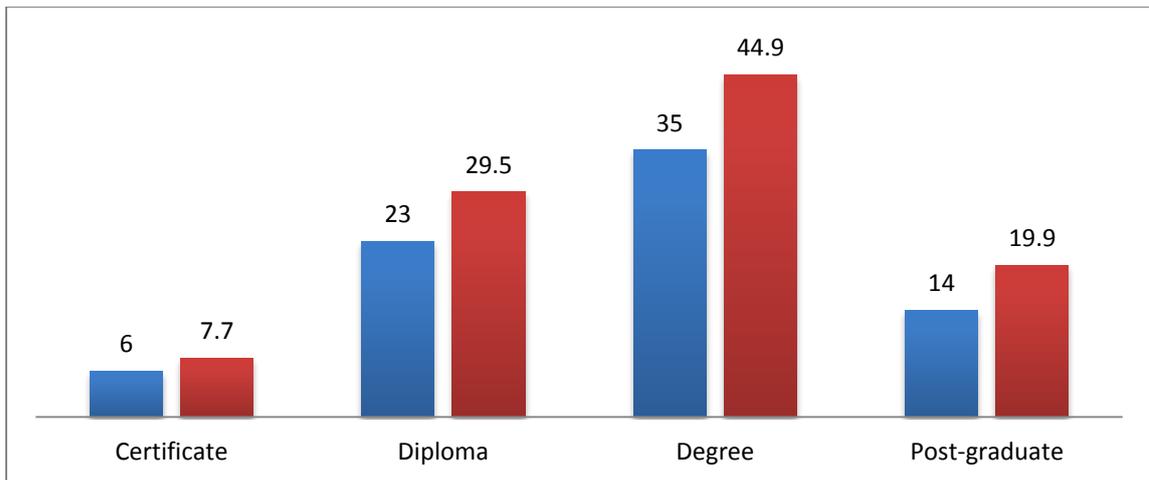
Figure 4.2: Distribution in Education Level

4.3.3 Work Experience

The findings in figure 4.3, present the distribution in work experience among the respondents. Majority of the respondents, 43.6% indicated that, they have a working experience of about 5 – 10 years. About 30.8%, of the respondents indicated that they had a working experience of less than 5 years. Further, about, 16.7 % of the respondents indicated that they had a working experience of between, 11 – 15 years. Finally, about 9% of the respondents indicated that they have work experience of over 15 years. The findings imply that; the branding division has diverse distribution in work experience which is indicates a good level of retention rates within the organization.
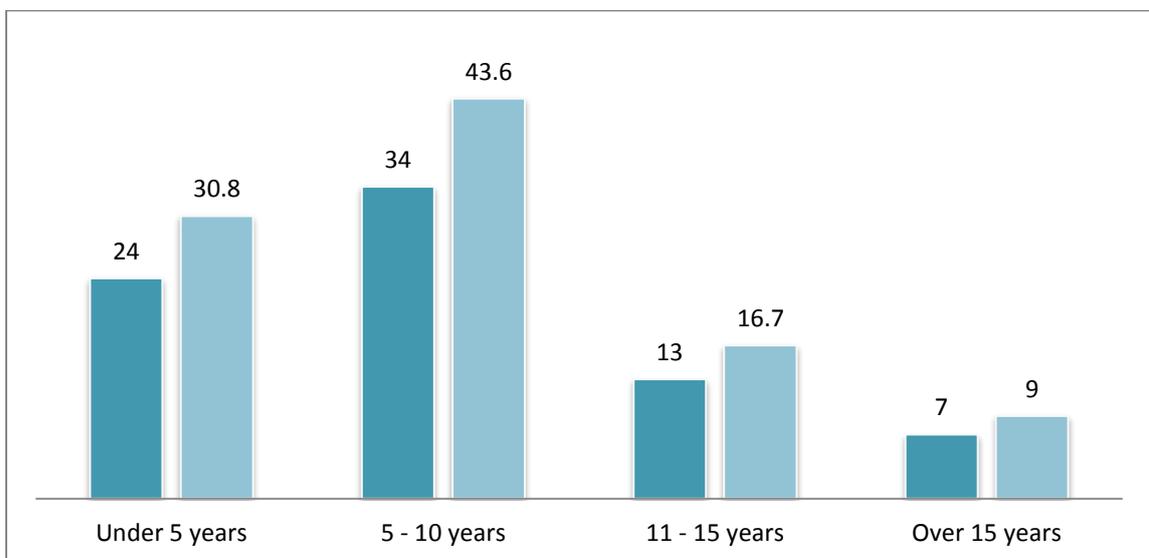
Figure 4.3 Work experience

4.3.4 Job Designation

The findings in figure 4.4, present the distribution in job designation among the participants in the study. Majority of the respondents, about 48.7% indicate that they were digital designers. About, 28.2% of the respondents indicated that they were brand implementers. Finally, about 23.1% of the respondents indicated that they were concept creators. The findings imply that a huge amount of tasks undertaken in the branding division involve digital development, which indicates that the organization main branding tasks are digital based.
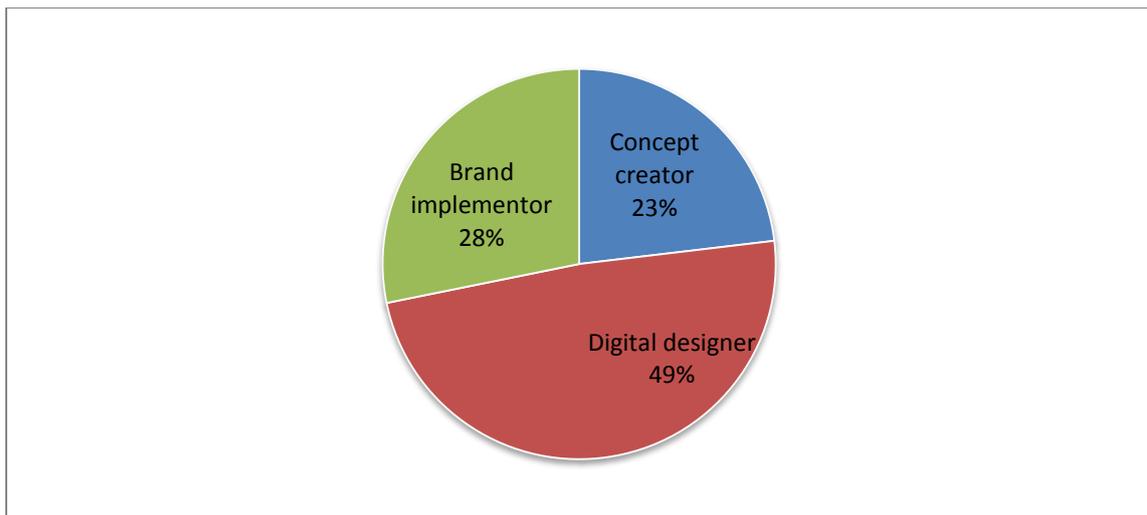
Figure 4.4 Job designation

4.4 Organization Culture on Digital Media Integration For New Product Dispatches
The data in Table 4.2 present the respondents opinions on the effect of organization culture impact on the integration of digital media for new product dispatches.

The findings in Table 4.2, present the findings on the respondents' opinions on the influence of organization culture on digital media integration for new product dispatches. A scale of 1 – 5 was used, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The study findings indicate that majority of the respondent are in agreement that personnel deployment, with a mean of 4.68, is the most critical organization culture factor. This indicates that majority of the respondents are in agreement that, organization culture impacts on personnel deployment on product promotion initiatives like the integration of digital media in new product dispatches. The study findings indicate that, majority of the respondents strongly agree that that,

organization culture impacts on employee motivation while executing new product promotion initiatives, with a mean of 4.65. This indicates that, organization culture impacts on employee motivation, which wields a direct impact on the employee's commitment to uptake and implementation of new operational strategies like digital media integration in new product dispatches.

The study establishes that, organization culture impacted on the organizations ability to achieve its operational objectives, with a mean of 4.64. This indicates that organization culture influenced the approach an organization will use in integrating digital media on new product development. The findings indicate that, respondents are strongly in agreement that, the organizational culture is vital in the creation of working environment that encourages employee interaction and unity while executing product promotion activities, with a mean of 4.53. The respondents were in agreement that organizational culture wields influences on decision making on product promotion initiatives such the integration of digital media for new product dispatches with a mean of 4.50.

The findings indicate that, the respondents are in agreement that, organization culture wields influence on resource mobilization operations aimed at product promotion initiatives such as the integration of digital media for new product dispatches, with a mean of 4.45. The findings indicate that, respondents are in agreement that organization culture impacts on the speed of resources identification required for new product dispatches with a mean of 4.40. The findings indicate that the respondents are in agreement that organizational culture influences the level of efficiency when execution product promotion activities including the integration of digital media in new product dispatches with a mean of 4.14. The findings indicate that, respondents are in agreement that organization culture impacts on product marketing policies including the integration of digital media on new product dispatches with a mean of 4.13. Finally, the respondents were in agreement that organization culture influences on the flow of information across different levels within and externally of the organization which impacts on digital media integration on new product dispatches.

Table 4.2 Organization Culture Factors Mean & Std. Deviation

Organization culture factors	Mean	Std. Deviation
Personnel deployment	4.68	.470
Employee motivation	4.65	.530
Ability to achieve objectives	4.64	.509
Employee interactivity and unity	4.53	.528
Decision making	4.50	.528
Resources mobilization	4.45	.595
Resources identification speed	4.40	.651
Efficiency	4.14	.476
Policies on product marketing	4.13	.567
Information flow	3.92	.863

4.4.1 Regression Analysis for Organization Culture versus New Product Dispatches

The model summary presented in Table 4.3 highlights the computed R value and the R square value for the regression test. The outcome indicates that, R value obtained is 0.620, whereas the outcome for R-square is 0.384. This indicates that, organization culture accounts for 38.4% of the variability in the effectiveness of digital media integration for new product dispatches. This means that 61.6% of variability can be attributed to other factors.

Table 4.3 Model summary for Organization Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620[a]	.384	.378	.35138
a. Predictors: (Constant), organization culture				

The findings in Table 4.4 indicate the ANOVA computation for the regression test. The test computes, $F_{(1, 76)} = 66.721$, which is reflected at significance level 0.01 (99% confidence interval). The study makes a finding that, there exist a significant statistical association between organizational culture and digital media integration for new product dispatches, which implies that the relationship is positive ($p < 0.01$, $p = 0.000$). The p

value, 0.000 indicates that findings are valid and can be generalized for a larger population.

Table 4.4 ANOVA Table for Organizational culture regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.238	1	8.238	66.721	.000[b]
	Residual	13.211	76	.123		
	Total	21.450	77			
a. Dependent Variable: new product dispatches						
b. Predictors: (Constant), organization culture						

The findings in Table 4.5, present the coefficients for the regression test. The results indicate that, the computation generates a positive significant association between independent variable organization culture and the dependent variable new product dispatches.

The regression equation for this test is:

Y (new product dispatches) = A (Constant) + {B × (Organization culture)}

Therefore; the equation is **Y = 1.671 + 0.622 Organization Culture**

The findings imply that: When there is a change in organizational culture, will result in change of 0.622 units for new product dispatches.

Table 4.5 Coefficients Table for organization culture

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.671	.321		5.200	.000
	Organization culture	.622	.076	.620	8.168	.000
a. Dependent Variable: new product dispatches						

4.5 Organizational Productivity on Digital Media Integration on New Product Dispatches

The data in Table 4.6, present the computations for the organizational productivity factors mean and standard deviation.

The findings in Table 4.6, present the respondents opinions on the influence of organizational productivity on digital media integration for new product dispatches. A scale of 1 – 5 was used, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The findings indicate that, respondents were strongly in agreement that employee remuneration model, was the most significant organizational productivity factor with a mean of 4.67. The findings indicate that, staff productivity is a factor of remuneration model and wields influence on the level of employee commitment to effective integration of digital media for new products dispatches. The finding indicates that, performance reward schemes wield significant influence on the employee productivity with concurrently sum up to organizational productivity with a mean of 4.54. This implies that effectiveness in executing organizational operations such as the integration of digital media on new product dispatches is significantly influenced by the performance reward models, extended to the employees.

The findings indicate that, respondents were strongly in agreement that, equipment and tools used by staff in an organization influences the quality of their work output in new product promotion initiatives with a mean of 4.51. The findings also indicate that, respondents were in agreement that automation of promotional and branding exercises enhances employee productivity on executing new product promotion tasks such as the integration of digital media for new product promotions, with a mean of 4.47. The findings indicate that, respondents agree that regular performance reviews enhance employee productivity in executing vital tasks with a mean of 4.29, which implies that regular performance evaluation wields impact on the effectiveness in undertaking digital media integration for new product dispatches. The findings indicate, respondents are in agreement that setting minimum targets equivalent to industry benchmark improves employee performance on new product promotion tasks with a mean of 4.05.

The findings indicate that, respondents are in agreement that aligning talents with specific marketing goals boosts performance in product promotion efforts with a mean of 3.96. Further, the findings indicate that respondents agree that organization commitment

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towards continuous staff training impacts on effectiveness in new product dispatches with a mean of 3.72. The findings also indicate that, leadership wields an influence on the levels of organizational productivity that is derived from organizations strategic initiatives such as the implementation of new product dispatches with a mean of 3.47. Finally, the findings indicate, respondents concur that academic attainment impacts on the levels of employee commitment and personal initiative while undertaking strategic operations such as the integration of digital media on new products dispatches with a mean of 3.33.

Table 4.6 Organization productivity factors Mean & Standard Deviation

Organization productivity factors	Mean	Std. Deviation
Remuneration model	4.67	.501
Performance reward schemes	4.54	.502
Tools and equipment	4.51	.552
Tasks automation	4.47	.575
Performance evaluation	4.29	.705
Minimum work delivery targets	4.05	.788
Aligning talents to specific goals	3.96	.692
Continuous staff training	3.72	.754
Leadership style	3.47	.768
Education level	3.33	.976

4.5.1 Regression Analysis between Organization Productivity versus New Product Dispatches

The findings in Table 4.7 present the model summary for the regression test between organization productivity versus digital media integration for new product dispatches. The R value obtained for the system is 0.748, whereas the R Square value is 0.559. The results obtained imply that 55.9% of variability in digital media integration for new product dispatches is attributed to organizational productivity. Finally this indicates that, 44.1% of variability in digital media integration for new product dispatches can be attributed for other factors.

Table 4.7 Model Summary for Organization Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748[a]	.559	.555	.29505
a. Predictors: (Constant), Organizational productivity				

The findings in Table 4.8, present the ANOVA Table for the regression test between organizational productivity and new product dispatches. The independence test, indicate that the $F_{(1, 76)} = 134.395$ and p-value = 0.000. The F value, 134.395, is reflected at significance level 0.01, recording a p value of 0.000 (p< 0.01). The results obtained, imply that there exist a significant statistical association between organizational productivity and the effective integration of digital media for new product dispatches

Table 4.8 ANOVA for Organizational Productivity On New Product Dispatches

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.700	1	11.700	134.395	.000[b]
	Residual	9.228	76	.087		
	Total	20.927	77			
a. Dependent Variable: new product dispatches						
b. Predictors: (Constant), Organizational productivity						

The findings in Table 4.9, present the coefficients Table for the regression test. The test indicates that the, t –statistic value for the relationship is 11.593, $t_{(56)} = 11.593$, reflected at 0.01 significance level with a p-value of 0.000, which indicates statistical relationship.

The coefficients Table helps in deducing the regression equation for the test between organizational productivity (**X**) and the integration of digital media in new product dispatches(**Y**).

The regression equation for the test: **Y = A + BX**

Where, Y = digital media integration for new product dispatches

    X = Organizational productivity

    A = Constant

B = the intercept

Therefore, the equation generated is; **Y = 1.444 + (0.674 ×Organizational productivity)**

The outcome implies that for every change in organizational productivity, it will cause a 0.674 units change in the integration of digital media for new product dispatches.

Table 4.9 Coefficients for Organizational Productivity Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	1.444	.246		5.874	.000
	Organizationa l productivity	.674	.058	.748	11.593	.000
a. Dependent Variable: new product dispatches						

4.6 Technology Adoption on Digital Media Integration on New Product Dispatches

The data in Table 4.10, present the computation for the average means and standard deviation for the respondents' opinions on the influence of technology adoption towards integration of digital media for new product dispatches.

The findings in Table 4.10, present respondents' opinions on the influence of technology adoption on the effective integration of new product dispatches. A scale of $1 - 5$ was used, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The results show that, respondents are strongly in agreement that the use of social media makes it possible to achieve real time feedback from the audience with a mean of 4.64. This implies that, integration of digital media enables organizations accrue instant results for initiatives like new product dispatches by enhancing interactivity. The findings points that, respondents are strongly in agreement that the adoption and the utilization of social media platforms wield a net effect of enhancing the brand popularity with a mean 4.51. The findings indicate that the respondents are strongly in agreement that the interconnection with high speed internet fiber cable influences the efficiency of new product promotion campaigns with a mean of 4.51. This implies that, effective integration

of digital media for new product dispatch is positively influenced by the use of high speed internet.

The findings indicate that the respondents are in agreement that the creativity of messages in social media impacts on brand popularity with a mean of 4.49. This implies that the creativity of the messages communicated during implementation of the digital strategy such integrating digital media platforms during new product dispatches have impact on its effectiveness and eventual success. The findings indicate that respondents are in agreement that the regular training on social media strategies boosts new product promotion campaigns with a mean of 4.42. This finding imply that, effectiveness in digital media integration on new product dispatches is a factor of investment in training on emerging skills and tactics on social media strategies. The findings indicate that, respondents are in agreement that digital media platforms enhance the security of brands and protect its unique feature enhancing competitiveness with a mean of 4.23.

The results indicate that respondents are in agreement that the utilization of numerous social media channels increases the speed of reach to the target audience with a mean of 3.99. This implies that, digital media integration for new product dispatches should be active across popular social media networks to optimize the speed of brand promotion to the targeted audience. The findings indicate that; the respondents are in agreement that training staff on new technologies impacts on their efficiencies while executing new product promotions tasks with a mean 3.97. This imply that, success of digital media integration for new product dispatches is dependent on the levels of staff training on the utilization of the digital media platforms. The findings indicate that; the respondents are in agreement that consistent interaction with social media users enhances brand popularity with a mean 3.77. This implies that the effectiveness of digital media integration for new product dispatches would determine the levels of continuous interaction with the potential buyers. Finally, the findings indicate that the respondents are in agreement that, the use of social media platforms enhances competitive advantage in brand promotion with a mean of 3.71.

Table 4.10 Technology adoption factors Mean and Std. Deviation

Technology Adoption factors	Mean	Std. Deviation
Real time feedback	4.64	.534
Social media grows brand popularity	4.51	.503
High speed fiber enhances efficiency	4.51	.503
Messaging creativity	4.49	.619
Training on digital media strategies	4.42	.497
Digital security for unique brands	4.23	.719
Speed of reach to potential market	3.99	.693
Training on new technology	3.97	.644
Constant interaction with users	3.77	.719
Tech enhances competitive edge	3.71	.775

4.6.1 Regression Analysis for technology adoption versus new product dispatches

The findings in Table 4.11 indicate that the R value is 0.762 and the R Square value generated is 0.580. The findings imply that, organizational productivity accounts for 58.0% in the variability for digital integration for new product dispatches. Thus, 42% of the variability in digital media integration for new product dispatches can be attributed to other factors besides organizational productivity.

Table 4.11 Model summary for technology adoption versus new product dispatches

Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762[a]	.580	.576	.29019
a. Predictors: (Constant), Technology adoption				

The findings in Table 4.12, present the ANOVA Table for the regression test between technology adoption and new product dispatches. The findings indicate that, $F_{(1, 76)} = 147.706$, reflected at 0.01 significance level (99% confidence interval). The p-value

obtained is 0.000 therefore $p < 0.01$. The F value of 147.706 and the p-value, 0.01 indicate that there exists a significant statistical association between organizational productivity and the integration of digital media for new product dispatches.

Table 4.12 ANOVA for Technology Adoption Versus New Product Dispatches

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.439	1	12.439	147.706	.000[b]
	Residual	9.011	76	.084		
	Total	21.450	77			
a. Dependent Variable: new product dispatches						
b. Predictors: (Constant), Technology adoption						

The findings in Table 4.13, indicate that, the t-statistic value, $t(77) = 12.153$, reflected at the 0.01 significant level ($p < 0.01$, 99% confidence interval).

The regression equation for the test is: $Y = A + BX$

Where; Y = digital media integration for new product dispatches

A = Constant

B = Intercept

X = technology adoption

Therefore, the regression equation for the test is; **$Y = 1.396 + (0.660 \times \text{technology adoption})$**

The results imply that, for every change resulting in technology adoption, contributes to a 0.660 units change for the digital media integration for new product dispatches.

Table 4.13 Coefficients for Technology Adoption versus New Product Dispatches

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.396	.239		5.844	.000
	Technology adoption	.660	.054	.762	12.153	.000
a. Dependent Variable: new product dispatches						

4.7 Chapter Summary

The chapter looks at each independent variable and establishes a relationship with the dependent variable through the presentation of field data using Tables, charts and graphs which are further interpreted to draw relations between the survey data and the topic of study. This chapter precedes chapter five that outlines summary, discussion, conclusion and recommendations of the study.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section covers the summary of the findings, discussion, conclusion and recommendations. The main purpose of this study was to assess the impact of organizational effectiveness variables on digital media integration in new product dispatches. This section shall highlight the main findings on the topic of the study which will form the basis for the recommendations that will be put forward.

5.2 Summary

The purpose of the study was to determine the impact of organizational effectiveness variables on Digital Media Integration in New Product Dispatches, with the case study being Unilever Kenya. The research questions in the study include; to what extent does organizational culture influence the digital media integration towards product dispatches? In which way does organizational productivity influence digital media integration towards new product dispatches? What is the effect of technology adoption on digital media integration towards new product deployment?

The study adopted a descriptive design in examining these factors through a census The study adopted a descriptive design in examining these factors through a census survey. The choice for census was necessitated by the fact that, the study sought to survey the entire population of 86 Brand Managers at Unilever Kenya. The data for this study was collected using a questionnaire. The study used a structured questionnaire that contained only close-ended questions. The questionnaire was divided into two sections, with the first section, covering the demographic details of the respondents, and the subsequent section which addressed questions on the research variables. A scale of $1 - 5$, was used to seek respondent's opinions on all the research questions which addressed the variables. After the completion of the field survey, the questionnaires were edited for completeness and consistency and checked for omissions and errors. Quantitative data was analyzed using descriptive statistics through Computer statistical program for (SPSS) where it was tallied and analyzed using frequency distribution, mean, and standard deviation.

From the study it is evident that the branding department has a large number of technical staff whose main role is to oversee the digital design duties in the branding section. The study makes a finding that majority of the employees in the branding are highly educated with overwhelming percentage of the participants having acquired a minimum of bachelor's Degree. Another finding from the study is that the quality of work output derived from a branding section in the marketing department is a factor capacity diversity and deployment. The branding department at Unilever Kenya, has a diverse distribution in terms of work experience with a mixture of veteran staff that have work experience of over 15 years to those with less than 5 years of work experience. Another finding is that that the huge chunk of the branding team is composed of the digital designers who are critical in the implementation of the digital media strategy, hence very valuable for this study, as their responses were based on firsthand experience in digital media integration.

From the study there exists a significant relationship between the organization culture and the integration of digital media on new product dispatches with a p value of 0.000 reflected at, 0.01 significance level. It is from the study that personnel deployment was found to be the most critical organization culture factor that impacted on digital media integration for new product dispatches with a mean value of 4.68. Another finding is that that staff motivation was the second most organizational culture factor.Varied levels of employee motivation wield a significant influence on the effectiveness in the implementation of important organizational strategies such as digital media integration for new product dispatches. Organizational culture factors including; capacity to focus on operational objectives, employee unity in tasks undertaking, approaches to decision making, resources mobilization, speed of resource identification, levels of efficiency, policies on product promotion and information flow was found to significantly influence on the organization ability to effectively integrate digital media in new product dispatches.

There also exists a significant positive association between organizational productivity and the integration of digital media in new product dispatches, recording a p-value of 0.000 reflected on significant level, 0.01. Remuneration model used an organization is the most vital component for organizational productivity that influenced the effectiveness in digital media integration for new product dispatches, recording a mean of 4.67. Remuneration was a critical factor that influenced the level of work output which impacted on the overall organizational productivity. This in turn has direct ramifications

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on the implementation of the digital strategy of integrating digital media platforms in new product dispatches. Organizational productivity factors including; performance reward schemes, tools & equipment, tasks automation, performance evaluation, minimum work delivery targets, aligning talents to specific goals, continuous staff training, leadership style and education level was found to significantly influence the effectiveness with which an organization effectively integrating digital media in new product dispatches.

From the study it was also found that there exists a significant association between technology adoption and the integration of digital media for new product dispatches recording a p-value of 0.000 reflected at the significance level, 0.01. It was also found that real time feedback was the most critical factor for technology adoption in digital media integration for new product dispatches. Real time feedback makes it possible for the marketing team to estimate the effectiveness of their branding campaigns in undertaking new product dispatches. Social media use has a significant impact on the brand popularity which is central to effective promotion of new products. Another finding from the study is that technology adoption factors, including; high speed internet, message creativity, digital media strategy, digital security, interactivity speed and training wield significance influence in the effectiveness of digital media integration for new product dispatches.

5.3 Discussion

5.3.1 Organization Culture Influence on the Integration of Digital Media for New Product Dispatches

The findings from the study agree with Navizond (2007), who explained that there exists several characteristics of organizational culture which include; the regularity of the behavior of the run, the use of the same language or terminology, norms such as standards of behavior that exist in an organization or community, the dominant value, such as high product quality , high efficiency, Philosophy: such policies that state how workers are treated, Rules, such as guidelines for new employees to in the organization, and lastly the Climate organization interact with internal and external customers or layout settings to work. These organizational culture factors are central to the effective implementation of the digital media strategy which forms the basis for integrating digital media in new product dispatches. Further, the study findings are in agreement with Navizond (2007) that the dynamism and diversity of an organization has a direct impact on the

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organizations ability to effectively implement its strategic initiatives that impact on the organization performance.

The study findings are in agreement with Etzioni (1990), who observed that, organizational culture makes it possible to bring together personnel, resources, and materials, the organization is able to evaluate its performance and adjust accordingly in order to be successful in reaching its goals. The findings also support that, organization culture formed the basis of implementation of the organization structure. The study findings recognize that organization's structure includes the three components of complexity, formalization, and centralization. Structural complexity refers to the extent to which there is differentiation, or a division of labor, in an organization. A complex structure has a greater need for communication across many departments horizontally or between many levels vertically. The study findings support Robbins (1990), who found that, the organization culture influenced the execution of critical organizational roles such as coordination of operations, implementation of communication structure and execute total organizational control. These factors determine the eventual levels of success and efficiencies in the integration of digital media in new product dispatches.

The findings of the study are in agreement with Mullins (2008), who observed that the organizational culture impacts on most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, how people are treated and how organization responds to environmental changes. The findings agree with Cole (2004), who postulated that management systems defined in the organization culture should have a motivational factor to encourage employees from top to bottom to pursue growth oriented; innovation focused competitive strategies, which are critical in the effective implementation of organization strategies.

The findings of this study agree with Robbins (2008), who explained that the organization culture is a factor of workforce diversity, which impacts on increased sales and profits, is because buyers are better able to bond with salespeople that share their cultural values. The study findings support the data on the positive relationship between the levels of employee unity and interactions and the consequent levels of interactions on the customers as being factors of organizational culture. The study findings is in agreement with Stokes (2005) who observed that organizational structure exists as an important foundation for organizational effectiveness, and consequently a factor which influence the

effectiveness in the integration of digital media for new product dispatches. The study findings support Stokes (Ibid), who explained that, the execution and realization of organizational objectives is significantly influenced by the organizational culture. The study findings support that Peters (2003) who explained that organization culture should be devised in an approach that aligns with the organizational strategy, markets, internal policy, customers and people.

5.3.2 Organizational Productivity on the Integration of Digital Media for New Product Dispatches

The study findings are in agreement with Mitchell (2013), who explained that organizational productivity is a foundational factor that was central in the development to individual abilities, capacities and skills of the human resources in an organization. The findings of the study support Pawar (2014), who noted that digital media serves as a powerful tool that can enhance coordination of human resources capacities towards common objectives. This indicates that, the employees' capacities can be consolidated by the use of digital media strategies towards the execution of critical operational operations like the promotion campaigns such as new product dispatches. The study findings are in agreement with Olumuyiwa et al. (2012), who postulated that, organizational productivity was a measure of the organization's level of effectiveness and efficiencies.

The study findings are in agreement with Ahmad (2014), who explained that the integration of correct tools and equipment that enabled the automation of organizational processes was critical in the realization of efficiency and increased speed of executing different organizational operations. The findings of the study support Zammuto et al. (2003), the training staff on new technologies and continuous refreshing on the skills and capacity was vital in enhancing the organization capacity to effectively implement new technology based initiatives.

The study findings are in agreement with Zammuto et al. (2003), who observed that, the importance of employee cooperation, unity and the consolidation of skills as factors which are possible to implement by tapping into the strength of the digital media. The study further supports the fact that, continuous training enhances capacity and improves work output which was critical in the realization of organization productivity targets. The integration of digital media in new product dispatches would require sufficient support in capacity inform of requisite skills and expertise. The lack or insufficient manpower would

result in a negative outcome of the strategic initiatives and would indicate poor levels of organizational productivity.

The findings of this study are in support of Kamau (2011), who explained that employee performance is a factor of motivation derived from the rewards anticipated upon the realization of certain performance targets. The study agrees with Kamau (2011), that rewards which are thought to be fair and equivalent to the employee input enhance the eventual productivity of this employee. In addition, the findings in this study are in agreement with Berger (2009), who addressed the organizations commitment to reward employee performance based on their work outcome and personal initiative to enhance the organizations performance. The findings support that, employees who dedicate their best efforts towards enhancing the productivity and the overall performance of the organization deserve better rewards for extra-efforts.

The findings of the study agree with Itumbiri (2013), who explained the approach towards the realization of higher employee productivity is through organizational commitment to enhance the capacities of its own staff. The findings are in agreement that, organizations should invest on advanced scientific approaches which are geared enhancing the capacities of employees and improvement of their proficiency in work delivery. The study findings agree with Purcell et al. (2009), that there exists a correlation between employee satisfaction and the organizational administrative policies. The findings are in agreement that, employee attitudes and motivations are greatly impacted by the administration model practiced by the organizational leadership. The study agrees that, administrative policies that continuously seek improvement of its staff, will contribute to enhanced levels of employee productivity.

5.3.3 Technology Adoption on the Integration of Digital Media for New Product Dispatches

The study findings are in agreement with Mitchel (2013), who noted that, technology use in product promotion is a significant factor in realization of organizational objectives. The study findings support Koekemoer and Bird (2004) who explained that, the adoption of digital media strategies like Integrated Marketing Communication (IMC), was useful in the integration of various promotional tools and communication/marketing/advertising services and techniques as a business strategy for profit maximization. IMC is ultimately achieved through concise and consistent messaging that fosters familiarity and consumer

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affinity. Effective IMC messages and images are meaningful and useful to consumers, messaging and branding consistency - a proven IMC concept - yield customer satisfaction and loyalty.

The study findings are in agreement with Foux (2008), who observed that IMC is a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences. The findings in the study are in agreement that the integration of strategic digital media encompasses three vital components namely; strategic, evaluation and measurable. In essence, IMC enforces use of marketing communication mix in such a way that it is strategically designed to achieve certain objectives, measured to enforce accountability over marketers and are evaluated over time.

The findings of this study are in agreement with Goldsmith and Lafferty (2002), who explained that the use of digital strategy like electronic marketing is one aspect of an organizational function and a set of processes for creating, communicating and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders using electronic means. The findings in this study are in agreement with Wairimu (2013), who explained that the adoption of digital marketing strategy can accrue many advantages for business such as cost effective, worldwide reach and access, time, space, interactivity, value added and competition. Electronic marketing having rising up provides not less convenience for businesses.

The findings in this study agree with Kung et al. (2008), who explained that the inception of digital media technologies have significantly impacted in the existing models of business-customer interactions, which resulted in the shift of market structures. The findings are concurrent with MCK (2015), that market trends nearly in all sectors are being driven by the continuous shifts in consumer behaviors driven by the advent of technology. In addition, the study agrees that, digital media platforms have offered more opportunities for business organizations considering that, the enable a broader reach of new consumers. The findings also support MCK (2015), observations that, corporations whose core operations involves trading of consumer products, need to be abreast of the importance of tapping into the power of digital media platforms as channels of interacting with the consumers, or potentially miss out on cementing a unique competitive edge.

The findings in this study are in agreement with Keller and Lehmann (2006), who explained that, the new approach to building strong brands lies with tapping into digital media platforms in conducting promotional campaigns. The findings agree that, brands are synonymous with popularity in the industry, and enhancing popularity is through ensuring continuous interaction with the potential consumers. The findings agree with Keller and Lehmann (2006) that digital media platforms have enabled access to tools which enable the creation of high quality pictorial and graphical ads for product promotions, which can be shared electronically using the digital media platforms thus reaching a huge audience, thus enhancing the popularity of the particular product brand.

5.4 Conclusion

5.4.1 Organizational Culture

The study concludes that personnel deployment was the most vital component of organization culture and its influence on the integration of digital media in new product dispatches. The study concludes that, personnel deployment is based on distribution of capacities and the determination of their roles in the organization's digital media strategy that is adopted during new product dispatches. The study concludes that; employee motivation was another highly critical factor ensuring the effectiveness of the digital media strategy geared towards new product dispatches. The study concludes organizational culture definition of its values and employee appreciation was the most critical factor in motivating employees to offer their best effort which has direct impact on the effectiveness of the digital media strategy for the realization effective new product dispatches. The study concludes that, organizational culture factors including; capacity to focus on operational objectives, employee unity in tasks undertaking, approaches to decision making, resources mobilization, speed of resource identification, levels of efficiency, policies on product promotion and information wield impact on the integration of digital media in new product dispatches.

5.4.2 Organizational Productivity

The study concludes that remuneration model used by an organization impacts on the employee productivity while implementing the digital media strategy more so in operations related to new product dispatches. The study concludes that remuneration model, determined the levels of personal commitment to achievement of organizational

goals such as the effective integration of digital media in new product dispatches. The study concludes that performance reward schemes wielded significant influence on the levels of employee commitment and passion towards the accomplishment of set tasks and the levels of efficiency in the execution of tasks related to integration of digital media while undertaking new product dispatches. The study concludes that organization productivity factors including; tools & equipment, tasks automation, performance evaluation, minimum work delivery targets, aligning talents to specific goals, continuous staff training, leadership style and education level are vital in ensuring effective integration of digital media in new product dispatches.

5.4.3 Technology Adoption

The study concludes that real time feedback was the most critical technology adoption faster while implementing the digital media strategy aimed at achieving effective new product dispatch. The study concludes that, emerging technology platforms have been integrating tools which make it possible for real time feedback which is a positive factor in digital media strategy and its integration to new product dispatches. The study concludes that social media platforms are highly placed components of digital media that wield significant impact on the effectiveness of new product dispatches. The study concludes that, accruing optimal benefit from the social media networks, the technology components in hardware and software wields the significant determination in the effectiveness of the digital media integration in new product dispatches. The study concludes that, technology adoption factors including; high speed internet, message creativity, digital media strategy, digital security, interactivity speed and training are critical in the effectiveness in the integration of the digital media in new product dispatches.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Organization Culture

The study recommends that organizations should evaluate the effects of the organization structure on the execution of strategic initiatives such as digital media integration in new product dispatches. This is because it wields significant influence on the allocation and the deployment of staff to undertake different roles. The study recommends that

organizations should adopt organizational culture that creates a working environment that values the employee efforts and reward output as a strategy for employee motivation. The study recommends that, companies should build an environment that binds together employees to operate as a team and also offer resources required for the effective integration of digital media in new product dispatches.

5.5.1.2 Organizational Productivity

The study recommends for the adoption of employee remuneration models that puts consideration to work output, capacity and responsibility as the remuneration determinant. The study recommends that the remuneration model should be commensurate of the employee capacity to execute certain critical organizational operations such as the capacity to effectively deliver on the digital integration for new product dispatches. The study recommends for the adoption of performance based reward schemes which are external to formal remuneration. The reward schemes should serve as a motivation booster to enhance levels of efficiency and employee productivity in undertaking tasks related to new product dispatches. The study recommends for the use of quality tools and equipment in form of hardware & software required in realization of optimal efficiency while integrating digital media in new product dispatches. Finally, the study recommends for the identification of talent and its alignment to strategic objectives related to the integration of digital media in new product dispatches.

5.5.1.3 Technology Adoption

The study recommends that organizations should ensure they have strong social media presence in popular social media platforms. The study recommends that constant and consistent interactivity should be prioritized in execution of the social media strategies. The study recommends for the use of creative messaging aimed towards diverse age and social groups to enhance the levels of interactivity. The study recommends that organizations should use the adoption of a unique social media strategy as it has direct correlation with the growth in the popularity of the brand which is vital for the effectiveness in new product dispatches.

5.6 Suggestions for Further Studies

This study focused on three organizational effectiveness variables namely; organizational culture, organizational productivity and technology adoption in the integration of digital

media for new product dispatches. The study has identified numerous areas of organizational effectiveness which significantly influence the realization of effectiveness in new product dispatches. The study therefore suggests that studies should be done on the effects of Organizational culture on the implementation of digital media strategy for new product promotion, impact of organizational capacity in the realization of digital media objectives for new product dispatches, effects of social media adoption on the implementation of digital media strategy for new products dispatches and effect of organizational culture on the effective implementation of dynamic social media strategy for brand promotion.

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NAIROBI

Dear Respondent,

<u>REF: REQUEST FOR YOUR PARTICIPATION</u>

This structured questionnaire is for collecting data on effects of organizational effectiveness variables on the digital media integration for new product dispatches. You are kindly requested to provide the required data in the questionnaire. The process will take you only about 8 minutes. The information that you provide will remain confidential and is sought exclusively for the completion of an MBA research project.

Thank you very much for taking the time to complete this survey. Your input will go a long way in enhancing the formulation of brand management policies towards integrating digital media in enhancing new product dispatch initiatives. If you would like to receive a copy of this report, please indicate so by writing your email address on the back of the questionnaire.

Kind Regards,

MBA Student

APPENDIX II: QUESTIONNAIRE

Section 1: Background Information

1. Kindly indicate you Gender

    a. Male ☐

    b. Female ☐

2. What is your highest level of education?

    a. Certificate ☐

    b. Diploma ☐

    c. Degree ☐

    d. Post-Graduate ☐

3. How long have you worked at Unilever?

    e. Under 5 years ☐

    f. 5-10 years ☐

    g. 11-15 years ☐

    h. Over 15 years ☐

4. What is your job designation in the branding department?

    a. Concept Creator ☐

    b. Digital designer ☐

    c. Brand implementer ☐

SECTION B: ORGANISATION CULTURE ON DIGITAL INTEGRATION FOR NEW PRODUCT DISPATCHES

To what extent do you agree with the following statements with regard to the influence of organization culture towards digital integration for new products dispatches? Use: 1-Strongly Disagree,2- Disagree,3- Undecided, 4- Agree and 5- Strongly Agree.

Organization culture factors	1	2	3	4	5
a. Organization culture impacts on the speed of resources identification required for new product dispatches					
b. Organization culture impacts on personnel deployment on product promotion initiatives					
c. Organization culture influences on resource mobilization operation to undertake product promotion initiatives					
d. Organizational culture creates environment that influences employee interaction and unity while executing product promotion activities					
e. Organization culture influences the organization ability to achieve its product promotion objectives					
f. Organization culture influences on decision making on product promotion initiatives					
g. Organization culture influences the level of efficiency when execution product promotion activities					
h. Organization culture impacts on product marketing policies					
i. Organization culture impacts on the flow of information related to new product dispatches					
j. Organization culture impacts on employee motivation while executing new product promotion initiatives					

SECTION C: ORGANISATIONAL PRODUCTIVITY ON DIGITAL INTEGRATION FOR NEW PRODUCT DISPATCHES

To what extent do you agree with the following statements with regard to the influence of organizational productivity towards digital integration for new products dispatches? Use: 1- Strongly Disagree,2- Disagree,3- Undecided, 4- Agree and 5- Strongly Agree.

Organizational productivity factors	1	2	3	4	5
a. Organization commitment towards continuous staff training impacts on effectiveness in new product dispatches					
b. Staff productivity is influenced by the remuneration model impacts used by the organization model					
c. Leadership style impacts on levels of organizational productivity realized on new product dispatches					
d. Automation of promotional and branding exercises enhances employee productivity on executing new product promotion tasks					
e. Education level impacts on employee delivery towards undertaking new product promotion duties					
f. Equipment and tools used by staff in an organization influences the quality of their work output in new product promotion initiatives					
g. Regular performance reviews enhances productivity of employees while executing duties in new product promotion					
h. Performance reward schemes impacts on employee morale in executing new product promotion tasks					
i. Setting minimum work delivery targets equivalent to industry benchmark improves employee performance on new product promotion duties					
j. Aligning talents with specific marketing goals boosts performance in product promotion efforts					

SECTION B: TECHNOLOGY ADOPTION ON DIGITAL INTEGRATION FOR NEW PRODUCT DISPATCHES

To what extent do you agree with the following statements with regard to the influence of technology adoption towards digital integration for new products dispatches? Use: 1-Strongly Disagree,2- Disagree,3- Undecided, 4- Agree and 5- Strongly Agree.

Technology adoption factors	1	2	3	4	5
a.Training staff on new technologies impacts on their efficiencies while executing new product promotions duties					
b.Use of social media impacts on brand popularity					
c.The use of social media platforms enhances competitive advantage in brand promotion					
d.Regular training on social media strategies boosts new product promotion campaigns					
e.Interconnection with high speed internet fiber cable influences the efficiency of new product promotion campaigns					
f. Creativity of messages in social media impacts on brand popularity					
g.utilization of numerous social media channels increase the speed of reach to the target audience					
h. Consistent interaction with social media users enhances brand popularity					
i. Digital platforms enhances the security for brand promotion initiatives as sophisticated encryption prevents brand faking					
j. Use of social media makes it possible to achieve real time feedback from the audience.					

SECTION B: DIGITAL INTEGRATION FOR NEW PRODUCT DISPATCHES

To what extent do you agree with the following statements with regard digital integration for new products dispatches? Use: 1- Strongly Disagree,2- Disagree,3- Undecided, 4- Agree and 5- Strongly Agree.

New Product Dispatches	1	2	3	4	5
a. Digital integration provides access to a huge promotion audience					
b. Digital media integration enhances the speed of communication to the targeted audience					
c. Digital media integration cuts down on the costs associated with branding activities					
d. Digital media integration enhances resources mobilization for new product promotion campaigns					
e. Digital media integration in new product promotion makes it possible to measure the impact of new promotion campaigns					
f. integrating digital media in new product dispatches enhances creativity					
g. Visual graphics deployed using digital media have positive effect on target audience					
h. Visual graphics have faster influence in shifting the target audience perception on brands					
i. Brand messaging conveyed using visual graphics are easily remembered for a longer time by the targeted audience					
j. Digital media integration makes it possible to create product promotion messages targeted do different age groups and diverse social classes					

THANK YOU VERY MUCH