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POST-SALE SUPPORT STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF LICENSED MOTOR VEHICLE ASSEMBLERS IN KENYA

By

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23/04361

MASTERS OF BUSINESS ADMINISTRATION IN CORPORATE MANAGEMENT

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SEPTEMBER 2025

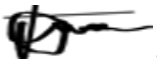
DECLARATION

I declare that the work in the research dissertation has not been previously published or submitted elsewhere for an award of a degree. I also declare that this is my own original work and it contains no material written of published by other people except where due reference is made and the author duly acknowledged.

Student name: Catherine B. Muthoni Warui Reg: 23/04361 Signature …

Date….12/Sept/2025

I do hereby confirm that I have examined the Master's research dissertation of Catherine B. Muthoni Warui and have certified that all revisions that the research proposal panel recommended have been adequately addressed.

Signature …  …… Date 23/Sept/2025

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ABSTRACT

This study investigates the relationship between post-sale support strategies and organizational performance among licensed motor vehicle assemblers in Kenya. In the increasingly competitive and customer-driven automotive sector, post-sale support has become a critical factor influencing business sustainability. The research examines four key strategies: spare parts availability, warranty management, customer service responsiveness, and servicing practices. The overall objective was to assess the effect of these strategies on organizational performance, with specific indicators including customer satisfaction, market share, profitability, and operational efficiency. The study was anchored on Competitive Advantage Theory, Upper Echelons Theory (UET), Systems Theory, the Resource-Based View (RBV), and Dynamic Capabilities Theory (DCT). A descriptive research design was employed, utilizing structured questionnaires to collect quantitative data from all 110 licensed assemblers, of which 97 responses were obtained. Data were coded and analyzed using SPSS, with multiple regression employed to test the relationships between variables. Diagnostic tests, including normality, homoscedasticity, multicollinearity, and linearity, were conducted to ensure the validity and robustness of the results. The findings revealed that spare parts availability, warranty practices, customer service, and servicing strategies each have a significant positive influence on organizational performance. Firms that invested in effective spare parts distribution, efficient warranty systems, responsive customer service, and accessible service networks achieved higher levels of profitability, operational efficiency, and customer retention. The study concludes that post-sale support should be considered a strategic asset rather than an operational expense. It recommends strengthening service networks, leveraging digital technologies, and aligning post-sale strategies with long-term organizational growth.

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DEDICATION

I dedicate this study to my own determination through hard work and I express gratitude to my family for their unending love and support which carried me throughout my research process. My self-belief along with family love represent the two most essential sources of power that support me throughout life. May God bless us abundantly.

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ACRONYMS AND ABBREVIATIONS

AfCFTA African Continental Free Trade Area

AI Artificial Intelligence

AVA Associated Vehicle Assemblers

CRM Customer Relationship Management

CRR Customer Retention Rates

CSAT Customer Satisfaction Scores

DCT Dynamic Capabilities Theory

EAC East African Community

EV Electric Vehicle

ICT Information and Communication Technology

IoT Internet of Things

KAM Kenya Association of Manufacturers

KPIs Key Performance Indicators

KVM Kenya Vehicle Manufacturers

NPS Net Promoter Score

OEMs Original Equipment Manufacturers

PFR Parts Fill Rate

RBV Resource Based View

ROI Return on Investments

TAT Turnaround Time

TMT Top Management Team

TQM Total Quality Management

TSR Total Shareholder Returns

UET Upper Echelons Theory

VRIN Valuable, Rare, Inimitable, and non-substitutable

OPERATIONAL DEFINITION OF TERMS

Customer Service: It involves responding to customer needs and inquiries in a timely and professional manner to enhance satisfaction and build loyalty (Mutua & Kariuki, 2023).

Post-Sale Support: Involves all activities that help customers use and maintain a product effectively after purchase, contributing to satisfaction and long-term loyalty (Zhang & Kim, 2023).

Organizational Performance: It encompasses the actual output or results of an organization measured against its intended goals, encompassing both efficiency in processes and effectiveness in achieving strategic objectives (Khan et al., 2023).

Service: Involves scheduled maintenance, diagnostics, and repairs provided by qualified personnel to extend vehicle lifespan and enhance customer satisfaction (Wekesa & Njoroge, 2023).

Spare-parts availability: The readiness of required components to support timely repairs and maintenance, which is critical for customer satisfaction and operational efficiency (Mwangi & Otieno, 2023).

Strategy: Refers to a deliberate plan of action that guides how an organization allocates its resources to gain a competitive advantage and achieve objectives (Omondi & Chebet, 2023).

Warranty: A post-sale commitment that assures customers of product quality and offers protection against manufacturing defects for a defined period (Ahmed & Wanjiku, 2023).

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

Post-sale support strategies have become a cornerstone of growth, sustainability, and competitiveness in the modern manufacturing industry. Previously, post-sale services were considered mere operational necessities but they are now recognized as strategic assets that directly shape customer experiences and organizational outcomes (Gupta & Raman, 2022). Services such as spare parts provision, warranty execution, responsive customer service, and scheduled maintenance play a vital role in strengthening customer trust by ensuring that products continue to deliver value long after the initial purchase. These strategies reduce post-purchase anxiety by providing customers with assurance of product reliability and support, thereby fostering long-term loyalty and repeat business (Chiguvi, 2020).

Globally, leading automotive and manufacturing companies are increasingly leveraging post-sale support as part of their broader strategic objectives. Multinational brands now use post-sale services not only to differentiate themselves in saturated markets but also to diversify into service-based revenue streams and achieve quality leadership. For instance, original equipment manufacturers (OEMs) worldwide are expanding after-sales networks, adopting predictive maintenance technologies, and integrating digital platforms to enhance customer experience. Thereby aligning post-sale support with their broader growth and innovation strategies (MRINetwork, 2024).

Regionally, emerging economies in Africa are progressively adopting post-sale support as a strategic tool for competitiveness. Automotive companies in these regions increasingly recognize that robust after-sales strategies can accelerate market expansion by improving service reliability and standardizing quality across multiple markets. Regionally integrated dealer and service networks are also being established to ensure consistent customer support, reduce downtime, and strengthen brand trust (Chiguvi, 2020). These efforts contribute not only to customer retention but also to regional industrial growth and competitiveness.

In the Kenyan context, licensed motor vehicle assemblers face rising customer expectations and increasing competition from both global brands and imported used vehicles. Customers demand timely access to genuine spare parts, reliable warranty support, efficient servicing, and responsive customer care. Assemblers who fail to meet these expectations risk eroding consumer confidence, losing market share, and facing reputational challenges. Conversely, organizations that prioritize post-sale support position themselves as trusted partners thus securing repeat sales and building strong customer relationships in an increasingly competitive marketplace (Kenya Motor Industry Association [KMIA], 2023).

Therefore, investing in effective post-sale support is not merely a customer service imperative but a strategic pathway to sustainable business success. It aligns with long-term organizational goals by boosting customer lifetime value, creating diversified revenue streams, and enhancing overall organizational performance. In competitive market, regardless of the level, post-sale support is a defining factor that separates industry leaders from lagging players.

1.1.1 Post sale support strategies

Post-sale support strategies are any service provided to a customer after they have purchased a product (Massoudi & Fatah, 2024). Organizations leverage post sale support as it typically leads to higher customer satisfaction, brand loyalty, and referrals. These support strategies include spare parts, warranty, customer service, and maintenance. Post-sale support

strategies aim to build up on quality and exemplary service by building trust, reducing post-purchase anxiety, and nurturing long-term customer relationships (Nasir et al., 2024). Thereby, these strategies are significant in any company's overall marketing strategy.

The globally dominant countries in manufacturing post sale support strategies are the United States, Germany and China. U.S manufacturers integrate digital transformation and predictive analytics in their manufacturing processes that enhance post-sale services, particularly in the aerospace and automotive sectors (Vesco, 2023). German manufacturers are focusing on the complete product lifecycle management, from installation to commissioning. Companies, example of Siemens and Bosch, have integrated smart technologies into their products. This has enabled remote diagnostics, and condition monitoring. These technologies facilitate aftermarket support for their products globally. Chinese manufacturers are integrating artificial intelligence (AI) and Internet of Things (IoT) to scale post-sale services, particularly in the electronics and heavy equipment sectors (Vesco, 2023). Companies like Huawei and Haier have established service hubs to offer customer support worldwide leading to expanded market reach, and greater market penetration. Comparatively, U.S manufacturers use post-sale services as a diversification tool; German companies emphasize quality and sustainability, whereas Chinese manufacturers aim to boost market share. The main challenge for the United States companies are under intense global competition, Germany contends with high operational costs, and China focuses on overcoming perceptions of quality disparities. Incorporating post-sale services as a growth strategy could reshape the manufacturing landscape.

In Africa, the key players are leading this transformation by integrating post-sale solutions customized to their respective economic landscapes are South Africa, Nigeria, and Kenya. South Africa has a well- established automotive industry led by manufacturers like Toyota and BMW providing extensive post-sale support, including spare parts, maintenance, and repairs (PricewaterhouseCoopers, 2024). Nigerian manufacturers offer tailored services for the region,

such as on-site repairs and localized spare parts manufacturing because of infrastructure challenges (Report, 2023). These have resulted in reduced dependence on imported spare parts, reduced costs and improved repair timelines. Kenyan manufacturers are using mobile and online platforms to offer remote diagnostics, parts sales, and scheduling maintenance of aftermarket services (KAM, 2024). These have reduced reliance on imports and strengthened Kenya's position as an East African Service hub, attracting investments. Comparatively, South Africa excels in technology-driven solutions for established sectors, Nigeria adapts to its emerging market needs through localized strategies, and Kenya positions itself as a regional hub for cost-effective and accessible services. Post-sale services in Africa have been pivotal in addressing the unique challenges of each country and could be pivotal driving business growth in the manufacturing industry.

In Kenya, the prominent manufacturing companies are Bamburi Cement Limited, Davis & Shirtliff, and Bamburi Cement Limited, a key player in the construction industry, provides technical assistance to customers who use their cement products in building projects after their purchase (Bamburi Cement Ltd, 2023). Bamburi provides educational programs to contractors and masons regarding product utilization optimization through which they enhance their expertise. The company, also, provides recycling and retrofitting services which turn unutilized materials into new applications for customers. Davis & Shirtliff, provides proactive maintenance services, adhering to maintenance schedules and on-site repairs to extend the life of its equipment (Davis & Shirtliff Service Overview, 2023). The manufacturer leverages internet of things (IoT) technology to offer remote monitoring solutions, ensuring timely interventions. The Kenyan companies illustrated, Bamburi Cement, and Davis & Shirtliff, offer post-sale services that could drive corporate growth when leveraged.

1.1.2 Organizational Performance

Organization performance refers to how well an organization achieves its goals and objectives. This includes financial success, customer satisfaction, and operational efficiency

(OECD, 2021). It is a measure of an organization's ability to meet its own needs and the needs of its stakeholders. The crucial aspects of organization performance include financial performance, operational performance, market performance, social performance, and environmental performance. Financial performance covers profitability, revenue growth, and return on investments, while operational performance includes efficiency, productivity, and quality. Market performance entails market share, customer satisfaction, brand recognition, and competitive positioning. Social performance considers the organization's impact on society and its commitment to social responsibility, and environmental performance assesses the organization's impact on the environmental and sustainability practices.

Globally, organizational performance has evolved to integrate strategic planning, balanced measurement, and digital transformation. Modern organizations are increasingly depending on data-driven decision-making, advanced analytics, and artificial intelligence to enhance productivity and adaptability (World Economic Forum [WEF], 2023). For example, digital tools have enabled organizations to improve customer experience, streamline operations, and optimize supply chains (McKinsey & Company, 2022). Globally, sustainability has become a significant measure of performance as stakeholders demand for environmentally and socially responsible practices. Organizations have to routinely report their Environmental, Social, and Governance (ESG), as it influences their access to investment and market competitiveness (PwC, 2022). The global priorities are reshaping to digital strategies and resilience-focused strategies.

In Africa, organization performance is shaped by a combination of opportunities and constraints. Regional integration efforts including the African Continental Free Trade Area (AfCFTA) are promoting cross-border trade, investment, and competitiveness by reducing tariffs and harmonizing regulations (African Union, 2022). This is despite the structural challenges such as inadequate infrastructure, energy deficits, and governance gaps (World Bank, 2023a). Africa's digital transformation offers major potential for improving organizational performance. Mobile

technologies, digital payments, and fintech solutions are expanding access to markets and services, even in underserved areas (GSMA, 2023). Many African firms are adopting performance-based management systems, strategic planning, and process improvement frameworks to enhance efficiency and service delivery. However, persistent challenges such as corruption, regulatory uncertainty, and climate-related risks continue to affect overall performance outcomes.

In Kenya, organizational performance is a central pillar of the Vision 2030 development agenda, which prioritizes economic growth, efficient public service delivery, and global competitiveness (Government of Kenya, 2022). In the public sector, performance contracting remains an important reform tool, aiming to strengthen accountability and service delivery by linking targets to measurable results (National Treasury & Planning, 2021). Kenyan private sector organizations have embraced performance management systems, including Key Performance Indicators (KPIs), quality management frameworks (e.g., ISO standards), and digital platforms for customer engagement and operational efficiency. The country's fintech sector, led by innovations like M-Pesa, exemplifies how digital tools can drive competitiveness and performance (Central Bank of Kenya, 2023). Despite these strengths, challenges persist. Bureaucratic inefficiencies, corruption, resource constraints, and political uncertainty can undermine performance. Nonetheless, ongoing investments in infrastructure, ICT, and human capital development continue to improve Kenya’s organizational capabilities and competitiveness.

1.1.3 Post Sale Support Strategies and Organizational performance

Organizational performance is fundamentally linked to an organization’s ability to deliver value to customers throughout the product lifecycle. Post-sale support strategies, encompassing warranty strategies, maintenance strategy, spare parts provision, and customer service strategy have emerged as critical levers for enhancing customer satisfaction, loyalty, and long-term profitability (PwC, 2022). Effective post-sale support improves operational efficiency, brand reputation, and resilience, thereby contributing directly to sustainable organizational performance

in a competitive global environment.

Globally, organizations increasingly recognize post-sale support as a strategic driver of competitiveness and revenue generation. In sectors such as automotive, industrial equipment, and electronics, after-sales services can account for a significant share of lifetime customer value: sometimes exceeding initial sales revenue (Deloitte, 2021). The integration of digital technologies has transformed post-sale support through innovations such as predictive maintenance, remote diagnostics, AI-powered customer service, and self-service portals (McKinsey & Company, 2022).

Moreover, post-sale support strategies are adapting to sustainability imperatives, with organizations investing in circular economy models that prioritize repair, refurbishment, and extended product life cycles (Accenture, 2023). The COVID-19 pandemic further highlighted the strategic importance of resilient, customer-centric support systems capable of maintaining service continuity despite supply chain disruptions (World Economic Forum [WEF], 2023). Post-sale support also influences broader measures of organizational performance, including customer retention, market share, and shareholder value. Organizations with strong post-sales capabilities often achieve greater differentiation, pricing power, and brand loyalty (PwC, 2022).

In Africa, post-sale support strategies are increasingly recognized as significant in organizational performance but face unique contextual challenges. Structural constraints such as inadequate infrastructure, limited logistics networks, skills shortages, and the prevalence of counterfeit spare parts undermine consistent delivery of after-sales services (World Bank, 2023b). Nonetheless, there are significant opportunities for improvement and innovation. The African Continental Free Trade Area (AfCFTA) aims to reduce trade barriers, facilitate the movement of goods—including spare parts—and harmonize standards, thereby enhancing cross-border after-sales service provision (African Union, 2022). Digitalization is a critical facilitator of improved post-sale support across Africa. Mobile platforms, SMS-based service notifications, and e-commerce solutions have expanded access to spare parts and customer service in both urban and

rural areas (GSMA, 2023). Multinational firms often establish comprehensive post-sales networks in African markets, setting quality benchmarks that local firms increasingly adopt to remain competitive. However, persistent governance challenges and regulatory inconsistencies continue to limit the effectiveness of post-sale strategies and, by extension, organizational performance.

In Kenya, post-sale support strategies play an increasingly important role in determining organizational performance, especially in sectors such as automotive, electronics, agriculture machinery, and ICT services. The country's development blueprint, Vision 2030, emphasizes service quality, consumer protection, and technological adoption, all of which support improvements in after-sales capabilities (Government of Kenya, 2022). The Kenyan public sector has also implemented reforms such as performance contracting to improve service delivery, including customer care standards (National Treasury & Planning, 2021). In the private sector, businesses are adopting structured post-sale strategies, including performance-based maintenance contracts, dealer service networks, and digital platforms for customer engagement (Kenya Association of Manufacturers, 2022).

Innovative approaches such as mobile-based customer service apps, e-commerce channels for spare parts, and user education initiatives are enhancing accessibility and service quality (Central Bank of Kenya, 2023). Nevertheless, challenges remain, including inconsistent service coverage, high costs of genuine spare parts, limited technical skills, and competition from informal or counterfeit markets (World Bank, 2023a). Overall, strengthening post-sale support is essential for Kenyan organizations aiming to improve customer loyalty, reduce operational costs, and enhance competitiveness in both domestic and regional markets.

1.1.4 Motor Vehicle Assemblers in Kenya

Kenya’s motor vehicle assembly industry has a rich and transformative history that traces back to the early 1960s, marking the beginning of local automotive manufacturing in the region. The history of motor vehicle assembly in Kenya reflects a steady journey of growth, innovation,

and adaptation (Government of Kenya, 2022). From early foreign-led ventures to dynamic local partnerships and digital transformation, the industry continues to evolve in line with national development goals and global automotive trends. The first notable milestone occurred in 1960 when Volkswagen assembled the Volkswagen Beetle, a move that introduced Kenya to vehicle assembly and set the foundation for subsequent industrial growth (Kenya Association of Manufacturers [KAM], 2022). This early venture demonstrated Kenya's potential to be a hub for motor vehicle assembly in East Africa, leveraging its strategic location and growing domestic market.

In 1974, the industry took a major leap forward with the establishment of Leyland Kenya Ltd, a joint venture between the Government of Kenya and Leyland UK(Kenya Association of Manufacturers [KAM], 2022). The partnership aimed to assemble commercial and passenger vehicles locally, reducing reliance on imports and promoting industrialization. In 1989, Leyland Kenya Ltd was rebranded as Kenya Vehicle Manufacturers (KVM) Ltd, symbolizing a renewed focus on local participation and capacity building within the sector. KVM went on to play a pivotal role in assembling a range of vehicles for different brands, supporting both the public and private sectors. The following year, in 1975, General Motors Kenya (GMK) was established as a joint venture between General Motors (GM) and the Kenyan government. Although it began production in 1977, GMK quickly became one of the leading assemblers in the country, producing vehicles tailored to local conditions. Over the years, GMK evolved to reflect changing corporate and market dynamics which was renamed General Motors East Africa (GMEA) in 2003, and later Isuzu East Africa (IEA) in April 2017 following Isuzu Motors' acquisition of GM's shares. This evolution underscored the brand's long-term commitment to Kenya's automotive market and its strategic alignment with regional mobility needs. In parallel, Associated Vehicle Assemblers Ltd (AVA) was also established in 1975 and commenced operations in 1977, assembling a variety of vehicles including trucks, buses, and light commercial vehicles. Together with KVM and IEA, AVA

remains one of Kenya's key assembly plants, forming the backbone of the country's automotive manufacturing base.

Today, Kenya's motor vehicle assembly industry continues to be a cornerstone of national industrialization. The government's Industrialization Policy and Vision 2030 blueprint emphasize local vehicle assembly as a strategy to spur manufacturing, reduce vehicle imports, create employment, and enhance technological skills (Government of Kenya, 2022). These policies seek to position Kenya as the regional leader in automotive production within the East African Community (EAC). Available data indicate that as of 2017, the motor vehicle assembly industry in Kenya had an annual turnover of approximately USD 600 million, including regional dealerships, consumed about USD 135 million in locally produced materials, and contributed about USD 80 million in tax revenue to government coffers (GIZ, 2023). These numbers clearly affirm that vehicle assembly generates a meaningful stream of revenue, both directly through turnover and taxes and indirectly through jobs, and ancillary industries.

Moreover, post-sale support has become an essential aspect of competitiveness for assemblers in Kenya's modern automotive landscape. Customers expect comprehensive after-sales services that include warranty coverage, availability of genuine spare parts, accessible maintenance centers, and responsive customer service. To meet these expectations, leading assemblers such as Isuzu East Africa, TransAfrica, KVM, and AVA have invested heavily in robust dealer networks, advanced customer support systems, and technical training for service personnel (Kenya Association of Manufacturers, 2022). Digitalization is further transforming post-sale operations, with assemblers adopting mobile apps, SMS reminders for vehicle servicing, and online platforms for spare parts purchases. These innovations enhance convenience, transparency, and customer engagement—critical elements for building brand loyalty and sustained organizational performance. Strengthening post-sale support remains central to achieving competitiveness, customer satisfaction, and long-term sustainability in Kenya's increasingly

vibrant automotive market.

1.2 Problem Statement

Post-sale support has increasingly become a central strategic component in manufacturing and service-based industries due to its impact on long-term customer retention and organizational performance. Traditionally viewed as a cost center, post-sale support is now recognized as a source of sustained competitive advantage and customer satisfaction (Gupta & Raman, 2022). Organizations in dynamic sectors, such as the motor vehicle industry, are integrating post-sale support strategies into their business models to maintain relevance in competitive markets. These strategies include the provision of spare parts, warranty management, customer service, and routine servicing. They all contribute to enhanced organizational performance by building stronger customer relationships and generating repeat business.

Despite the growing recognition of post-sale support as a driver of profitability, its integration remains inconsistent across licensed motor vehicle assemblers in Kenya. Empirical evidence suggests that post-sale services can generate revenue exceeding that of the original product sale. For instance, Chiguvi (2020) notes that the service market may be four to five times larger than the product market and can produce up to three times the turnover during the product's life cycle. However, the effective implementation of post-sale strategies remains a challenge. Independent variables such as spare-parts availability, warranty execution, customer service responsiveness, and servicing reliability are often under-optimized, directly affecting the dependent variable that is organizational performance. In Kenya, vehicle owners frequently report delays in spare-part availability and poor after-sales experiences, which diminish customer loyalty and slow business growth (Kenya Motor Industry Association [KMIA], 2023). This signals a significant gap between potential and realized performance in the local assembly sector due to suboptimal post-sale strategies.

The relationship between post-sale support strategies and organizational performance among licensed motor vehicle assemblers in Kenya remains underexplored. Existing literature largely focuses on general service quality or customer satisfaction metrics without linking specific post-sale support strategies to measurable organizational outcomes such as revenue growth, market share, or customer retention (Mutua et.al., 2022). Furthermore, the majority of local research treats post-sale services as operational necessities rather than strategic levers for performance optimization. This research, therefore, seeks to fill this gap by examining how distinct post-sale support strategies influence the performance of licensed assemblers in Kenya, providing both practical insights and theoretical contributions to the field.

1.3 Research Objectives

1.3.1 General Objectives:

To determine the effect of post-sale support strategies on organizational performance of licensed motor vehicle assemblers in Kenya.

1.3.2 Specific Objectives:

The specific objectives include:

i. To evaluate the effect of spare parts availability strategy on the organizational performance of licensed motor vehicle assemblers in Kenya.

ii. To assess the effect of warranty strategy on the organizational performance of licensed motor vehicle assemblers in Kenya.

iii. To establish the effect of customer service strategy on the organizational performance of licensed motor vehicle assemblers in Kenya.

iv. To investigate the effect of servicing strategy on the organizational performance of licensed

motor vehicle assemblers in Kenya.

1.4 Research Hypothesis

The research hypothesis will include:

i. H_{01}: Spare-parts availability strategy does not have a significant effect on the organizational performance of licensed motor vehicle assemblers in Kenya.

ii. H_{02}: Warranty strategy does not have a significant effect on the organizational performance of licensed motor vehicle assemblers in Kenya.

iii. H_{03}: Customer Service strategy does not have a significant effect on the organizational performance of licensed motor vehicle assemblers in Kenya.

iv. H_{04}: Servicing strategy does not have a significant effect on the organizational performance of licensed motor vehicle assemblers in Kenya.

1.5 Justification of the study

Post-sales support has become critical in modern manufacturing industries. They include spare parts, service, warranties, and customer service. These services enhance customer satisfaction, foster brand loyalty, and generate additional revenue. In competitive markets, companies that invest in post-sales services often achieve higher customer-centric metrics, improved financial performance, and better operational efficiency. Years of studies have shown that well-structured post-sales strategies contribute significantly to increased organizational performance.

Despite the recognized importance of post-sales support, there is limited empirical evidence linking it directly to organizational performance in the motor vehicle assembly industry in Kenya. Existing studies focus more on product quality and pricing strategies as primary profitability drivers, often overlooking the financial impact of post-sales support. Additionally,

most research is industry-specific, leaving a gap in understanding how post-sales support influences organization performance in the licensed motor vehicle assembly sector in Kenya.

This study is necessary to bridge the gap by providing empirical insights into the relationship between post-sales services and the profitability of the licensed motor vehicle assembly industry in Kenya. As businesses aim for competitive advantage, understanding the financial, customer-metrics, and operational implications of post-sales support can assist assemblers in optimizing their strategies for sustainable organizational performance (Vesco, 2023). Proactively tapping into post-sales support can increase the organizational performance of the motor vehicle assembly industry.

Several global companies, such as Siemens and Caterpillar, have demonstrated how strong post-sales support can enhance profitability. According to McKinsey (2023), selling post-sales support is at least twice as profitable as original equipment sales, meaning companies would extract more profits from these services than from selling the new units. Further research shows that the post-sale support market can be four or five times larger than the market for products (Chiguvi,2020). However, many manufacturers in emerging markets underutilize these services, resulting in missed revenue opportunities. This study will provide concrete evidence on how post-sales support impacts organizational performance by analyzing data from Kenyan motor vehicle assembly companies and offering practical recommendations for industry stakeholders. The research will contribute to academic knowledge, inform managerial decisions, and support policymakers in fostering positive outcomes of licensed motor vehicle assemblers in Kenya.

1.6 Significance of the Study

The significance of this study lies in its potential to contribute to improved strategic practices, informed policy-making, enhanced customer experiences, and academic enrichment within Kenya's motor vehicle assembly industry. In an increasingly competitive and customer-driven

market, post-sale support has emerged as a critical determinant of organizational success. This study is expected to generate valuable insights for various stakeholders involved in the motor vehicle assembly industry in Kenya.

1.6.1 Management of Motor Vehicle Assemblers

The findings will provide evidence-based guidance to the leadership and operational teams within licensed assemblers such as Isuzu East Africa, AVA, KVM, and TransAfrica Limited. It will offer a deeper understanding of the impact of spare-parts availability, warranty policies, customer service, and servicing strategies on organizational performance. Therefore, enabling managers can make strategic decisions to improve customer satisfaction, reduce service turnaround time, and enhance competitive advantage.

1.6.2 Government and Policy Makers

The government can utilize the findings to formulate and refine policies. These policies are such as those that promote quality standards, enforce post-sale service obligations, and support the local automotive industry's sustainability. Enhancing post-sale support standards can also drive consumer protection efforts and support industrial growth under initiatives such as Kenya's Big Four Agenda and Vision 2030.

1.6.3 General Public

The general public stands to benefit from improved post-sale experiences. This includes quicker access to spare parts, reliable warranty coverage, and responsive service delivery. This can enhance trust in local vehicle assemblers and reduce dependency on imported vehicles, thus supporting the local economy.

1.6.4 Academicians and Researchers

The study contributes to the growing body of knowledge on post-sale support strategies and organizational performance in emerging markets. It provides a reference point for future research and curriculum development. Particularly, in fields such as supply chain management,

strategic management, and customer relationship management within the automotive sector.

1.7 Scope of Study

This study focuses on examining how motor vehicle assemblers in Kenya optimize post-sale support strategies, specifically spare parts availability strategy, warranty strategy, customer service strategy, and servicing strategy to enhance organizational performance. The research aims to explore the extent to which these strategies contribute to improved customer satisfaction, operational efficiency, brand loyalty, and financial sustainability within the motor vehicle assembly sector. The study is limited to five main licensed motor vehicle assemblers operating in Kenya, namely Isuzu East Africa Limited, Associated Vehicle Assemblers (AVA), Kenya Vehicle Manufacturers (KVM), Trans-Africa Limited, and Mobius Motors Ltd as identified by the Kenya Association of Manufacturers (KAM, 2020). These are the motor vehicle assembly organizations in Kenya. The study will be conducted between September 2024 and September 2025, during which descriptive data will be collected from key departments involved in post-sale service operations, including service centers, parts and logistics departments, warranty administration units, and customer care divisions. Geographically, the study will be conducted in Kenya with the various motor vehicle assemblers located in Nairobi, Thika, and Mombasa regions. This will ensure a representative analysis of both urban and peri-urban customer service delivery and operational practices.

CHAPTER TWO LITERATUR E REVIEW

2.1 Introduction

The literature on post-sale support strategies underscores their growing significance in enhancing organizational performance, particularly within the motor vehicle assembly sector. This study focuses on four key post-sale strategies: spare-parts availability, warranty, customer service, and servicing strategy. It examines how they influence the performance of licensed motor vehicle assemblers in Kenya. The review explores how these strategies drive competitiveness and efficiency, guided by several foundational theories. Competitive Advantage Theory emphasizes the capacity of organizations to achieve superior performance by offering unique value propositions that differentiate them from competitors. Systems Theory views organizations as interrelated components, suggesting that post-sale activities must function cohesively to improve outcomes. The Resource-Based View (RBV) highlights internal capabilities like responsive post-sales support services as sources of sustainable advantage. Upper Echelons Theory (UET) argues that organizational outcomes reflect the demographic, experiential, and cognitive characteristics of top executives, whose decisions shape strategy and performance. Lastly, the Dynamic Capabilities Theory explains how firms adapt and reconfigure post-sale strategies in response to changing market demands. This theoretical lens provides a comprehensive foundation for analyzing the role of post-sale support strategies in driving the organizational performance of motor vehicle assemblers.

2.2 Theoretical Review

2.2.1 Competitive Advantage Theory

Competitive Advantage Theory, as advanced by Porter (1985), emphasizes the capacity of organizations to achieve superior performance by offering unique value propositions that differentiate them from competitors. An organization can attain a competitive advantage either through cost leadership or through differentiation. That is, delivering products and services at lower costs or providing superior value that customers are willing to pay for. In dynamic industries such as the motor vehicle assembly sector, where products are often similar in quality and functionality, post-sale support strategies have become critical sources of differentiation and sustained competitiveness (Rono et al., 2021). The theory implies that companies that excel in delivering value beyond the initial sale through reliable spare parts, warranties, dealer networks, and service responsiveness can reduce customer switching, strengthen loyalty, and, in turn, gain market share and profitability.

Research supports the linkage between post-sale strategies and competitive advantage in Kenyan and comparable contexts. For example, Muchiri et al. (2023) found in Influence of Aftersales Service Strategies on the competitive advantage of automotive companies in Kenya that post-sales service strategies including timely responses, quality services, warranty inclusion, customer feedback mechanisms yield a moderate but significant positive correlation with competitive advantage among Kenyan automotive organizations. Similarly, a study on post-sale service experiences and customer satisfaction: An empirical study from the Indian automobile industry demonstrates that service lead time, service quality, and process efficiency significantly affect customer satisfaction, which in turn is a driver of longer-term business performance (Gupta et al., 2022). These findings align with Competitive Advantage Theory in that, organizations differentiate themselves by excelling in post-sale support.

In relation to licensed motor vehicle assemblers in Kenya, post-sale support strategies such as spare parts availability, warranty execution, customer service responsiveness, and

servicing reliability directly contribute to an organization's ability to gain and sustain competitive advantage. Reliable and timely provision of genuine spare parts reduces customer downtime, enhancing trust and satisfaction while discouraging reliance on counterfeit alternatives. Similarly, efficient warranty management signals product reliability and strengthens brand reputation, while responsive customer service and consistent servicing build long-term relationships. These elements not only fulfill immediate customer needs but also generate repeat business (Gupta & Raman, 2022). This translates into measurable organizational performance outcomes such as revenue growth, customer retention, and market share expansion.

Furthermore, post-sale support strategies align with Porter's notion of differentiation advantage. In an environment where price competition is intense and product differentiation is minimal, assemblers that provide superior post-sales experiences can distinguish themselves from rivals. For instance, the integration of digital technologies to track spare parts, provide real-time customer support, or offer predictive maintenance can enhance the customer experience, positioning assemblers as trusted partners rather than mere vehicle suppliers (Gupta & Raman, 2022). This strategic differentiation creates customer loyalty, raises switching costs, and ensures long-term profitability.

In the Kenyan automotive context, where challenges such as delayed spare parts, limited dealer networks, and customer dissatisfaction persist, competitive advantage theory underscores the importance of viewing post-sale support not as an operational cost but as a strategic asset. Assemblers that effectively implement post-sale strategies can transform these industry challenges into opportunities for differentiation, customer loyalty, and sustained performance. Thereby, addressing market gaps and also positioning themselves to compete effectively against imported vehicles and global brands operating in the region.

2.2.2 Upper Echelons Theory (UET)

Upper Echelons Theory (UET) argues that organizational outcomes reflect the

demographic, experiential, and cognitive characteristics of top executives, whose decisions shape strategy and performance (Hambrick & Mason, 1984; Hambrick, 2007). In the modern competitive environments, such as Kenya's motor vehicle assembly sector, these leadership orientations strongly influence how organizations implement post-sale support strategies, including spare parts availability, warranty management, customer service responsiveness, and maintenance. The theory suggests that the performance of licensed assemblers is not only a function of operational systems but also a direct outcome of managerial values, cognition, and strategic vision.

Recent empirical studies reinforce this connection. For example, Mwangi et al. (2021) examined large food and beverage manufacturers in Kenya and found that top management team (TMT) heterogeneity significantly influenced the complexity of competitive strategies, which in turn affected firm performance. Although not in the automotive sector, the study underscores UET's central proposition that leadership characteristics shape strategic decisions, suggesting that executives in Kenya's motor vehicle assembly companies who value customer-centricity are more likely to strengthen post-sale systems. Similarly, Njenga et al. (2023) empirically demonstrated that strong top management support significantly improves the performance of state corporations in Kenya. Their findings imply that leaders' resource allocation, commitment, and prioritization decisions determine organizational outcomes. Applied to licensed assemblers, this suggests that managers who prioritize post-sale support by investing in distribution networks, technology integration, and post-sales personnel achieve stronger organizational performance compared to organizations where leadership undervalues such strategies.

The role of leadership style has also been highlighted empirically. Okeyo (2022) showed that transformational leadership positively influenced the performance of commercial banks in Kenya. Leaders who exhibit visionary, innovative, and customer-focused traits foster organizational practices that align with long-term goals. Translating this into the motor vehicle sector, executives with transformational orientations are likely to integrate customer service

excellence, warranty efficiency, and predictive maintenance into post-sale strategies, thereby enhancing customer loyalty and sustainable performance. Evidence from other industries reinforces these findings. For example, Muchiri et al. (2023) found that post-sales service strategies had a significant positive correlation with competitive advantage among automotive companies in Kenya. This suggests that when top leadership prioritizes and invests in post-sale support, it leads to measurable organizational gains such as customer retention and revenue growth. UET explains these outcomes by pointing to the strategic priorities set by top management as critical drivers of organizational-level results.

Regarding to this study, the theory is impactful in demonstrating that leadership characteristics and orientations strongly influence how organizations design and execute post-sale support strategies. In Kenya's motor vehicle assembly sector, UET highlights that the gap between organizations with strong post-sales performance and those with weaker systems is largely explained by differences in top management values and decisions. Therefore, enhancing organizational performance requires both operational improvements and strategic alignment driven by top leadership, positioning post-sale support as a source of long-term competitiveness.

2.2.3 Systems Theory

Systems Theory, initially proposed by Ludwig von Bertalanffy (1968), views an organization as a complex and interdependent system composed of various subsystems working toward a common goal. This theoretical lens emphasizes the interconnectivity and interdependence of different units within an organization, where the performance of the whole depends on the harmonious functioning of its parts. In the context of motor vehicle assembly, Systems Theory offers a valuable framework for understanding and optimizing post-sale support strategies, such as spare parts availability, warranty fulfillment, customer service, and vehicle servicing.

Systems Theory asserts the holistic integration of organizational functions. That is, organizational success is derived from the seamless interaction of all sub-systems. In motor vehicle

assembly, this means that production, quality control, logistics, marketing, and aftersales departments must operate in a synchronized manner. Post-sale strategies, for instance, rely heavily on upstream processes such as production quality, supply chain efficiency, and information flow. A breakdown in one part of the system like delayed spare parts supply can negatively impact customer satisfaction and warranty handling, thereby diminishing the overall performance of post-sale support (Chalak, 2025).

Feedback mechanisms for continuous improvement are a fundamental principle of Systems Theory. Feedback plays a crucial role in maintaining system stability and promoting improvement. Post-sale services act as critical feedback loops in the motor vehicle value chain. Customer complaints, warranty claims, and service data provide real-time insights into product performance and customer expectations. These inputs are essential for informing upstream decisions, such as design modifications, quality assurance protocols, and employee training. Effective systems incorporate these feedback loops to enable continuous learning and adaptive service improvement (QualitiAmo, 2025).

Systems Theory emphasizes the interdependence of subsystems in service delivery. Post-sale support is not a standalone function as it is embedded within the broader system of organizational operations. For example, warranty strategy depends not only on customer service teams but also on technical inspection units, IT systems for tracking claims, and supplier networks for replacement parts. Systems Theory underlines that optimizing one part of the system such as customer care without corresponding improvements in others like parts supply may lead to suboptimal results or systemic bottlenecks (Glas et al., 2021). A systemic view, therefore, supports the design of integrated post-sale service platforms that enable information sharing, coordinated responses, and resource optimization.

Moreso, Systems Theory gives room for adaptability and dynamic environments. It accommodates the idea of organizations as open systems that interact with and adapt to their

environments. Post-sale strategies in the automotive sector must be flexible and responsive to external factors such as technological advancements, regulatory changes, and evolving customer preferences. For instance, the shift to electric vehicles (EVs) has required motor vehicle assemblers to develop new post-sale competencies in battery servicing, software updates, and mobile diagnostics. Through the Systems Theory lens, assemblers are encouraged to design adaptable service structures that can evolve with market and technological shifts (Wavestone, 2024).

Systems Theory aligns with the study as it provides a robust framework for analyzing and enhancing post-sale support strategies in motor vehicle assembly. The theory emphasizes that post-sale effectiveness depends on system-wide alignment by highlighting the interconnectedness of subsystems, the importance of feedback loops, and the necessity for coordinated adaptation. Motor vehicle assemblers that approach post-sale services from a systems perspective are better positioned to deliver consistent, high-quality support that reinforces customer loyalty and sustains organizational performance.

2.2.4 Resource-Based View (RBV) Theory

The Resource-Based View (RBV), as developed by Barney (1991), provides a strategic framework for understanding how organizations achieve and sustain competitive advantage by leveraging internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). In the context of motor vehicle assembly, post-sale support strategies like warranty management, spare parts availability, customer service, and vehicle servicing can be conceptualized as strategic resources that contribute to long-term organizational performance and customer retention when they meet the VRIN criteria.

The Resource-Based View emphasizes that not all capabilities are strategic resources. That is, only the resources that confer a competitive advantage and offer strategic significance to the organization are valuable. In motor vehicle assembly, post-sale functions are often underestimated as operational necessities rather than strategic assets. However, an organization with an

exceptional network of service centers, a responsive parts distribution system, and a highly skilled technical team is better positioned to enhance customer satisfaction and brand loyalty. These capabilities are valuable because they reduce service downtime and increase customer trust, and rare because not all organizations invest adequately in their post-sale support infrastructure (Grant, 2021).

Resource-Based View relates inimitability to competitive differentiation. The inimitability of post-sale support can derive from firm-specific knowledge, relationships, systems, and historical experiences. For instance, Toyota's ability to integrate customer feedback into both product redesign and aftersales innovation gives it a service edge that is difficult for competitors to replicate (Ishikawa, 2023). Additionally, customer service training programs, proprietary diagnostic tools, and integrated digital platforms used for tracking vehicle histories and maintenance schedules create service ecosystems that enhance the value proposition. These intangible resources are not easily copied, making them key drivers of sustained competitive advantage.

According to Resource-Based View, operational assets are non-substitutable (Torres et al., 2020). Efficient spare parts logistics and warranty handling systems contribute to cost savings and improved service turnaround, which are directly linked to customer satisfaction and firm profitability. Assemblers with proprietary forecasting models for parts demand or strong supplier networks can reduce stockouts and avoid service delays. These operational assets are non-substitutable, as generic logistics systems may fail to capture the specificity and responsiveness required in automotive post-sales support (Torres et al., 2020).

Resource-Based View also connects to customer-centric outcomes. Organizations develop reputational resources that act as intangible capital by delivering consistent, high-quality post-sale experiences. Customers who experience timely repairs, transparent communication, and reliable follow-ups are more likely to remain loyal and serve as brand ambassadors. These

relationships represent relational capital, which is difficult for rivals to duplicate and serves as a durable source of differentiation.

The study regards the Resource-Based View because it provides a compelling lens for understanding the strategic value of post-sale support strategies in the motor vehicle assembly industry. Organizations that invest in building unique, high-performing, and integrated post-sale support systems can transform these into strategic resources that enhance long-term competitiveness. Motor vehicle assemblers can sustain customer loyalty, improve profitability, and outperform rivals in an increasingly service-driven automotive market by recognizing post-sale capabilities as more than operational functions and instead as strategic assets.

2.2.5 Dynamic Capabilities Theory (DCT)

Dynamic Capabilities Theory (DCT), introduced by Teece, Pisano, and Shuen (1997), extends the Resource-Based View by emphasizing an organization's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments. In the context of motor vehicle assembly, where consumer expectations, technological advancements, and regulatory pressures evolve continuously, the ability to adapt post-sale support strategies becomes critical for maintaining competitiveness and sustaining organizational performance.

Dynamic capabilities consist of three core processes: sensing, seizing, and transforming (Karimi & Walter, 2024). In post-sale support, "sensing" involves identifying emerging customer needs and service inefficiencies through channels such as feedback systems, warranty data, and predictive analytics. "Seizing" involves mobilizing resources to address these needs, such as upgrading service centers, launching mobile servicing apps, or expanding parts distribution networks. "Transforming" refers to the continuous renewal of organizational routines to ensure long-term agility. It may be such as shifting from traditional reactive servicing to predictive and preventive maintenance models enabled by telematics and IoT technologies (Transflo, 2024).

Dynamic Capabilities Theory allows for organizations to adapt to market and

technological change. Motor vehicle assemblers operate in environments shaped by rapid technological evolution, such as the rise of electric vehicles (EVs), digitized diagnostics, and over-the-air software updates. Assemblers with strong dynamic capabilities can quickly adapt their post-sale services to these shifts. For example, some organizations have introduced remote diagnostic tools and digital service platforms that enable customers to schedule maintenance, track repairs, or receive software updates from home. These capabilities align with DCT by allowing firms to adjust internal systems and customer touchpoints to meet evolving demands (Martínez de Miguel et al., 2022).

Dynamic capabilities also emphasize the coordination and reconfiguration of existing assets and routines to exploit new opportunities or mitigate threats (Martínez de Miguel et al., 2022). In post-sale service, this may involve integrating AI-driven support systems, reorganizing service workflows, training personnel in emerging technologies such as EV battery diagnostics, or entering strategic partnerships with third-party logistics and service providers. Reconfiguring these systems allows assemblers to achieve greater responsiveness, reduce downtime, and enhance customer satisfaction, leading to improved brand loyalty and organizational performance.

The implementation of dynamic capabilities in post-sale support contributes to service innovation, which is a key differentiator in today's competitive automotive landscape (Martínez de Miguel et al., 2022). Assemblers that evolve faster than competitors can offer superior customer experiences, such as contactless service, real-time communication, or customized maintenance plans. These innovations not only fulfill current customer expectations but also anticipate future needs, providing sustainable competitive advantage.

Regarding the study, Dynamic Capabilities Theory provides a powerful framework for understanding how motor vehicle assemblers can strategically manage post-sale support in volatile, uncertain, and technologically advanced environments. Organizations can evolve their post-sale support strategies to enhance customer satisfaction, improve service efficiency, and

sustain long-term competitive advantage by developing the ability to sense changes, seize opportunities, and transform internal systems. As customer service becomes an increasingly central component of brand differentiation, dynamic capabilities in post-sale operations emerge as essential drivers of performance in the motor vehicle assembly industry.

2.3 Empirical Review

2.3.1 Spare-parts availability strategy and organizational performance

The availability of spare parts is a critical determinant of organizational performance in the motor vehicle assembly industry. An effective spare parts availability strategy reduces downtime, enhances service quality, improves customer satisfaction, and leads to increased operational efficiency. Empirical studies across global, regional, and local contexts consistently support this linkage.

Globally, researchers have underscored the strategic role of spare parts management in enhancing firm performance. For instance, Syntetos et al. (2020) conducted a study on spare parts forecasting and inventory management in the automotive and aerospace sectors across Europe. The study found that companies with proactive parts planning and predictive analytics achieved 17% higher operational efficiency and reduced customer service lead times significantly. These findings emphasized that accurate demand forecasting and parts availability directly influence performance metrics such as service speed, repeat purchase rates, and brand loyalty. Similarly, Li et al. (2021) investigated the link between post-sale support, including spare parts logistics, and organizational competitiveness in the Chinese automotive industry. The research highlighted that firms with decentralized parts warehouses and digitized supply chains reported 21% higher customer retention and 15% fewer service delays, thereby improving their overall market share. The study concluded that the spare parts availability strategy was not just a support function but a core competitive advantage in automotive businesses.

Within the African context, empirical studies have pointed to logistical challenges and supply chain inefficiencies as critical barriers to spare parts availability. In Nigeria, Adebayo et al. (2021) examined spare parts availability and the performance of automotive firms in Lagos State. The study revealed a positive correlation between timely availability of genuine spare parts and customer satisfaction levels. Organizations that maintained reliable supplier relationships and localized sourcing strategies outperformed competitors in post-sales service efficiency and revenue growth. In South Africa, Molefe et al. (2020) studied the effect of spare parts logistics on service delivery in automotive dealerships. The research found that organizations that integrated real-time inventory systems and maintained safety stock levels experienced fewer stock-outs, leading to improved repair turnaround times and higher customer loyalty indices. The study recommended policy alignment between manufacturers and dealers for more efficient inventory planning and parts distribution networks.

In the Kenyan motor vehicle assembly sector, spare parts availability remains a significant factor influencing organizational success. Mwangi et al. (2022) investigated the relationship between spare parts strategies and organizational performance among licensed motor vehicle assemblers in Nairobi. Their findings showed that organizations that invested in localized warehousing, digital inventory systems, and direct relationships with original equipment manufacturers (OEMs) experienced better operational metrics, such as higher service throughput, lower customer complaints, and improved profitability. Similarly, Ndegwa et al. (2023) assessed how inventory management practices affect service delivery in the Kenyan automotive industry. The study revealed that inconsistencies in parts availability led to customer dissatisfaction, delayed service provision, and reduced repeat business. However, organizations that employed automated stock tracking and predictive restocking models demonstrated improved service reliability and a stronger competitive position in the market.

2.3.2 Warranty Strategy and Organizational Performance

A warranty strategy is a post-sale commitment that assures product reliability and provides repair or replacement within a defined period. In the motor vehicle assembly industry, an effective warranty strategy not only enhances customer confidence and satisfaction but also acts as a quality control mechanism and a driver of organizational performance. This review examines empirical evidence on the relationship between warranty strategies and organizational performance at the global, regional, and local levels.

Globally, warranties have been widely studied as strategic tools that influence customer satisfaction and financial outcomes. A study by Liao et al. (2021) in Taiwan's automotive industry found that firms offering longer and more comprehensive warranties experienced higher customer retention and improved sales volumes. The study also revealed that well-structured warranty programs reduced perceived risk and increased brand credibility, thus contributing to long-term performance. Similarly, in the United States, Chen et al. (2020) conducted a quantitative analysis on the effects of warranty cost and coverage on manufacturer profitability. Their findings showed that firms that balanced warranty generosity with predictive maintenance data had better cost control and higher customer satisfaction scores. Warranty data was also used to improve product quality, leading to reduced future claims and enhanced organizational learning.

Across Africa, studies show that warranty strategies are underutilized but increasingly recognized as important in driving organizational performance. In Nigeria, Akinyele et al. (2021) explored the influence of warranty policy on customer loyalty in the automotive sector. The study found a significant positive relationship between clear warranty communication, claim responsiveness, and customer retention, which in turn impacted revenue growth and brand loyalty. In South Africa, Mahlangu et al. (2020) analyzed how warranty coverage influences the operational efficiency of car dealerships. Their study revealed that dealerships backed by OEMs with effective warranty claim processing systems achieved better turnaround times, reduced service costs, and enhanced customer satisfaction. Additionally, warranty feedback was used to

optimize product designs and supply chain efficiency.

In the Kenyan motor vehicle assembly industry, warranty strategies have become increasingly vital amid rising customer expectations and competition. Kamau et al. (2022) investigated the impact of warranty management on organizational performance among licensed motor vehicle assemblers in Nairobi. The study found that companies with streamlined warranty registration, claim approval, and repair processes reported higher customer satisfaction and repeat sales, which translated to improved overall performance. Similarly, Otieno et al. (2023) conducted a study focusing on warranty-related service delays and customer perceptions in Kenya's automotive industry. Their findings showed that prolonged warranty claim resolution times negatively impacted customer trust and satisfaction, while organizations with digitized warranty systems and transparent policies experienced higher client retention and operational efficiency.

2.3.3 Customer service strategy and organizational performance

Customer service strategy encompasses a set of practices aimed at enhancing customer satisfaction, loyalty, and engagement through timely, reliable, and personalized support. In the motor vehicle assembly industry, a strong customer service strategy is a key differentiator and driver of organizational performance. This empirical review draws on global, regional, and local studies to examine the relationship between customer service strategy and performance outcomes in the automotive sector.

Globally, studies have shown that firms with superior customer service practices outperform competitors in terms of revenue, market share, and customer retention. In a study conducted by Rahman et al. (2021) on global automobile brands across Southeast Asia, it was found that customer-centric service systems significantly influenced repurchase intentions and satisfaction levels. The research emphasized responsiveness, service personalization, and digital service integration as core elements that led to higher organizational performance. Similarly, in the United States, Lee et al. (2020) analyzed the relationship between customer relationship

management (CRM) and organization profitability in the automotive manufacturing sector. Their findings indicated that organizations leveraging advanced CRM tools, real-time customer feedback, and predictive analytics saw improvements in operational efficiency, customer loyalty, and brand equity. The study concluded that customer service excellence was strongly linked to both short-term sales performance and long-term sustainability.

In Africa, empirical studies reflect the growing recognition of customer service as a strategic asset in the motor vehicle industry. For instance, Adeoye et al. (2021) conducted a study in Nigeria examining the effect of post-sales service quality on customer satisfaction in automobile companies. The study revealed that companies with structured customer service protocols, such as complaint resolution systems and customer follow-up programs, reported higher customer satisfaction and profitability levels. In Ghana, Boateng et al. (2020) explored the impact of customer service strategies on the performance of auto dealerships. The findings demonstrated that organizations that invested in staff training, feedback systems, and service efficiency experienced enhanced organizational performance, including increased customer loyalty and repeat business. The study advocated for the integration of customer voice into strategic decision-making to achieve competitive advantage.

In Kenya, customer service strategy has become a pivotal aspect of competition among licensed motor vehicle assemblers. A study by Mutua et al. (2022) on customer service quality in Nairobi-based vehicle assemblers showed a significant positive relationship between service responsiveness and customer retention. The research highlighted that companies offering real-time service updates, professional communication, and post-sale support services experienced higher levels of organizational performance. Likewise, Njeri et al (2023) investigated how digital customer engagement strategies influenced customer satisfaction and sales performance in the Kenyan automotive sector. Their study found that organizations with multichannel service systems, including mobile apps and online service booking platforms, experienced improved

customer engagement and stronger brand loyalty. These strategies translated into higher market share and better financial performance.

2.3.4 Servicing strategy and organizational performance

A service strategy refers to an organization's structured approach to delivering consistent, high-quality service to customers as part of its value proposition. In the motor vehicle assembly industry, service strategies cover areas such as maintenance scheduling, post-sales support, digital service integration, and service personnel training. Empirical evidence across global, regional, and local contexts indicates that a robust service strategy is directly linked to improved organizational performance, including customer retention, revenue growth, and brand competitiveness.

At the global level, service strategies are recognized as central to the competitive positioning of motor vehicle assembly companies. A study by Zeithaml et al. (2021) highlighted that motor vehicle assemblers who embed service excellence in their core strategy report higher customer lifetime value and brand differentiation. Specifically, the research found that structured service models offering routine maintenance, extended service hours, and integrated digital interfaces experienced enhanced operational efficiency and increased market share. In a related study, Gupta et al. (2020) analyzed the relationship between service innovation and organizational performance in the automobile sector in India and Germany. They found that vehicle assemblers that adopted proactive service strategies, such as predictive maintenance, customer education, and feedback loops, achieved improved service quality, reduced customer churn, and higher profitability. The study emphasized the role of data-driven service interventions in performance improvement.

In the African context, empirical research has increasingly highlighted the role of service strategy in shaping organizational performance within the automotive industry. In Nigeria, Okoro et al. (2021) studied service delivery strategies in motor vehicle dealerships and their influence on business performance. The study found that firms that offered scheduled servicing, customer

education, and loyalty programs had stronger customer satisfaction indices and higher service revenue than those relying on reactive strategies. Similarly, in South Africa, Dlamini et al. (2020) investigated how structured service protocols affect dealership performance in Gauteng Province. Their findings showed that dealerships with clear service benchmarks, investment in technical staff training, and CRM integration reported faster service turnaround times, fewer customer complaints, and increased repeat business. The study emphasized the necessity of aligning service strategy with customer expectations and operational capacity.

In Kenya, service strategy has become a central element for licensed motor vehicle assemblers seeking to maintain a competitive edge. A study by Karanja et al. (2022) focused on the influence of service delivery systems on organizational performance among Nairobi-based vehicle assemblers. Their research found that firms with pre-booking systems, mobile service units, and customer follow-up mechanisms had significantly better performance in terms of customer retention, efficiency, and sales growth. Wambua et al. (2023) further explored the impact of integrated service strategies such as service digitization, warranty fulfillment efficiency, and technician responsiveness on the performance of local vehicle assemblers. Their findings indicated that organizations that utilized digital service platforms, remote diagnostics, and centralized service tracking experienced lower service lead times, better asset utilization, and improved financial performance.

2.4 Conceptual Framework

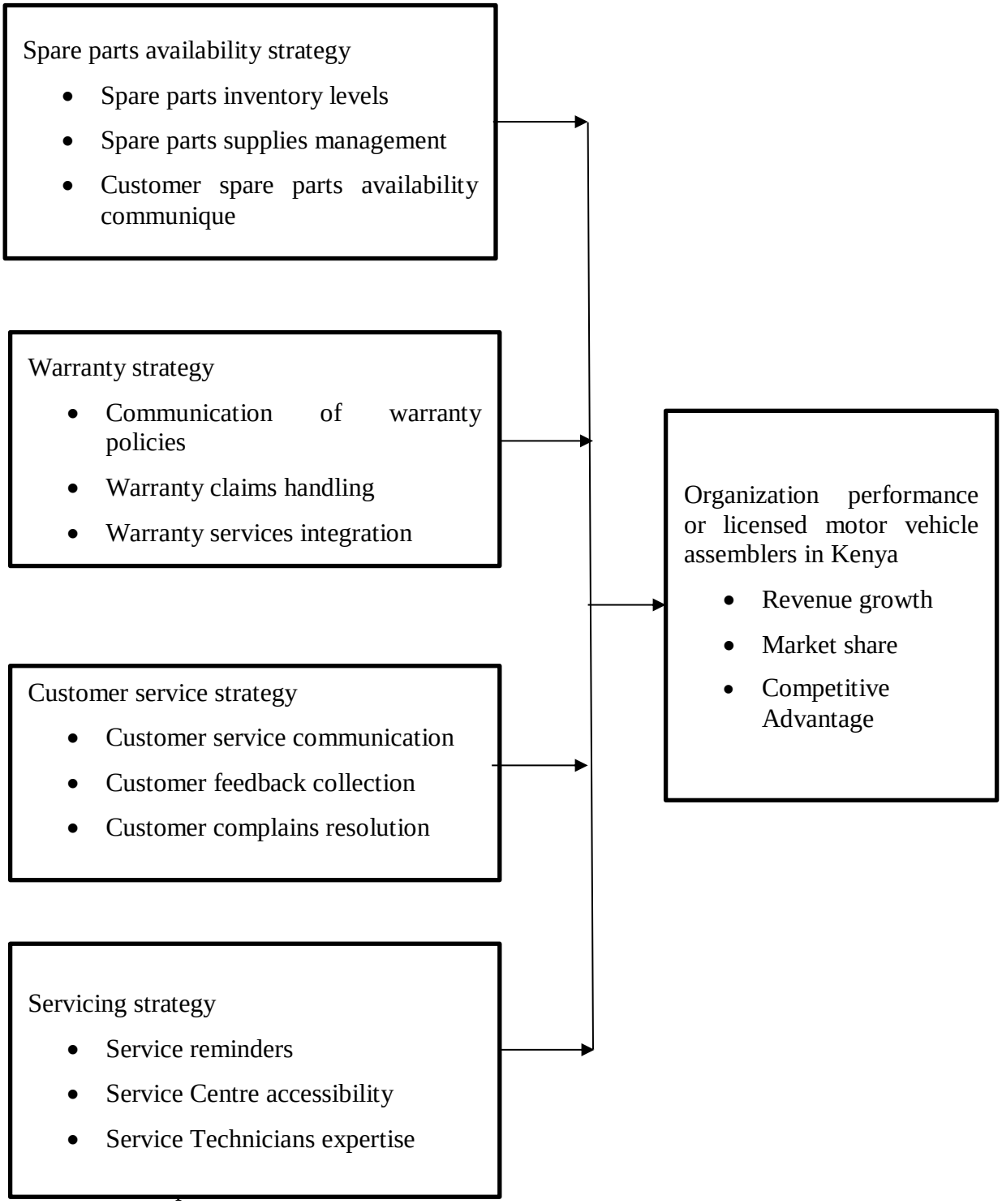

Fig 2.1: Conceptual Framework

2.5 Operationalization of Variables

Table 2.1: Operationalization of Variables

VARIABLE	VARIABLE TYPE	INDICATORS	MEASUREMENT
1. Spare-parts availability strategy	Independent Variable	Spare parts inventory levels Spare parts supplies management Customer spare parts availability communique	5 Point Likert Scale
2. Warranty strategy	Independent Variable	Communication of warranty policies Warranty claims handling Warranty services integration	5 Point Likert Scale
3. Customer Service Strategy	Independent Variable	Customer service communication Customer feedback collection	5 Point Likert Scale

			Customer complains resolution	
4.	Servicing Strategy	Independent Variable	Service reminders Service Centre accessibility Service Technicians expertise	5 Point Likert Scale
5.	Organizational Performance	Dependent Variable	Revenue growth Market share Competitive Advantage	5 Point Likert Scale

2.6 Critique of existing literature

Years of studies have shown that well-structured post-sale support strategies contribute significantly to improved organizational performance of a motor vehicle assembly companies. Despite the recognized importance of post-sale support strategies, there is limited empirical evidence linking them directly to profitability in the motor vehicle manufacturing industry in Kenya. Existing studies focus more on product quality and pricing strategies as primary profitability drivers, often overlooking the financial impact of post-sale support strategies. Additionally, most research is industry-specific, leaving a gap in understanding how post-sale support strategies influence organizational performance in motor vehicle assembly sector in Kenya. Therefore, this study is necessary to bridge the gap by providing empirical insights into the relationship between after-sales services and the profitability of the motor vehicle manufacturing industry in Kenya.

2.7 Summary of the Literature

The empirical review shows that aftermarket services have an important impact on the organizational performance of the motor assembly industry in Kenya. Through its dedication to revenue generation alongside customer loyalty increase and satisfaction elevation, as well as brand reputation development and competitive market position maintenance, the companies can use post-sale support services to establish lasting enterprise growth. Organizational performance results from post-sale support services, which becomes clearer through the application of the five theories. Research works demonstrate a model of best practices that guides these assembly companies on how to develop post-sale capabilities and optimize their organizational performance.

2.8 Research gaps

Post-sale support strategies play a major role in advancing motor assembly industry

organizational performance, according to the conceptual framework analysis. Future research should combine artificial intelligence and predictive maintenance technology into post-sale support operations to reach improved business financial performance, customer-centric metrics, and operational efficiency. Organizational performance and long-term sustainability of the motor assembly industry in Kenya require continuous evaluation and consistent improvement of post-sale support strategies.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used to conduct the study on post-sale support strategies and organizational performance among licensed motor vehicle assemblers in Kenya. It provides a detailed description of the research design, target population, sampling techniques, sample size, data collection instruments, procedures, and techniques used for data analysis. The methodological approach was guided by the need to obtain reliable, valid, and objective data that would facilitate the achievement of the study objectives.

3.2 Research Design

This study adopted a descriptive research design to investigate the relationship between post-sale support strategies and organizational performance among licensed motor vehicle assemblers in Kenya. A descriptive design was appropriate because the objective was to systematically and accurately describe characteristics of a population, phenomenon, or relationship, especially in real-world business contexts (Saunders et al., 2023). Given that the study seeks to explore how specific strategies such as spare parts availability, warranty policies, customer service, and vehicle servicing impact organizational performance, a descriptive design enabled the collection of quantifiable data to reveal patterns, trends, and associations.

3.3 Target Population

The target population was the four motor vehicle assemblers in Kenya (KAM,2020). That is, Isuzu East Africa, Associated Vehicle Assemblers (AVA), Kenya Vehicle Manufacturer (KVM), and Trans Africa Limited. The target population included Post-sales General Managers, Post-sales Coordinators, Marketing Administrators, Quality Assurance Team, Parts Manager, Post-sales Marketing Administrators, Post-sales customer service personnel, and Service Technicians. The total number of formal populations for the study was 110.

Table 3.1

Target Population

	General Managers	Coordinators	Quality Assurance	Parts Team	Marketing Team	Service Technicians	Customer Care Personnel	TOTAL POPULATION
ISUZU	1	4	3	7	8	17	5	45
AVA	1	3	2	5	5	10	3	30
KVM	1	3	2	4	4	8	3	25
TransAfrica	0	1	1	3	1	5	1	10
TOTAL								110

3.4 Sampling Technique and Sample Size

The study adopted a census study. The technique ensured the entire population participated in the study. Thereby eliminated sampling error and provides a more comprehensive and accurate understanding of the relationship between post-sale support strategies and organizational performance. A census is particularly appropriate when the population is small, accessible, and well-defined, as it enhances the reliability of findings and supports more precise generalizations (Zikmund et al., 2021). Moreover, using a census ensures that the unique characteristics and operational dynamics of each assembler are fully captured, offering richer insights that might be overlooked in sample-based studies.

3.5 Research Instruments

The study used structured questionnaires (Likert) to collect primary data from selected

respondents. This instrument was efficient for collecting standardized data across multiple organizations and departments. The questionnaire was designed to capture descriptive data on post-sale support strategies and organizational performance indicators.

3.6 Data Collection

Data collection commenced after obtaining official authorization from each organization. Appointments were scheduled with departmental heads to coordinate questionnaire distribution. Structured questionnaires (Likert) to collect primary data were distributed via email with follow-up phone calls to ensure timely completion. Within an agreed-upon timeline, the google form questionnaires were checked for completeness and coded for data entry and subsequent analysis. This systematic and ethical approach to data collection ensured high response quality and completeness, enhancing the validity and reliability of the study findings.

3.7 Pilot Testing

A pilot test is a small-scale preliminary study conducted to evaluate the feasibility, reliability, and clarity of research instruments before the main data collection. It assisted in identifying and correcting potential issues in questionnaire design, wording, and structure to ensure the final tool is valid and effective for the target population (Teresi et al., 2022). In this study, a pilot test was conducted with 11 respondents, representing 10% of the total sample size of 110 participants drawn from licensed motor vehicle assemblers in Kenya. According to Mugenda and Mugenda (2013), a pilot sample should range between 5% and 10% of the total sample size, which is considered sufficient to test the instrument's reliability and detect any ambiguity. The insights gained from the pilot test were used to refine the questionnaire, ensuring that the data collected in the actual study would be both reliable and valid.

3.7.1 Validity Testing

Validity refers to the extent to which a research instrument measures what it is intended to measure (Heale & Twycross, 2021). In this study on post-sale support strategies and organizational

performance of licensed motor vehicle assemblers in Kenya, validity testing was conducted to ensure the accuracy, clarity, and appropriateness of the questionnaire used to collect data from 110 respondents across the four motor vehicle assemblers in Kenya.

The questionnaire was reviewed by academic experts and industry practitioners familiar with post-sale support operations within the motor vehicle sector to enhance content validity. These reviewers assessed whether the items comprehensively covered the core constructs of the study: spare parts availability, warranty strategy, customer service strategy, servicing strategy, and organizational performance. Feedback from these experts facilitated the refinement of the questionnaire items to remove ambiguity, ensure relevance, and achieve adequate representation of each variable.

Face validity was also established through a pilot study conducted with a small group of respondents from the target population who were not included in the main sample. The pre-test aimed to evaluate the clarity, readability, and structure of the questionnaire. Revisions were made based on the responses and comments from the pilot participants to improve the flow and language used in the instrument.

According to Heale and Twycross (2021), ensuring both content and face validity increases the likelihood that collected data will be both reliable and meaningful. The study ensured that the questionnaire captured relevant and accurate information by conducting both content and face validity assessments. Therefore, contributes to the overall credibility and rigor of the research findings.

3.7.2 Reliability Testing

Reliability refers to the consistency, stability, and dependability of a research instrument in measuring variables across time and samples (Taherdoost, 2022). In this study, reliability testing will be conducted to ensure that the questionnaire used to collect data on post-sale support

strategies and organizational performance yielded consistent results among the 110 respondents drawn from the four motor vehicle assemblers in Kenya.

Cronbach's alpha coefficient was calculated for each of the five key constructs: spare parts availability strategy, warranty strategy, customer service strategy, servicing strategy, and organizational performance to assess the internal consistency of the instrument. Cronbach's alpha is a widely used measure of scale reliability, with a threshold value of 0.70 or above generally considered acceptable for research instruments (Taherdoost, 2022).

The reliability analysis was conducted using data from a pilot test involving a sample similar to the main study population. The resulting Cronbach's alpha values for all constructs exceeded the 0.70 benchmark, indicating a high level of internal consistency across the questionnaire items. This implies that the questions within each construct reliably measured the same underlying concept, enhancing the credibility and dependability of the data collected.

Therefore, the use of Cronbach's alpha provided a robust measure of reliability, ensuring that the questionnaire was a consistent tool for evaluating post-sale support strategies and their relationship with organizational performance in the Kenyan motor vehicle assembly industry.

3.8 Data Processing and Analysis

The collected data was cleaned and coded into SPSS Statistics version 29 software. Thereafter, the Multiple Regression Model was used to analyze data as shown below:

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

Where:

Y = Organizational Performance

X_1 =Spare-parts availability strategy

X_2 =Warranty Strategy

X_3 = Customer Service Strategy

X_4 = Service Strategy

β_0 = Intercept

β_1, β_2, β_3, β_4 = Regression coefficients

ε = Error term

The analyzed data will be presented in the form of tables and figures.

3.9 Diagnostic Tests

These tests examined the assumptions of normality, homoscedasticity, heteroscedasticity, and multicollinearity to ensure the validity of the regression model. A series of diagnostic tests was conducted.

3.9.1 Normality Test

Normality of the residuals was assessed to ensure that the data met one of the key assumptions of regression analysis. Three complementary approaches were applied: the Shapiro–Wilk test, skewness, and kurtosis statistics. The Shapiro–Wilk test was employed as a primary statistical method for testing normality. This test examines whether the distribution of the data significantly deviates from a normal distribution. The null hypothesis assumes that the data are normally distributed, while the alternative suggests deviation from normality. A non-significant p-value less than 0.05 indicates that the normality assumption is satisfied, whereas a significant result suggests a violation (Razali & Wah, 2022). In addition to the Shapiro–Wilk test, skewness and kurtosis values were computed to further evaluate the shape of the data distribution. Skewness assesses the degree of asymmetry in the data, where values close to zero indicate symmetry, positive values reflect right skewness, and negative values reflect left skewness. Kurtosis evaluates the "tailedness" of the distribution, with values near zero suggesting normality, positive values indicating heavier tails (leptokurtic), and negative values suggesting lighter tails (platykurtic). Following common guidelines, skewness and kurtosis values within the range of ±2 were considered acceptable for assuming normality in large samples (Kim, 2020). A more robust evaluation of the normality assumption was achieved by combining the Shapiro–Wilk test with skewness and kurtosis measures. Thereby, ensured that the data were appropriate for regression analysis and supported the reliability of the statistical inferences.

3.9.2 Homoscedasticity Test

Homoscedasticity, or constant variance of residuals, was assessed using Levene’s test. This

test evaluates whether variances are equal across groups. The null hypothesis states that group variances are equal, while the alternative hypothesis indicates that at least one group differs. A non-significant result with a p-value greater than 0.05 suggests that the assumption of homoscedasticity is met, whereas a significant result indicates potential violation (Sritan & Phuenaree, 2021).

3.9.3 Heteroscedasticity Test

The Breusch–Pagan test was applied to detect heteroscedasticity. This test regresses the squared residuals on the independent variables to examine whether error variance depends on fitted values. The null hypothesis assumes constant variance, while the alternative suggests that residual variance is systematically related to predictors. A significant result with a p-value less than 0.05 indicates heteroscedasticity, which may compromise the efficiency of estimators (Abdul-Hameed & Matanmi, 2021).

3.9.4 Multicollinearity Test

Multicollinearity among predictors was assessed using the Variance Inflation Factor. VIF measures the extent to which the variance of a regression coefficient is inflated due to correlations with other predictors. A VIF close to 1 indicates minimal multicollinearity, while values exceeding 5 suggest moderate concern, and values above 10 indicate problematic multicollinearity (Salmerón et al., 2020; Kalnins & Hill, 2023).

3.9.5 Linearity Test

The linearity test was conducted as a diagnostic procedure to assess whether the relationship between the independent variables and the dependent variable followed a linear pattern, as assumed in regression analysis. The test ensured that changes in the predictors corresponded proportionally to changes in the outcome variable, thereby confirming the suitability of applying a linear model. Linearity was examined using scatterplots to visually inspect for random distribution, while statistical checks such as lack-of-fit considerations were also applied.

This process was necessary to minimize the risk of biased estimates and to enhance the accuracy and reliability of the regression results.

3.10 Ethical Consideration

There were several ethical considerations to keep in mind to ensure the research is responsible, respectful, and valid. They include informed consent, confidentiality, data integrity and accuracy, conflict of interest, and social responsibility. Participants, including company representatives, customers, and service technicians, were fully informed about the purpose, methods, potential risks, and benefits of the research. For the research, the consent was written before collecting data, and participation is voluntary. Data will be stored securely and access limited to authorized personnel only. The research will maintain data integrity and accuracy by ensuring accurate reporting of findings, even if they don't support the hypothesis. Respondents were assured of the confidentiality and anonymity of their responses, and participation was strictly voluntary. The aim of the research is to contribute positively to the motor vehicle assembly sector in Kenya. As a researcher, I do not have any affiliations, sponsorships, or relationships that may bias the research.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study on the relationship between post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya. The chapter provides an overview of the response rate and the demographic profile of the respondents to establish the reliability and representativeness of the data collected. Thereafter, the results are presented according to the study's objectives and key variables: spare parts availability, warranty strategy, customer service practices, and servicing strategy. Each of these variables is analyzed to determine its influence on the performance of licensed motor vehicle assemblers in Kenya. The findings are structured in line with the research hypotheses and are supported by both descriptive and inferential statistical analyses. Descriptive statistics provide insights into the general patterns, perceptions, and practices regarding post-sale support strategies, while inferential analyses establish the significance and strength of the relationships between the independent variables and organizational performance. This structure ensures a clear and logical presentation of results that directly addresses the study objectives.

4.2 Response Rate

The study targeted a total population of 110 respondents drawn from licensed motor vehicle assemblers in Kenya. Out of these, 97 participants completed and returned the questionnaires, representing a response rate of 88.18%. This response rate is considered highly satisfactory for survey research. According to Babbie (2021), a response rate of 70% and above is adequate for generalization in social science research, while Saunders et al. (2023) emphasize that rates above 80% minimize non-response bias and enhance the reliability of findings. Therefore, the response rate achieved in this study provides a strong basis for credible and dependable analysis.

Table 4.1

Response Rate

	TARGET POPULATION	RESPONDENTS	PERCENTAGE
ISUZU	45	44	98%
AVA	30	24	80%
KVM	25	18	72%
TransAfrica	10	11	110%
Total	110	97	88.18%

4.3 Pilot Test

A pilot test is a small-scale preliminary study conducted to evaluate the feasibility, reliability, and clarity of research instruments before the main data collection. A pilot test was conducted among a group of 11 tyre distributors in Nairobi Town to verify the clarity, reliability, and validity of the questionnaire before its full deployment. The group was selected based on their active involvement in tyre distribution, their experience in the industry, and their accessibility, which ensured that they reflected the characteristics of the target population. The respondents were purposively drawn from different distribution companies and asked to complete the questionnaire while providing feedback on the wording, structure, and relevance of the items. The exercise enabled the identification of ambiguous or unclear questions, as well as potential difficulties in

interpretation. Necessary adjustments were made based on the feedback from the 11 respondents, to refine the questionnaire, thereby enhancing its usability, accuracy, and ability to generate reliable data for the main study.

4.3.1 Face Validity Test

Face validity was assessed to determine whether the dataset appropriately represented the constructs of interest in the study. It is a qualitative evaluation of whether the data, on the surface, appear to measure what they are intended to measure (Taherdoost, 2020). The dataset in this research consisted of survey responses from organizations within the motor vehicle assembly industry. A review of the dataset indicated that the items were relevant to the study's objectives, as they directly addressed variables being investigated. The questionnaire also demonstrated logical coherence, with questions progressing from operational elements, such as stock-outs and inventory control, to customer-related outcomes, including retention, satisfaction, and brand reputation. This structure reinforced the alignment of the dataset with the theoretical framework of the study.

The measurement approach was also deemed appropriate. Responses were collected using Likert scales ranging from "Strongly Disagree" to "Strongly Agree." The scale is widely recognized as an effective tool for capturing perceptions and attitudes, and they are suitable for subsequent statistical analyses. In addition, the dataset appeared complete and consistent, with no major irregularities, missing data, or contradictory entries that could undermine the reliability of the findings. The dataset demonstrated strong face validity. The survey items appeared to measure the intended constructs and reflected the underlying objectives of the research. This ensured that the data were suitable for further diagnostic tests and inferential analyses.

4.3.2 Reliability Test

In order to find out whether the questionnaire measures what it purports to measure, this study undertook a test of reliability using a Cronbach's Alpha coefficient. This test requires alpha

values of Cronbach to be at least 0.7. The study found that the questionnaires had an average Cronbach's Alpha coefficient of 0.807. This evidenced the consistency in the questionnaires; hence they could be used to determine post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya.

Table 4.2

Reliability Test

Variable	Cronbach's Alpha	N of Items	Conclusion
Spare parts availability strategy	0.706	5	Acceptable Reliability
Warranty Strategy	0.738	5	Acceptable Reliability
Customer service strategy	0.851	5	Acceptable Reliability
Servicing strategy	0.783	5	Acceptable Reliability
Organizational performance	0.807	5	Acceptable Reliability

4.4 Findings on the Background of Respondents

This section presents findings on the demographic characteristics of respondents and which encompass: organization and years of experience in the organization.

4.4.1 Respondents Organization

The study respondents were drawn from licensed motor vehicle assemblers in Kenya, representing a cross-section of the industry. Analysis of the organizational affiliation revealed that 44 of the

participants were from ISUZU East Africa, which reflects the organization's dominant market share in the Kenyan motor vehicle assembly sector. This high representation is consistent with industry reports that position ISUZU East Africa as the market leader in commercial vehicle assembly. 24 of the respondents were affiliated with Kenya Vehicle Manufacturers (KVM) and 18 with Associated Vehicle Assemblers (AVA). These two assemblers play a significant role in the industry by complementing ISUZU's dominance through the assembly of passenger vehicles, trucks, and specialized units. Their inclusion in the sample provides a balanced perspective on the dynamics of both multinational-affiliated and locally-owned assemblers. Additionally, 11 of the respondents were drawn from TransAfrica Motors, a relatively smaller assembler in the Kenyan context. This inclusion enriches the dataset by ensuring representation of emerging players in the sector.

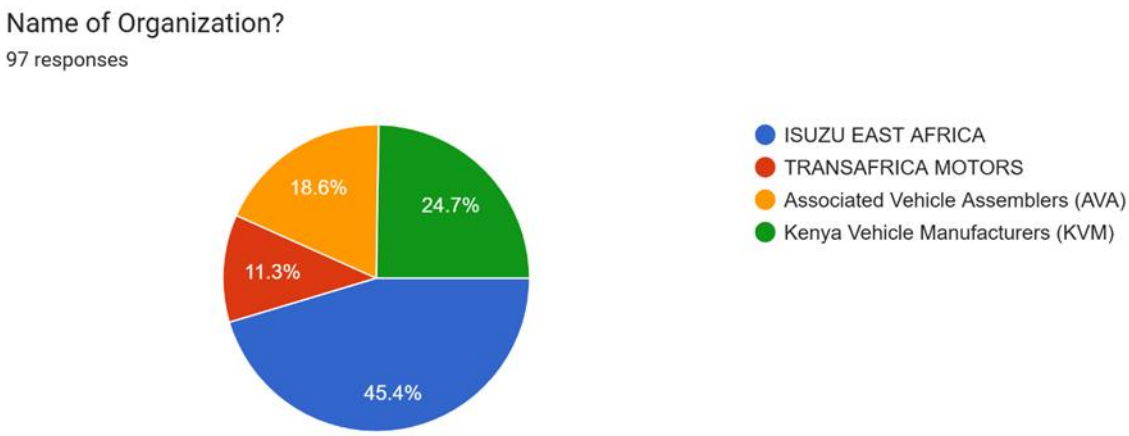

Fig 4.1: Respondent's Organization

4.4.2 Respondent's Years of Experience with the local motor vehicle assembler

The analysis of respondents' years of experience with local motor vehicle assemblers revealed a diverse distribution across different experience brackets. 30 of the respondents reported having 2–5 years of experience, indicating that a significant portion of participants were relatively early in their careers within the assembly sector. This group contributes valuable insights from

employees who are actively engaged in daily operations but may still be developing long-term industry perspectives. 25 of the respondents reported 6–10 years of experience, demonstrating the presence of mid-career professionals who possess deeper knowledge of organizational practices and sector dynamics. Their inclusion strengthens the study by providing perspectives that bridge entry-level insights with those of seasoned industry experts. Additionally, 25 of the respondents indicated having above 10 years of experience. This category represents highly experienced professionals with long-term exposure to organizational change, technological evolution, and market trends within the assembly sector. Their views contribute historical depth and strategic insights to the research findings. 17 of the respondents reported less than 2 years of experience, highlighting the perspectives of new entrants into the industry. Though fewer in number, these respondents provide fresh outlooks on contemporary practices, orientation processes, and integration within the sector. The balanced distribution of experience levels enhances the representativeness of the dataset by capturing perspectives from early-career employees to seasoned industry veterans. This diversity strengthens the credibility of the study findings by ensuring that organizational performance is analyzed through the lens of both short-term operational engagement and long-term strategic experience.

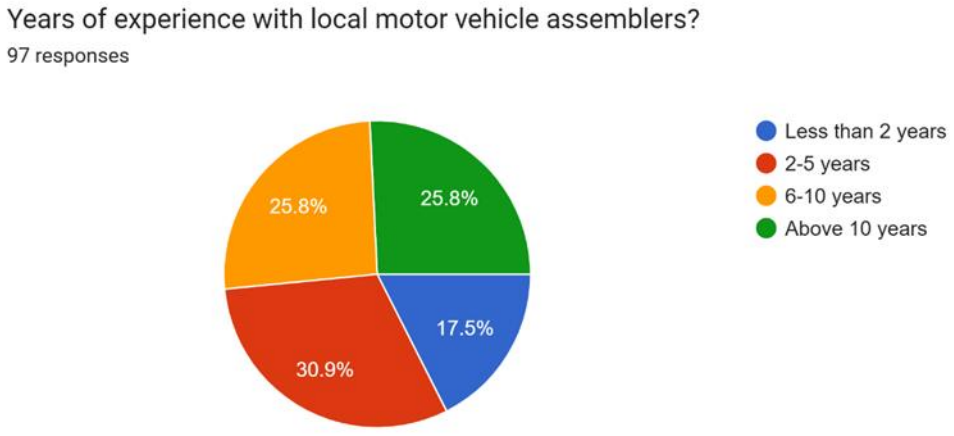

Fig 4.2: Respondent's years of experience with the local motor vehicle assembler

4.5 Findings on Diagnostic Tests

4.5.1 Normality Tests

The study conducted a normality test to assess whether the residuals associated with the linear regression model followed a normal distribution. The test used was the Shapiro–Wilk test, which is especially powerful for small to moderate sample sizes. In addition, skewness and kurtosis metrics were computed to further understand the shape of each distribution (Kamath et al., 2025). Results shown in Table 4.2 indicated that residuals were normally distributed (W = 0.993, 0.909). The results, shown in Table 4.3, indicate that none of the constructs meet the assumption of normality.

Table 4.3

Normality Test

	Skewness	Kurtosis	Shapiro-Wilk		
	Statistic	Statistic	Statistic	df	Sig.
Standardized Residual	0.024	-0.258	.993	97	.909

4.5.2 Homoscedasticity Test

The assumption of homoscedasticity was tested using Levene's Test, which assesses whether the variances of residuals across groups are equal. This assumption is critical in parametric analyses such as regression and ANOVA because heteroscedasticity can inflate Type I errors and reduce the efficiency of estimators (Field, 2020; Hayes, 2022). Levene's Test is widely recommended as it is robust to departures from normality, especially when using the median or trimmed mean as the center of the distribution (Keselman et al., 2020). Results summarized in Table 4.3 showed that the assumption that the variance of residuals was constant across all groups (F = 0.154, P = 0.9269).

Table 4.4

Homoscedasticity Test

Df	F-value	P-value
3	0.154	0.9269

4.5.3 Heteroscedasticity Test

The study employed the Breusch–Pagan test (Lagrange Multiplier test) to assess whether the regression residuals exhibited constant variance. This test evaluates the null hypothesis that error variances are homoscedastic against the alternative of heteroscedasticity. Detecting heteroscedasticity is critical because unequal error variances can lead to biased standard errors, misleading test statistics, and unreliable inferences in regression analysis (Hayes, 2022; Wooldridge, 2020).

Table 4.5

Heteroscedasticity Test

Df	Statistic	P-value
3	2.13	0.5449

The test results revealed an LM statistic of 2.13 with a corresponding p-value of 0.5449, which is greater than the 0.05 significance threshold. These findings indicate that the null hypothesis of homoscedasticity cannot be rejected. Therefore, there is no evidence of heteroscedasticity in the dataset, implying that the homoscedasticity assumption is met. This suggests that the regression estimates are efficient, and the associated test statistics and confidence intervals remain valid (Long & Ervin, 2023).

4.5.4 Multicollinearity Test

Variance Inflation Factor (VIF) analysis was conducted to assess the extent of multicollinearity among the independent variables (Spare Parts, Warranty, Customer Service, and Servicing). The results are presented in Table 4.6.

Table 4.6

Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.215	.323		6.857	.000		
	Spare Parts Availability Strategy	-.214	.082	-.241	-2.618	.010	.728	1.374
	Warranty Strategy	.338	.098	.381	3.450	.001	.503	1.987
	Customer Service Strategy	-.403	.101	-.446	-3.987	.000	.492	2.032
	Servicing Strategy	.673	.082	.778	8.159	.000	.678	1.476

a. Dependent Variable: Organizational Performance

Variance Inflation Factor (VIF) analysis was conducted to assess the extent of multicollinearity among the independent variables (Spare Parts, Warranty, Customer Service, and Servicing). The results are presented in Table 9. Among the independent variables, all VIF values were below the commonly accepted threshold of 5, indicating no serious multicollinearity concerns (Hair et al., 2019). Specifically, spare parts availability with a VIF of 1.374, warranty strategy with a VIF of 1.987, and servicing strategy with a VIF of 1.476 showed very low levels of multicollinearity, while Customer Service with a VIF of 2.032 exhibited moderate but acceptable

levels of multicollinearity. Overall, the findings suggest that the independent variables can be reliably included in the regression model without risk of distortion due to multicollinearity. A VIF value below 5 is generally considered to indicate no serious multicollinearity concerns (Yang & Lee, 2023).

4.5.5 Linearity Test

For linear regression analysis results to be valid and reliable, it is necessary for relationship between each independent variable (Spare parts, Warranty, Customer Service, Servicing) and the dependent variable (Organizational Performance) to be linear. Scatterplots of each independent variable against organizational performance were used to assess linearity assumption and results are given in figures 4.3 to 4.6. Results showed approximately linear relationships, suggesting that the linearity assumption of multiple regression was met.

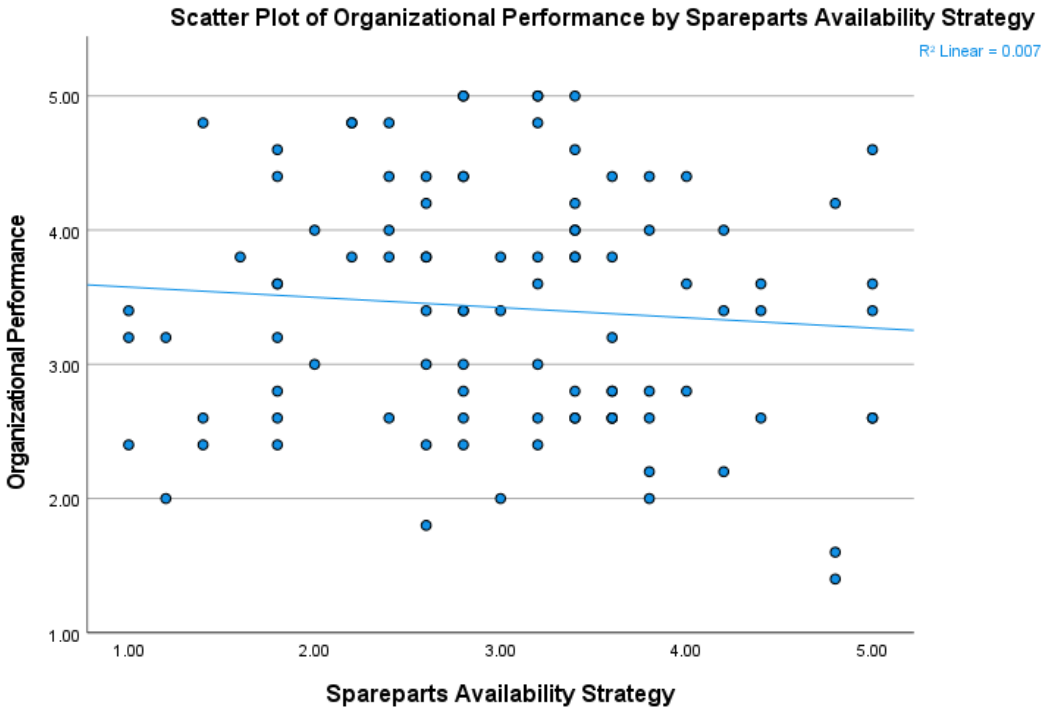

Figure 4.3: Spare parts vs organizational performance

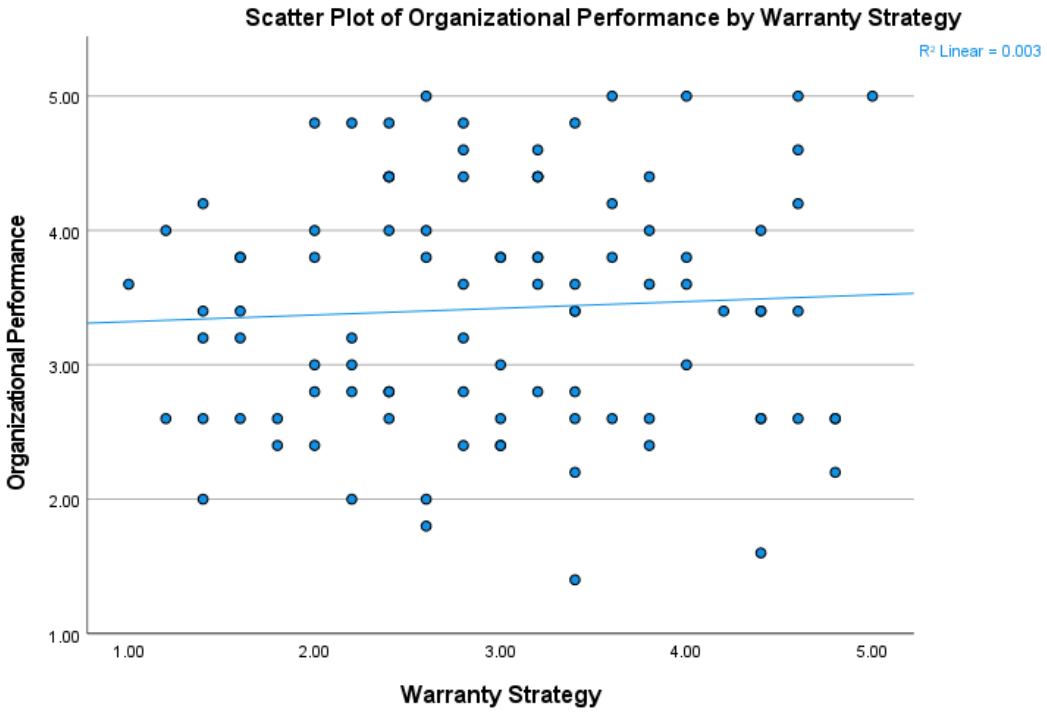

Figure 4.4: Warranty vs organizational performance

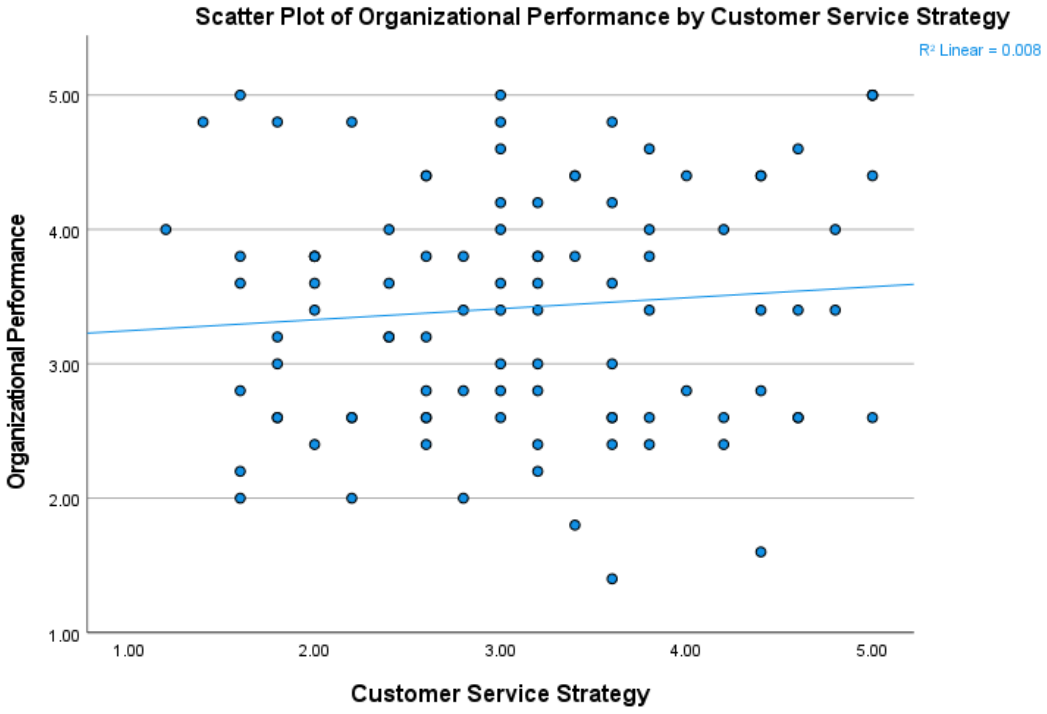

Figure 4.5: Customer service vs organizational performance

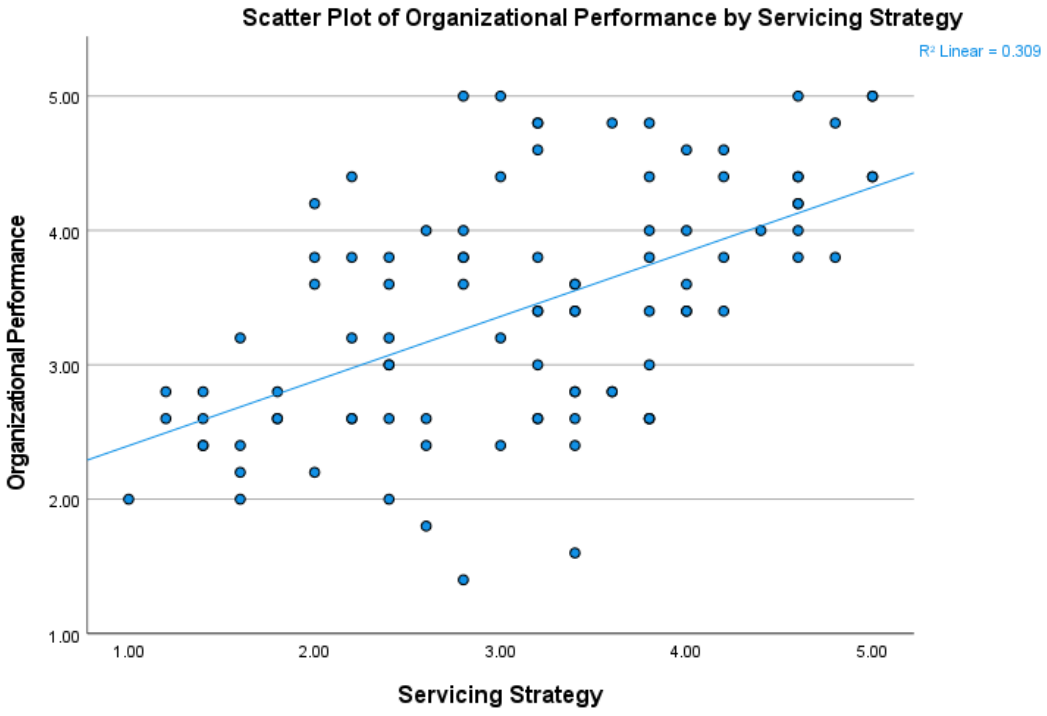

Figure 4.6: Servicing vs organizational performance

4.6 Findings on Study Variables

4.6.1 Warranty Strategy and Organization Performance

This section sought to identify the respondents' view of the influence of warranty strategies on the relationship between post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya. They were to use 1 for “strongly disagree”, 2 for “disagree”, 3 for “neither agree nor disagree”, 4 for “agree”, and 5 for “strongly agree”. Table 4.6 illustrates the findings observed on the collected data.

Table 4.6: Warranty Strategy and Organizational Performance

	N	Mean	Std. Deviation

Warranty policies are clearly communicated.	97	2.93	1.42
Warranty claims are handled efficiently.	97	2.92	1.42
Warranty terms are competitive.	97	2.90	1.40
Warranty services enhance customer satisfaction.	97	3.04	1.29
Warranty services are well-integrated with post-sales operations.	97	3.16	1.39
Overall Mean	97	2.99	1.02

The analysis of warranty-related questions provides insight into how warranty services are perceived by customers. The overall mean for warranty strategy was (M = 2.99, SD = 1.02), with the highest rated item being well-integration of warranty services with post-sales operations (M = 3.16, SD = 1.39) and the lowest rated item being competition of warranty terms (M = 2.90, SD = 1.40). These results indicate that most of the respondents gave neutral responses in regard to warranty strategy. Combined, these results demonstrate that while warranty services are seen as effective in enhancing satisfaction and maintaining efficiency, competitiveness of terms and deeper integration with post-sales operations remain critical areas for improvement. Strengthening these aspects could further elevate organizational performance and customer loyalty.

4.6.2 Spare Parts Strategy and Organization Performance

An analysis was conducted on survey responses regarding the spare parts strategy, with a total of 97 participants. The descriptive statistics for each item, including the mean and median, are presented in Table 4.7.

Table 4.7: Spare Parts Strategy and Organizational Performance

	N	Mean	Std. Deviation
Spare parts are readily available when needed.	97	3.09	1.33
The organization maintains optimal inventory levels.	97	3.16	1.42
Stock-outs negatively affect service delivery.	97	3.08	1.41
The supply chain is well-managed and efficient.	97	2.90	1.43
Customers are informed about part availability.	97	2.94	1.45
Overall Mean	97	3.04	1.01

The average scores for spare parts availability ranged from 2.90 to 3.16, with the respondents saying that the supply chain is well-managed and efficient, having a mean of (M = 2.90, SD = 1.43), and those saying the organization maintains optimal inventory levels, having a mean of (M = 3.16, SD = 1.42). The overall mean was (M = 3.04, SD = 1.01), meaning that respondents generally gave moderate ratings on the spare parts availability strategy. The results highlight that while the spare parts strategy is perceived positively, with consistent agreement across respondents, opportunities remain to enhance supply chain efficiency and improve customer communication regarding part availability.

4.6.3 Customer Service Strategy and Organization Performance

The study analyzed the customer service strategy of licensed motor vehicle assemblers in Kenya using five key indicators. Descriptive statistics are summarized in Table 4.8.

Table 4.8: Customer Service Strategy and Organizational Performance

	N	Mean	Std. Deviation
Customer service staff are responsive.	97	3.09	1.36
Communication with customers is consistent.	97	3.07	1.37
Customer feedback is collected and used.	97	3.10	1.43
Complaints are resolved promptly.	97	3.19	1.47
Staff are trained in customer service delivery.	97	3.18	1.44
Overall Mean	97	3.13	1.00

Results showed that the averages of customer service strategy items ranged from 3.07 to 3.19. The item relating to the timely resolution of complaints had the highest rating (M = 4.19, SD = 1.47), while that relating to consistent communication of customers had the lowest rating (M = 1.37, SD = 1.37). The overall mean rating was (M = 3.13, SD = 1.00), while other items did not vary so much as observed from the values of the standard deviations. This is an indication that most respondents were neutral concerning the customer service strategy. The findings suggest that the customer service strategy is positively viewed, with strong emphasis on staff competence and responsiveness. However, the results also underscore the need to strengthen customer

communication channels and better integrate feedback into service delivery processes to further enhance customer satisfaction.

4.6.4 Servicing Strategy and Organization Performance

Descriptive statistics were computed for five items measuring aspects of service strategy. Table 4.9 presents the means, medians, and sample sizes for each item.

Table 4.9: Service Strategy and Organizational Performance

	N	Mean	Std. Deviation
Customers receive timely servicing reminders.	97	3.22	1.44
Service centers are accessible and well-equipped.	97	3.23	1.46
Value-added services are provided during servicing.	97	3.18	1.47
Technicians are qualified and experienced.	97	3.03	1.37
Service delivery meets expected timelines.	97	2.98	1.41
Overall Mean	97	3.13	1.04

The servicing strategy had mean ratings for its five items ranging from 2.98 to 3.23. The standard deviation values ranged from 1.37 to 1.47, indicating less variability, hence a small divergence of opinions from the respondents. The most rated item was the accessibility and well-equipment of service centers (M = 3.23, SD = 1.46), while the least rated was service delivery meeting timelines (M = 2.98, SD = 1.41). The overall mean was (M = 3.13, SD = 1.04), meaning that in general, respondents rated the servicing strategy neutral. These findings suggest that

customers generally hold positive views of the service strategy, with the strongest endorsement given to technician expertise.

4.7 Coefficient of Correlation

This section depicts the correlation coefficient for the independent and dependent variables. The Pearson correlation coefficient was used to show the degree of correlation between the variables.

Table 4.10: Coefficient of Correlation

		Spare Parts Availability Strategy	Warranty Strategy	Customer Service Strategy	Servicing Strategy	Organizational Performance
Spare parts Availability Strategy	Pearson Correlation	--				
	N	97				
Warranty Strategy	Pearson Correlation	.504**	--			
	Sig. (2-tailed)	.000				
	N	97	97			
Customer Service Strategy	Pearson Correlation	.193	.520**	--		
	Sig. (2-tailed)	.059	.000			
	N	97	97	97		
Servicing Strategy	Pearson Correlation	.062	.036	.495**	--	
	Sig. (2-tailed)	.545	.727	.000		
	N	97	97	97	97	
Organizational Performance	Pearson Correlation	-.086	.056	.091	.556**	--
	Sig. (2-tailed)	.403	.584	.378	.000	

N	97	97	97	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Pearson's correlation was used to study the relationship among independent variables (spare parts availability, warranty strategy, customer service strategy, and servicing strategy) and the dependent variable (organizational performance). Among the predictors, servicing strategy had the highest correlation coefficient in relation to organization performance (r = 0.556) while spare parts availability had the least (r = -0.086). All the predictors were positively correlated to organizational performance, except spare parts availability, indicating the importance of warranty strategy, customer service strategy, and servicing strategy in improving organizational performance. Although all of the independent variables were positively correlated, none of them went above the r =.80 cutoff, indicating that multicollinearity is not a major issue for further regression analysis. This indicates that despite their similarities, the techniques each capture relatively different aspects of organizational processes.

4.8 Analysis of Variance

An analysis of variance (ANOVA) was conducted to test whether the overall regression model significantly predicted organizational performance from the set of after-sales strategies.

Table 4.11: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.687	4	8.422	17.628	.000[b]
	Residual	43.952	92	.478		
	Total	77.639	96			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Servicing Strategy, Warranty Strategy, Spare parts Availability Strategy, Customer Service Strategy

The results indicated that the model was statistically significant, $F(4, 92) = 17.63$, $p < .001$. This finding suggests that, taken together, the predictors explained a significant proportion of the variance in organizational performance.

4.9 Regression Analysis

The residuals of the model were examined to assess whether the assumptions of multiple regression were met.

4.12: Model Stats

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659[a]	.434	.409	.69118

a. Predictors: (Constant), Servicing Strategy, Warranty Strategy, Spare Parts Availability Strategy, Customer Service Strategy

Results from the model summary showed that the predictors jointly explained 43.4% of the variation in organizational performance ($R^2 = 0.434$). Analysis of variance revealed that the overall model was statistically significant in explaining organizational performance, $F(4, 92) = 17.63$, $p < 0.001$. All the predictors were statistically significant: spare parts availability strategy ($\beta = -0.21$, $t(92) = -2.62$, $p = 0.010$), warranty strategy, ($\beta = 0.34$, $t(92) = 3.45$, $p = 0.001$), customer service strategy ($\beta = -0.40$, $t(92) = -3.99$, $p < 0.001$), and servicing strategy ($\beta = 0.67$, $t(92) = 8.16$, $p < 0.001$).

Table 4.13: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.215	.323		6.857	.000
	Spare Parts Availability Strategy	-.214	.082	-.241	-2.618	.010
	Warranty Strategy	.338	.098	.381	3.450	.001
	Customer Service Strategy	-.403	.101	-.446	-3.987	.000
	Servicing Strategy	.673	.082	.778	8.159	.000

a. Dependent Variable: Organizational Performance

Collectively, these results suggest that all the predictors of responsiveness play substantial roles in explaining organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions, recommendations, limitations of the study, and areas for further research. The purpose of the study was to examine the relationship between post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya. The study focused on four key independent variables: spare parts availability strategy, warranty strategy, customer service strategy, and servicing strategy, and their effect on organizational performance. Both descriptive and inferential statistical analyses were conducted to establish the extent and significance of these relationships.

5.2 Summary of Findings

The study achieved a response rate of 88.18 percent, which is considered highly reliable for survey-based research and significantly enhanced the credibility of the data collected. According to Babbie (2021), response rates above 70 percent are generally viewed as adequate, and rates exceeding 80 percent demonstrate a high level of respondent engagement and representation. In this regard, the study's response rate exceeded expectations, ensuring that the views expressed were reflective of the broader target population. Reliability tests further strengthened the robustness of the data, as Cronbach's Alpha coefficients for all the study variables were above the recommended threshold of 0.7. This confirmed the internal consistency of the questionnaire, implying that the items measuring each construct were cohesive and dependable. In addition, diagnostic tests established that the fundamental assumptions for regression analysis—linearity, normality, homoscedasticity, and the absence of multicollinearity—were satisfied. These diagnostic outcomes validated the methodological rigor of the study and enhanced confidence in the statistical inferences drawn regarding the relationships among the study variables.

5.2.1 Spare Parts Strategy

The analysis of the spare parts availability strategy revealed that it exerted a weak and negative influence on organizational performance. Respondents' generally neutral views regarding stock-outs, inventory levels, and communication about availability suggested a lack of strong confidence in the spare parts system. The regression coefficient ($\beta = -0.21$, $p = 0.010$) indicated that inefficiencies in supply chain management, such as delayed replenishment cycles and inadequate forecasting, undermined the role of spare parts in sustaining performance. Limited transparency regarding inventory further discouraged trust and created uncertainties in service delivery. This finding suggests that while spare parts are a critical component of post-sale support, poor management practices dilute their potential to enhance customer satisfaction and loyalty. It highlights the need for assemblers to adopt advanced inventory management systems and transparent communication practices to maximize the strategic value of spare parts availability.

The result contrasts with the findings of Miletić et al. (2022), who reported that effective post-sales service management including spare parts logistics significantly enhanced competitive advantage in Serbian manufacturing companies. Similarly, Akinlolu and Alaba (2024) found that efficient spare parts systems in Nigerian SMEs positively influenced profitability and customer retention. The negative relationship in the present study may reflect contextual differences in Kenya's motor vehicle assembly sector, where logistical inefficiencies, forecasting challenges, and supply-chain fragmentation remain persistent (Kenya Association of Manufacturers, 2023). Consequently, this study contributes to the literature by revealing that spare parts strategies can negatively affect performance when poorly implemented, highlighting the importance of transparency and supply-chain integration.

5.2.2 Warranty Strategy

The findings further demonstrated that the warranty strategy had a positive and statistically significant effect on organizational performance. The regression results ($\beta = 0.34$, $p = 0.001$) affirmed that warranties play a key role in reinforcing customer trust, enhancing satisfaction, and

promoting operational efficiency. Respondents indicated that warranty services moderately contributed to improved service experiences, particularly in terms of timely handling of claims and assuring product quality. However, the lowest ratings were observed in relation to the competitiveness of warranty terms, suggesting that customers perceived a gap between what was offered and prevailing industry standards. This finding underscores the importance of reassessing warranty policies not only as a compliance measure but as a strategic tool for differentiation. Enhancing warranty coverage, improving claim procedures, and benchmarking against industry best practices could allow assemblers to build stronger customer loyalty and remain competitive in an increasingly demanding market.

These findings are consistent with prior research emphasizing warranties as a key determinant of customer confidence and firm reputation (Miletić et al., 2022). Furthermore, Akinlolu and Alaba (2024) demonstrated that well-structured warranty and maintenance programs significantly increase organizational performance in post-sales service-oriented sectors. However, the present study extends this literature by revealing that not all warranty strategies deliver equal value; competitiveness of terms and efficiency of claims handling are crucial. The nuance contributes to understanding how warranty strategies can evolve from operational necessity to strategic advantage within Kenya's automotive sector.

5.2.3 Customer Service Strategy

Customer service strategy was also found to have a significant relationship with organizational performance, though the coefficient was negative ($\beta = -0.40$, $p < 0.001$). This paradoxical outcome suggests that while customer service is widely acknowledged as a critical driver of performance, shortcomings in its implementation eroded its effectiveness. Respondents reported weaknesses in consistent communication, limited integration of customer feedback, and delays in complaint resolution. Although staff competence and responsiveness were rated relatively positively, the lack of a structured framework for customer engagement appeared to

generate dissatisfaction and negative perceptions. This outcome implies that the presence of customer service structures alone is insufficient; effectiveness depends on deliberate alignment of service delivery processes with customer expectations. To reverse this negative association, assemblers need to strengthen communication systems, adopt customer relationship management technologies, and institutionalize feedback loops that demonstrate responsiveness to client concerns.

The finding diverges from the dominant literature, which often reports a positive relationship between customer service quality and firm performance. For instance, Olalekan (2023) observed that customer responsiveness and after-sales engagement positively influence organizational growth among African SMEs. The negative coefficient found here suggests that poorly executed customer service may harm rather than enhance performance; a dimension underexplored in earlier research. Hence, the study provides a critical contextual insight: in Kenya's motor vehicle assembly industry, customer service can become counterproductive if not systematically integrated with communication technologies and feedback mechanisms.

5.2.4 Servicing Strategy

The servicing strategy emerged as the strongest predictor of organizational performance, with a regression coefficient of ($\beta = 0.67$, $p < 0.001$). Respondents expressed high levels of satisfaction with accessibility to service centers, the competence of technicians, and the timely provision of servicing reminders. These factors were perceived to directly contribute to customer loyalty, retention, and trust in the assemblers' commitment to long-term product support. The findings highlight the centrality of efficient servicing in post-sale support strategies, as it not only reinforces product reliability but also positions the organization competitively in the marketplace. In comparison to the other strategies examined, servicing had the most substantial impact, underscoring its potential to serve as a differentiator in the motor vehicle assembly sector. This suggests that continuous investment in technical training, expansion of service networks, and

leveraging technology for predictive maintenance could further strengthen organizational performance.

The strong positive relationship aligns with global findings underscoring the importance of service quality and technical competence. Akinlolu and Alaba (2024) found that after-sales servicing and maintenance strongly predict organizational performance in Nigeria's automobile sector, although they did not report such dominance over other post-sales dimensions. Similarly, Oduor (2023) highlighted that in Kenya's automotive market, accessibility to skilled service centers is a primary determinant of customer retention. Thus, this study reinforces and extends prior evidence by demonstrating that servicing is not only significant but the most influential post-sale strategy in the Kenyan context, possibly due to customers' heavy reliance on post-warranty support and preventive maintenance.

5.2.5 Combined Effect of Post-Sale Strategies

Collectively, the regression model revealed that the four strategies, spare parts availability, warranty, customer service, and servicing, jointly explained 43.4 percent of the variance in organizational performance ($R^2 = 0.434$). This level of explanatory power confirms that post-sale support strategies significantly influence performance outcomes. However, it also points to the existence of other external and internal factors, such as market dynamics, macroeconomic conditions, organizational culture, and leadership practices, which were not covered in this study but may also contribute to organizational performance. Thus, while the findings emphasize the importance of post-sale support strategies, they also invite further research to capture a more holistic understanding of the determinants of performance within Kenya's motor vehicle assembly sector.

Comparable studies report lower explanatory powers. For example, Akinlolu and Alaba (2024) found that post-sales strategies accounted for approximately 30 percent of variance in SME performance, while Miletić et al. (2022) reported a similar magnitude in European manufacturing

contexts. Therefore, this study's higher R^2 indicates that post-sale strategies are particularly critical within Kenya's motor vehicle assembly sector. However, consistent with organizational performance literature, other contextual factors such as innovation culture and economic conditions (Hair et al., 2022) may account for the remaining unexplained variance.

5.3 Conclusions

The study concludes that post-sale support strategies significantly affect the organizational performance of licensed motor vehicle assemblers in Kenya. Servicing strategy emerged as the most influential factor, demonstrating the importance of timely reminders, accessible service centers, and the expertise of technicians in strengthening organizational outcomes. Warranty strategy was also found to positively impact performance, although issues relating to the competitiveness of warranty terms require improvement. Customer service practices, while recognized as important, require re-evaluation to address weaknesses in communication and feedback systems that appear to undermine their effectiveness. Spare parts availability strategy was identified as the weakest determinant, suggesting that inefficiencies in supply chain systems and stock management practices diminish its contribution to performance. Combined, the findings affirm that post-sale strategies must be viewed as integral drivers of performance that, if strengthened, can enhance competitiveness and customer loyalty.

5.4 Recommendations

The findings of this study highlight several recommendations for strengthening post-sale support strategies to improve organizational performance. Servicing should be prioritized as the strongest predictor of performance. Assemblers need to invest in establishing more accessible and well-equipped service centers to enhance customer convenience while also ensuring continuous training and certification of technicians to keep pace with evolving technologies. Integrating value-added services, such as predictive maintenance packages and timely reminders, would further boost customer loyalty and position servicing as a competitive advantage.

First, servicing strategies should be prioritized as a cornerstone of post-sale support. The study revealed that servicing was the strongest predictor of performance, underscoring its central role in shaping customer loyalty and retention. Assemblers should therefore invest in establishing accessible and well-equipped service centers across diverse geographic regions to reduce service delays and improve customer convenience. Continuous training and certification of technicians should also be emphasized to ensure that technical staff remain up to date with evolving technologies and industry standards. In addition, organizations should integrate value-added services, such as predictive maintenance, extended service packages, and timely service reminders, which would not only enhance the customer experience but also differentiate assemblers in a competitive market.

Second, warranty strategies should be reviewed to strengthen their contribution to organizational outcomes. Although warranties were found to positively influence performance, customers expressed concerns about the competitiveness of terms relative to industry benchmarks. Assemblers should therefore benchmark their warranty policies against global best practices to ensure that terms provide real value to customers. Streamlining claim procedures, reducing bureaucratic hurdles, and ensuring efficient processing will further enhance customer confidence. Clear, transparent, and proactive communication of warranty policies is equally critical, as customers are more likely to appreciate and trust warranties when they fully understand their scope, benefits, and limitations.

Third, customer service practices require deliberate reinforcement. While competence and responsiveness of staff were rated positively, shortcomings in communication and feedback integration negatively affected overall performance. Assemblers should establish structured and consistent communication channels, ensuring that customers receive timely and accurate information. Digital platforms can be leveraged to collect customer feedback more efficiently, allowing real-time monitoring of customer experiences. Beyond collection, organizations must

embed customer feedback into decision-making and service improvement processes, thereby demonstrating responsiveness and building long-term trust.

Fourth, spare parts availability should be enhanced through more effective supply chain management and the adoption of modern inventory control systems. The study revealed that inefficiencies in spare parts management, such as stock-outs and poor communication, weakened customer confidence and undermined performance. Assemblers should therefore implement advanced demand forecasting models, real-time inventory tracking, and digital platforms that allow customers to confirm availability before visiting service centers. Transparent communication regarding stock levels and expected replenishment timelines would further strengthen customer trust and reduce frustration linked to delays.

Finally, assemblers should adopt a holistic approach to post-sale support, recognizing that servicing, warranty, customer service, and spare parts availability are interconnected strategies that collectively influence customer satisfaction and organizational performance. Assemblers should align them into an integrated post-sale support framework rather than implementing these elements in isolation. Such a framework would ensure consistency in customer experiences, foster loyalty, and enhance competitiveness in a dynamic and increasingly demanding market. Organizations can position post-sale support not only as a functional necessity but as a strategic driver of long-term success, by adopting this holistic perspective.

5.5 Limitations of the Study

The study was limited to licensed motor vehicle assemblers in Kenya, and therefore the findings may not be generalized to unlicensed assemblers, importers, or other sectors of the automotive industry. The reliance on self-reported survey data may have introduced response bias, as participants' answers could have been influenced by perceptions or organizational culture. Additionally, the study only examined four post-sale support strategies, excluding other important

factors such as pricing, marketing, or technological innovations, which may also influence organizational performance. These limitations highlight the need for caution when interpreting the findings beyond the scope of this research.

5.6 Areas for Further Study

Future studies should consider conducting comparative analyses between licensed and unlicensed motor vehicle assemblers to assess whether the patterns observed in this study are consistent across the broader industry. Licensed assemblers typically operate under stricter regulatory oversight and quality assurance frameworks, while unlicensed assemblers may rely on more flexible but less standardized practices. A comparative approach would therefore shed light on whether regulatory compliance influences the effectiveness of post-sale support strategies and organizational performance. Such insights would provide valuable policy guidance to regulators and industry stakeholders on how best to harmonize standards across the sector.

In addition, further research could examine the role of technology and digital platforms in enhancing post-sale support strategies. With the increasing adoption of digital transformation across industries, technologies such as customer relationship management systems, predictive analytics, and online spare parts ordering platforms are becoming critical enablers of efficiency and customer satisfaction. Investigating how assemblers integrate digital solutions into warranty management, servicing reminders, and customer communication would help highlight opportunities for leveraging technology to optimize performance outcomes.

Longitudinal studies would also be beneficial in capturing the dynamic nature of post-sale strategies. The current study adopted a cross-sectional design, which provides a snapshot of relationships at one point in time. However, customer expectations, market conditions, and technological advancements evolve continuously. Long-term studies tracking changes in post-sale strategies and performance would therefore reveal whether the observed effects are sustained,

amplified, or diminished over time. Such designs would also allow researchers to identify causal linkages with greater precision.

Moreover, future studies should broaden the scope of investigation to include other organizational factors that may interact with post-sale support strategies. For instance, pricing strategies can significantly shape customer perceptions of value, while marketing approaches and brand reputation influence trust, loyalty, and overall organizational competitiveness. Examining these additional variables alongside post-sale support would provide a more holistic understanding of the drivers of performance in the motor vehicle assembly sector.

Finally, regional comparative studies within the East African Community (EAC) would enrich the knowledge base by identifying cross-border best practices and exposing the unique challenges faced in different markets. Since East African countries share cultural, economic, and regulatory similarities but also display distinct variations in infrastructure and consumer behavior, such studies could generate actionable insights for regional integration and competitive advantage. Regional research would support assemblers by highlighting both convergences and divergences in tailoring strategies to diverse market realities while drawing lessons from neighboring contexts.

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APPENDICES

Appendix 1: Research Questionnaire

RESEARCH QUESTIONNAIRE

Study Title: Post-Sale Support Strategies and Organizational Performance of Licensed Motor Vehicle Assemblers in Kenya

SECTION A: DEMOGRAPHIC INFORMATION
(Please tick or fill as appropriate)

1. Name of Organization:

☐ Isuzu East Africa

☐ Associated Vehicle Assemblers (AVA)

☐ Kenya Vehicle Manufacturers (KVM)

☐ TransAfrica Limited

2. Department: _____

3. Position: _____

4. Years of Experience in Post-Sale Support:

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ More than 7 years

SECTION B: SPARE PARTS AVAILABILITY STRATEGY

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Spare parts are readily available when needed.	☐	☐	☐	☐	☐
The organization maintains optimal inventory levels.	☐	☐	☐	☐	☐
Stock-outs negatively affect service delivery.	☐	☐	☐	☐	☐
The supply chain is well-managed and efficient.	☐	☐	☐	☐	☐
Customers are informed about part availability.	☐	☐	☐	☐	☐

SECTION C: WARRANTY STRATEGY

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Warranty policies are clearly communicated.	☐	☐	☐	☐	☐
Warranty claims are handled efficiently.	☐	☐	☐	☐	☐
Warranty terms are competitive.	☐	☐	☐	☐	☐
Warranty services enhance customer satisfaction.	☐	☐	☐	☐	☐
Warranty services are well-integrated with aftersales operations.	☐	☐	☐	☐	☐

SECTION D: CUSTOMER SERVICE STRATEGY

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Customer service staff are responsive.	☐	☐	☐	☐	☐
Communication with customers is consistent.	☐	☐	☐	☐	☐
Customer feedback is collected and used.	☐	☐	☐	☐	☐
Complaints are resolved in a timely manner.	☐	☐	☐	☐	☐
Staff are trained in customer service delivery.	☐	☐	☐	☐	☐

SECTION E: SERVICING STRATEGY

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Customers receive timely servicing reminders.	☐	☐	☐	☐	☐
Service centers are accessible and well-equipped.	☐	☐	☐	☐	☐
Value-added services are provided during servicing.	☐	☐	☐	☐	☐
Technicians are qualified and experienced.	☐	☐	☐	☐	☐
Service delivery meets expected timelines.	☐	☐	☐	☐	☐

SECTION F: ORGANIZATIONAL PERFORMANCE

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Post-sale strategies increase customer retention.	☐	☐	☐	☐	☐
Post-sale support has boosted sales performance.	☐	☐	☐	☐	☐
Customer satisfaction has improved over the last two years.	☐	☐	☐	☐	☐
The organization maintains a competitive advantage via aftersales.	☐	☐	☐	☐	☐
Post-sale strategies have improved brand reputation.	☐	☐	☐	☐	☐

Appendix 2: KCAUSERC Approval

Thika Road, Ruaraka
P.O. Box 56808-00200 Nairobi Kenya
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Email: kca@kca.ac.ke
Website: www.kca.ac.ke

KCA UNIVERSITY SCIENTIFIC & ETHICS REVIEW COMMITTEE

REF: **KCAU/SERC/SOB80** **Date: 8TH SEPTEMBER, 2025**

TO: **CATHERINE B MUTHONI WARUI (23/04361)**

Dear Sir/Madam,

RE: POST-SALE SUPPORT STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF LICENSED MOTOR VEHICLE ASSEMBLERS IN KENYA

This is to inform you that the KCA University Scientific Ethics Review Committee (KCAUSERC) has reviewed and approved your research proposal. Your application approval number is ***KCAUSERC/SOB80***. The approval period is ***8th September, 2025 – 8th September, 2026.***
This approval is subject to compliance with the following requirements.

i. Only approved documents, including informed consents, study instruments, and MTAs, will be used.
ii. All changes, including (amendments, deviations, and violations), are submitted for review and approval by ***KCAUSERC***.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events, whether related or unrelated to the study, must be reported to **KCAU*SERC*** within 72 hours of notification.
iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to ***KCAUSERC*** within 72 hours.
v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days before expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to ***KCAUSERC***.

Before commencing your study, you will be expected to obtain a research license from the National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Caroline Ntara,
Chairperson,
KCA University Scientific & Ethics Review Committee.

Advancing Knowledge, Driving Change

Appendix 3: Introductory Letter

Thika Road, Ruaraka
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Website: www.kca.ac.ke

BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025 *Date: Tuesday, September 23, 2025*

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: CATHERINE B MUTHONI WARUI- REG NO. 23/04361

It is my distinct pleasure to introduce Catherine B Muthoni Warui, a student at our institution pursuing a Master of Business Administration in Corporate Management degree in the School of Business.

Catherine is conducting research on the topic: ***"Post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya."*** which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

Appendix 4: Introduction to Nacosti

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Email: kca@kca.ac.ke
Website: www.kca.ac.ke

BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025 *Date: Tuesday, September 23, 2025*

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION (NACOSTI)
P.O BOX 30623-00100
NAIROBI

Dear Sir/Madam,

RE: CATHERINE B MUTHONI WARUI- REG NO. 23/04361

It is my distinct pleasure to introduce Catherine B Muthoni Warui, a student at our institution pursuing a Master of Business Administration in Corporate Management degree in the School of Business.

Catherine is conducting research on the topic: ***"Post-sale support strategies and organizational performance of licensed motor vehicle assemblers in Kenya."*** Her study has been reviewed and approved by the University's Ethics Review Committee Approval No. KCAUSERC/SOB80. The approval period is from 8th September, 2025 – 8th September, 2026.

Any assistance accorded to her is highly appreciated.

Yours faithfully,

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

Appendix 5: Nacosti Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **421895**

Date of Issue: **08/October/2025**

RESEARCH LICENSE

This is to Certify that Miss.. CATHERINE B MUTHONI WARUI of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa, Nairobi on the topic: POST-SALE SUPPORT STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF LICENSED MOTOR VEHICLE ASSEMBLERS IN KENYA for the period ending : 08/October/2026.

License No: **NACOSTI/P/25/4180509**

421895

Applicant Identification Number

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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