

**STRATEGIC LEADERSHIP, ORGANISATIONAL TRANSFORMATION,
AND PERFORMANCE OF AGRIBUSINESS COMPANIES LISTED AT
NAIROBI SECURITIES EXCHANGE IN KENYA.**

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Declaration

This dissertation is my original work and has not been presented to any college or university for academic credit.

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Dedication

I dedicate this dissertation to my family, who have stood with me and supported me in this leadership journey.

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Abstract

The agribusiness sector in Kenya contributes approximately 30% to the national GDP and remains the backbone of the economy. Despite its importance, the sector faces persistent challenges, including governance and leadership failures, weak strategic planning and execution, and poor performance monitoring. This underscores the need for strategic leadership to address these performance impediments. However, there is a limited body of empirical research examining the impact of strategic leadership on the performance of agribusiness companies in Kenya. This study investigated the effect of strategic leadership on the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE). Specifically, it examined the influence of strategic thinking, strategic implementation, strategic controls, and strategic resources on performance, and assessed the mediating role of organisational transformation in these relationships. The study was grounded in the Upper Echelons Theory, Transformational Leadership Theory, Resource-Based Theory, the Liedtka Strategic Thinking Model, Higgins' 8S Framework, and the Balanced Scorecard Model. Employing a pragmatic philosophical worldview and a convergent parallel mixed-methods design, both quantitative and qualitative data were collected concurrently. The study targeted all six agribusiness companies listed at the NSE and licensed by the Capital Markets Authority (CMA) as of December 2024, involving 120 management-level respondents. Quantitative data were analysed using SPSS Version 28.0, while qualitative responses were thematically categorised. Diagnostic tests and regression analysis were used to assess model fit and significance. Findings revealed that strategic thinking ($\beta = 0.271$, $p = 0.002$), strategic implementation ($\beta = 0.515$, $p < 0.001$), strategic controls ($\beta = 0.211$, $p = 0.044$), and strategic resources ($\beta = 0.409$, $p < 0.001$) significantly influenced performance. Organisational transformation partially mediated these relationships. The study concludes that strategic leadership is a key driver of organisational performance and recommends enhancing strategic implementation, leadership development, performance monitoring, and resource optimisation in agribusiness companies.

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Abbreviations and Acronyms

ANOVA: Analysis of Variance

GDP: Gross Domestic Product

ICT: Information Communication Technology

LPC: Least- preferred Co-worker

NSE: Nairobi Securities Exchange

OT: Organisational Transformation

ROA: Return on Assets

ROCE: Return on Capital Employed

ROE: Return on Equity

ROI: Return on investments

ROS: Return on sales

VIF: Variance Inflation Factor

Operational Definition of Terms

Strategic leadership	Refers to the ability of a leader to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate and manage changes that will create a viable future for the organisation (Nahak & Ellitan, 2022). This study adopted the following components of strategic leadership: strategic thinking, strategic implementation, strategic control and strategic resources. It represented the independent variable in this study.
Strategic thinking	It is the cognitive process defining a person's ability to anticipate threats, discern opportunities, examine alternative actions, and reach a decision that maximises short-term values while creating a long-term competitive advantage (Komlan, 2017). In this study, it was conceptualised in terms of Intent focus, Intelligent opportunism and thinking in time.
Strategic implementation	It entails the process of translating an organisation's strategic plans into actions (Jalagat, 2017). In this study, it is conceptualised as information technology, organisational structure and innovation. This was one of the constructs of the independent variable.
Strategic Control	El-Toukhy (2021) understands strategic control as a dynamic, continuous organisational process that is concerned with the effective and efficient implementation of an organisation's strategic plans. It helps in steering an organisation in the right direction by identifying areas that need modification in the strategic plan. In this study, it was conceptualised in the

following terms; financial control, behaviour control and output control. This was one of the constructs of the independent variable.

Strategic
Resources

It refers to matching a resource with the organisation's strategic needs and includes full utilisation of the resource (Paleri, 2022). In this study it's conceptualised in terms of enterprise Knowledge, financial strength and human Capital. This was one of the constructs of the independent variable.

Organisational
Performance:

It is the extent to which a firm attains its work mission in terms of financial outcomes, customer satisfaction, intangible assets and efficient services (Akpa et al., 2021) In this study, it was measured by the use of a Balanced Scorecard. These four perspectives were used namely, customer satisfaction, financial perspective, internal business processes, learning, and growth. This was the dependent variable in this study.

Agriculture

Agriculture is "the art and science of cultivating the soil, growing crops, and raising livestock" (National Geographic Society, 2024).

Agribusiness

Agribusiness refers to the commercial activities involved in producing, processing, marketing, and distributing agricultural products (National Geographic Society, 2024).

Chapter One: Introduction and Background to the Study

Introduction

This chapter presents an overview of the study on the effect of strategic leadership on the performance of agribusiness companies in Kenya, mediated by organisational transformation. In particular, it presents the main areas of the study: the background to the study, the problem statement, the purpose of the study, the objectives and hypothesis of the study, assumptions, justification, significance of the study, the scope, limitations and delimitations, and concludes with a chapter summary.

Background to the Study

Due to the rapidly evolving, highly volatile business environment, performance is one of the major concepts that is the central focus of any contemporary organisation. Performance is fundamental in any enterprise; thus understanding and mitigating the factors that would affect performance is very important. Akipa et al (2021) advocate that performance is the most important aspect of any organisation, whether profit or non-profit and therefore, it's very important for the leadership to understand the factors that influence performance and thus implement them.

Agriculture has changed from mere farming to a technology-oriented industry that entails agri-science, production, and agribusiness (Hassanzoy, 2019). This study will focus on agribusiness, which refers to the different businesses that are involved in food and fibre production (farming), agrichemicals, seed supply, farm machinery, processing, wholesale and distribution, retail sales, and market. It entails international trade and agro-services (Hassanzoy, 2019).

Globally, the features of agribusiness and the agricultural sector at large vary widely from predominantly small scale with low external inputs to highly mechanised large scale where there are very high levels of external inputs (GoK, 2022). Agribusiness is critical across the world.

This is evident in the Global Sustainable Development Goals (SDG) number two whose aim is to end hunger, achieve food security, improve nutrition and promote sustainable agriculture (FAO, 2023). SDG 2 seeks sustainable solutions to end hunger in all its forms by 2030 and achieve food security. The aim was to ensure that all people across the world have access to adequate and good quality food to lead a healthy life.

To achieve this, there is a need to enhance the productivity and incomes of firms in the agricultural sector by promoting equal access to technology, land, markets, resilient agricultural practices, and sustainable food production systems. Besides, it calls for enhanced investments through international cooperation to bolster the productive capacity of agriculture in developing nations (United Nations, 2023).

According to the United Nations (2023), over the next 50 to 100 years, there will likely be a 30%–35% increase in the global population. By 2050 and 2100, it is expected to reach approximately 9.7 and 10.4 billion, respectively, with China and India being the most populated. This will directly lead to a requirement for a 35%–56% rise in global food production and supply between 2010 and 2050 (van Dijk et al., 2021).

In the United States of America (USA), agribusiness has been very instrumental in economic development. According to recent research by Smith

et al. (2023), the high production levels in the US Agribusiness sector are largely attributed to the expertise of its leadership and the extensive use of chemical, mechanical, biological, and modern technologies. It is one of the sectors that has enhanced the standard of living for Americans, given the abundance of inexpensive agricultural products.

As noted by the USDA (2022), the USA's agribusiness system has been considered the best in the world. A variety of industries connected to agriculture make up the U.S. agriculture sector, which goes beyond traditional farming. 10.4% of jobs in the United States are in the agriculture, food, and associated sectors, which also contribute 5.6% to the GDP (USDA, 2022). This implies that the performance of the agribusiness companies in the USA has been high compared with other agribusiness companies across the world.

In Canada, the agribusiness sector has been a significant driver of the economy. Datta and Hor (2023) admit that, recently, the Canadian agribusiness sector has faced a myriad of challenges that include emissions and issues related to climate change. However, as further noted by Datta and Hor (2023), the Canadian agriculture industry is cutting-edge, despite its challenges. Canada's food system receives excellent sustainability ratings on the Food Sustainability Index, placing it among the top 10 food exporters in the world. For instance, in 2018, the sector generated \$143 billion, which accounted for 7.4% of the country's GDP.

The key players in Canadian agribusiness include producers, input and service suppliers, food and beverage processors, food service providers, food retailers, and wholesalers. The Canadian government is commended for its

contribution to the success of the agribusiness sector. This is achieved by maintaining a relationship with retailers, suppliers, and others in the value chain (AAFC, 2020).

In Australia, Agribusiness has grown to be a great contributor to the country's economy. A recent report by the Australian Department of Agriculture, Water, and Environment found that agribusiness in Australia has remained resilient from the years 2019 to 2020 despite the rampant bushfires and prolonged drought. The resilience is attributed largely to the demand for livestock and livestock products in Asia. Besides, the resilience is attributed to a well-funded and efficient logistics and supply chain mechanism that facilitates export links and access to the international market (Peloso, 2022). This implies that the Australian Government has been instrumental in facilitating the success of agribusiness despite the numerous challenges. This confirms the importance of government in enhancing the performance of agribusiness.

In Africa, agribusiness is also considered an important sector that can help solve unemployment and economic challenges. In sub-Saharan Africa, agribusiness and agriculture contribute to about 50 per cent of the GDP. The most important sector in most African nations is agricultural production, which accounts for 24 per cent of the regional GDP. Agribusiness input supply, retailing, marketing, and processing contribute to about 20% of the GDP. However, based on global experience, as incomes and urbanisation improve in Africa, there is more commercialisation of agriculture (World Bank, 2023).

Ethiopia is one of the countries in Africa whose economy is supported by agriculture. According to Kit (2020), agriculture contributes 45% of the nation's GDP and 73% of the total employment. According to AGRA (2018), the government of Ethiopia committed to supporting agriculture and made it one of its development agendas. The government envisioned an economic development that was anchored on agriculture, then industrialisation.

As further noted by AGRA (2018), there's a need for strategic direction for the country to continue enjoying positive agricultural growth, considering the current environmental challenges (AGRA, 2018). One of the major challenges is limited land for farming, and unless the government strategically focuses on modern methods of farming that require little space, positive growth will be curtailed (FAO, 2023). This means there is a need for the government and other stakeholders to maximise research and understanding of the current agricultural trends.

In Rwanda, agriculture has consistently grown with an average of 6% over the last two decades, becoming the 2nd largest contributor to the GDP after the service industry (AGRA, 2018). According to the AGRA (2018) report, agriculture supports almost 70% of the entire workforce, thus contributing to poverty reduction, job creation, and improved rural household incomes.

The country is focused on sustaining the upward agricultural growth trajectory by embracing knowledge-based farming. For the country to overcome the challenge of small farm sizes of an average of 0.6ha, AGRA posits that it has embarked on a strategy that promotes technological

advancement that reduces post-harvest losses and increases quality and the overall yield. According to the World Bank (2023),

Rwanda has managed to reduce poverty levels through improved agriculture from 60.3% in 2001 to 38.2% in 2017. The country has been increasing in agricultural production and commercialisation, which have largely contributed to poverty reduction. As stated in Rwanda's Vision 2020, agriculture is identified as a key sector and a significant driver of the intended economic growth in the country.

In Kenya, Agriculture is one of the key drivers of the country's economy and directly contributes to 22.4 per cent of the annual GDP and another 17.1% indirectly (Economic Survey Report, 2022). According to USAID (2023), agriculture in Kenya employs 40% of the total population and 70% of the rural population. Over 65% of Kenya's export earnings are derived from agriculture and account for over 80% of the food security needs (FAO, 2022).

However, even though the agricultural sector plays an important role in the economy and the government is putting great efforts to support it, the performance of agribusiness companies has not been good. According to USAID (2023), there has been a stagnation in agricultural production, and small – and medium-sized enterprises have been struggling to grow their businesses and the quality of their produce. Governance and leadership failure to develop, articulate, implement and monitor strategic plans; achieve strategic priorities, and implement activities in the strategic plan could be some of the causes leading to these challenges (Gachuhi & Awour, 2022). This implies

that there is a need for strategic leadership in agribusiness companies to help minimise the challenges that hinder the performance of the sector.

Organisational Performance

Gutterman (2023) defines organisational performance as the extent to which an enterprise can meet its own needs as well as those of its stakeholders. This encompasses not only financial sustainability but also social responsibility, operational efficiency, and stakeholder satisfaction. According to Akpa et al. (2021), organisational performance is the extent to which an organisation attains its work mission in terms of financial outcomes, customer satisfaction, intangible assets and efficient services.

According to Akpa et al. (2021), organisational performance is the extent to which an organisation attains its work mission in terms of financial outcomes, customer satisfaction, intangible assets and efficient services. The measurement of performance, as further noted by Akpa et al. (2021), guides decision-makers in understanding a firm's progress in meeting its strategic agenda. The performance of a firm is therefore more focused on productivity and customer satisfaction metrics of resource usage. Although the definitions differ, they all tend to focus on the achievement of set goals.

Globally, the main obstacles to expanding sustainable food production are the threats posed by climate change, the shrinkage of arable land for agricultural expansion, the economic effects of geopolitical conflicts, pandemics affecting human and animal health, the intersection of national political environments, and the need for new technologies (Basso et al., 2024). More strategic intervention is needed to increase food production and

minimise current environmental impacts, even though significant technological advancements in agriculture have been made through basic and advanced scientific research, development, innovation, and technology transfer to the agribusiness sector.

In Africa, one of the challenges facing the agricultural sector is the decline in the participation of the youth. According to the Alliance for a Green Revolution in Africa (AGRA) (2022), most youths have migrated from the rural to urban centres, thus leaving the farms to be attended by the elderly.

At the same time, their prevalence has changed due to global economic trends that have promoted non the agribusiness sector above the agri-food sector (Ustadi, 2020). Issues of cultural barriers and gender inequalities have also been a challenge to the growth of the agribusiness sector, as further noted by AGRA (2022). This is where women and children tend the farms, but the accounts where the agribusiness funds are collected are not their names.

In Kenya, several challenges have affected the performance of the agribusiness companies. According to Gachuhi and Awour (2022), these challenges include a lack of knowledge transfer, failure to implement strategic decisions, failure to give strategic direction and failure to provide strategic resources. Another leadership challenge facing the agribusiness sector in Kenya is the lack of knowledge transfer. Looking at an empirical study conducted by Gachuhi and Awour (2022), there was little knowledge from the farmers in Kenya about the availability of mechanised modern farming technology methods.

Information, technology and communication play a major role in agribusiness performance. This has resulted in many farmers being ineffective in their farming activities, producing crops only for subsistence rather than commercial use. Gachuhi and Awour (2022) further noted a lack of strategic resources for the farmers. It is the responsibility of the strategic leaders to ensure that the farmers have the requirements for effective farming. Farmers in Kenya lack affordable quality inputs like seeds, fertilisers, and pesticides and lack access to farming credit.

According to Magenya (2024), one of the challenges facing these companies is the use of obsolete technology. The use of outdated technology in agricultural companies leads to misdirection of efforts as it causes poor research, thus reducing the potential productivity boost that is expected (Magenya, 2024).

The lack of and the poor conditions of rural infrastructure that link the farmers' facilities and the commercialisation spots around the country also affect the performance of agribusiness companies. Such conditions cause loss of perishability of goods and increase production costs. The high cost of production is translated into the final price of the products that reach agribusiness companies (Magenya, 2024).

Measures of Agribusiness Performance.

Organisational performance can be assessed using a range of tools and models, each offering unique insights into different dimensions of performance. Kori et al. (2020) affirm that multiple models are employed to measure organisational performance, each incorporating distinct dimensions.

Among the most recognised are Keegan's Performance Matrix, Fitzgerald's Results and Determinants Framework, and the Kaplan and Norton Balanced Scorecard (BSC). Keegan's Performance Matrix integrates both internal and external aspects of business performance, offering a balanced approach to evaluation.

Fitzgerald's framework, on the other hand, focuses on indicators such as flexibility, resource utilisation, innovation, and service quality (Kori et al., 2020). However, both models have faced criticism for their lack of structural clarity and methodological ambiguity, which limits their applicability across diverse organisational settings.

Among these models, the Balanced Scorecard is the most widely applied framework for performance measurement (Mbaya et al., 2021). Developed by Kaplan and Norton in the early 1990s, the BSC evaluates performance through four interrelated perspectives: financial, customer, internal processes, and learning and growth (Kamau et al., 2025). This multi-dimensional approach allows organisations to balance short-term financial results with long-term capabilities and stakeholder satisfaction.

The financial perspective assesses an organisation's effectiveness in resource utilisation and goal achievement (Tudose et al., 2022). Common metrics include Return on Capital Employed (ROCE), Return on Investment (ROI), Return on Assets (ROA), and Return on Equity (ROE). ROCE evaluates an organisation's profitability in relation to capital investment, while ROI measures the efficiency of specific investments. ROA provides insight into the efficiency of asset utilisation to generate profit, and ROE reflects

profitability from the shareholders' standpoint by dividing net income by shareholder equity.

Despite their value, financial metrics have been criticised for focusing excessively on outcomes such as earnings and returns, while underemphasising value drivers like innovation, quality, employee engagement, and customer satisfaction (Singla & Chammanam, 2024).

The customer perspective is increasingly recognised as central to organisational sustainability. As highlighted by ClearPoint Strategy (CPS, 2025), customer focus fosters revenue growth through retention and referrals. In the agribusiness sector, prioritising customer satisfaction, particularly among farmers and other stakeholders, can significantly enhance competitive advantage and brand loyalty.

The internal business processes perspective captures the operational activities that underpin success from both financial and customer standpoints. These include key technologies, workflows, quality controls, and competencies essential for achieving strategic goals (Rafiq et al., 2020). Mendrano (2024) stresses that aligning internal processes with overall organisational strategy enhances service delivery, minimises waste, and promotes efficient resource utilisation, critical concerns in the agribusiness sector.

The final dimension, the learning and growth perspective, addresses the development of employee capacity as a driver of long-term performance. According to Mbaya et al. (2021), this perspective encompasses employee motivation, empowerment, and retention. Assessing training needs and

investing in skill development are fundamental to achieving performance excellence. Kori et al. (2020) reinforce this view, stating that continuous learning supports knowledge acquisition, dissemination, interpretation, and the development of strategic competencies. For agribusiness firms, upskilling employees can create a sustainable competitive edge by fostering innovation and operational excellence.

Although the Balanced Scorecard has faced critique, particularly for its emphasis on strategic alignment at the expense of acknowledging the direct role of employees as the core source of value (Bochenek, 2019), it remains a robust and comprehensive tool. Its ability to integrate both financial and non-financial metrics makes it suitable for dynamic and complex industries.

In this study, three dimensions of the Balanced Scorecard were adopted as indicators of organisational performance: financial performance (profit), internal process efficiency, and customer satisfaction. The financial dimension focused on cost reduction, cash flow management, and overall profitability.

Customer performance was assessed through indicators such as customer and staff satisfaction, the presence of grievance-handling mechanisms, and respectful collaboration among staff, recognising that customers are the ultimate recipients of value in agribusiness operations. Internal process efficiency was evaluated by examining the ratio of raw materials processed effectively versus wasted, and the overall level of resource optimisation. These measures collectively provided a multidimensional

understanding of organisational performance among agribusiness firms listed on the Nairobi Securities Exchange, Kenya.

Strategic Leadership.

The concept of strategic leadership emerges at the intersection of the disciplines of leadership and strategic management. Nahak and Ellitan (2022) define strategic leadership as the ability of a leader to anticipate, envision, maintain flexibility, think strategically, and collaborate with others to initiate and manage change in ways that secure a viable future for the organisation. Over the past few decades, strategic leadership has evolved into a distinct area of theoretical inquiry, bridging insights from leadership studies and strategic management within the social sciences (Tipurić, 2022).

There are many concepts of strategic leadership, as there are many authors about the subject. According to Tipurić (2022), strategic leadership has no universally accepted definition. This is partly due to its nature as a general linguistic construct and a relatively recent term, formed by combining two broad and context-dependent categories. As a result, varying interpretations and definitions of strategic leadership have emerged across academic literature.

Strategic leadership is characterised by a range of actions that include developing human capital, leveraging core competencies, establishing strategic controls, promoting ethical practices, nurturing an effective organisational culture, and setting clear strategic direction (Mistarihi, 2021). This study adopts four key components of strategic leadership: strategic

thinking, strategic implementation, strategic control, and strategic resource management.

Strategic thinking is defined as a cognitive process that enables individuals to anticipate threats, identify opportunities, evaluate alternative courses of action, and make decisions that optimise short-term outcomes while fostering long-term competitive advantage (Mbaya et al., 2021). It is especially critical for leaders who must make decisions that address immediate challenges while remaining aligned with the broader vision and long-term goals of the organisation. Leaders who possess strong strategic thinking capabilities are better positioned to anticipate disruptions, drive innovation, and sustain long-term organisational value (Kamau et al., 2025).

The strategic thinking of leaders in agribusiness companies was assessed based on their ability to formulate and effectively execute well-defined goals, innovative strategies, and adaptive ideas aimed at enhancing performance in a dynamic and often unpredictable business environment. In examining the dimensions of strategic thinking, Oloo et al. (2021) conceptualised it through the lenses of intelligent opportunism, thinking in time, and hypothesis-driven decision-making. Similarly, Mbaya et al. (2021) identified key elements of strategic thinking as intent focus, systems perspective, timely thinking, intelligent opportunism, and hypothesis-driven analysis.

Given the volatility and complexity of the agribusiness sector in Kenya, there is an increasing need for strategic leaders who possess a deep understanding of both internal dynamics and external environmental forces.

Such leaders must be capable of recognising systemic interconnections and anticipating emerging challenges and opportunities that could influence the long-term sustainability and competitiveness of their organisations.

Strategic intent, also referred to as intent focus, plays a critical role in shaping effective strategic leadership. As Piorkowska et al. (2021) explain, intent focus refers to the discipline of maintaining unwavering attention on an organisation's long-term goals, resisting distractions, and sustaining commitment until the desired outcomes are achieved. This disciplined focus enables leaders to prioritise decisions and actions that are aligned with the organisation's strategic vision, even in the face of volatility and competing demands.

In the context of agribusiness companies, where market shifts and environmental uncertainties are common, strategic intent ensures that leadership remains anchored to core objectives while navigating complex operational landscapes. By cultivating strategic intent, leaders enhance their capacity to mobilise resources, align teams, and drive organisational transformation, all of which contribute to sustained performance.

In the realm of strategic leadership, the ability to navigate uncertainty and leverage opportunities is a distinguishing trait. According to Oloo et al. (2021), intelligent opportunism refers to the capacity of leaders to identify and capitalise on emerging opportunities within a dynamic and often unpredictable environment. This agility enables leaders to remain responsive to change while still aligning with strategic goals.

Complementing strategic responsiveness is the concept of timely decision-making, also referred to as thinking in time, which Mbaya et al. (2021) define as the ability to connect past experiences, present conditions, and future possibilities. This cognitive approach enables leaders to extract meaningful insights from historical patterns, critically assess current organisational realities, and anticipate potential challenges or opportunities that may arise. By bridging the temporal gap between what has been and what could be, timely decision-making enhances strategic foresight and supports more informed and agile leadership choices. Together, intent focus, intelligent opportunism and timely decision-making empower leaders to balance strategic foresight with adaptive responsiveness, thereby enhancing organisational agility and long-term performance.

The hypothesis-driven perspective, as discussed by Piorkowska et al. (2021), entails the deliberate formulation of key strategic questions that guide organisations in examining a variety of potential scenarios. This perspective encourages leaders to engage in structured exploration, where possible alternatives are analysed using existing knowledge, data, and contextual insights. By fostering analytical rigour and evidence-based reasoning, the hypothesis-driven approach equips strategic leaders to identify and pursue the most viable course of action, thereby enhancing organisational responsiveness and strategic agility.

The systems perspective, as outlined by Mbaya et al. (2021), emphasises the necessity of understanding the broader structural and environmental contexts in which organisations function. This includes systematically collecting relevant information, assessing interdependencies,

and prioritising systemic characteristics, such as organisational structure, regulatory environment, market dynamics, and feedback mechanisms, that influence present operations and future sustainability. By adopting this perspective, leaders are better positioned to design comprehensive strategies that integrate internal capabilities with external realities, fostering long-term resilience and performance.

This study adopted three key components of strategic thinking, intent focus, intelligent opportunism, and timely decision-making, as essential indicators for assessing strategic leadership in agribusiness companies in Kenya.

Strategic implementation has been conceptualised in diverse and multifaceted ways within the literature. Agaba et al. (2023) define strategic implementation as the process by which top leadership transforms strategic plans into actionable outcomes that produce measurable results. Expanding this understanding, Assefa and Imiru (2024) highlight that effective implementation hinges on several organisational factors, including communication systems, incentive and reward structures, organisational culture, structural alignment, and robust monitoring and evaluation mechanisms.

Effective implementation requires not only structured processes and clear communication but also adaptability to changing environments. Ahmad and Farid (2021) highlight that IT flexibility and dynamic capabilities play a pivotal role in this regard. These capabilities empower organisations to respond swiftly and effectively to external pressures, such as market shifts,

technological disruptions, or policy changes, while preserving internal alignment with strategic goals. The ability to adjust operational practices without compromising strategic coherence ensures that the organisation remains on course toward long-term objectives. Thus, integrating dynamic capabilities into the implementation process is essential for sustaining performance in complex and volatile environments.

Strategic leadership plays a pivotal role in the successful execution of strategy. According to Kiugu and Shadrack (2021), strategic leaders function as the vital link between vision formulation and operational execution, ensuring alignment across all organisational levels. Crimmins (2024) adds that effective implementation requires the integration of supportive organisational structures, the deployment of suitable information technologies, and the cultivation of an innovation-oriented culture that drives strategic progress.

Although numerous conceptual frameworks have been developed to guide strategic implementation, this study narrows its focus to the critical role of leadership in leveraging information technology and shaping effective organisational structures to drive successful implementation. This focus is informed by the increasing recognition that both technological adaptability and sound organisational design are vital enablers of strategic agility and sustained performance.

Leaders who effectively harness IT systems and align structural elements with strategic priorities enhance their organisation's capacity to execute strategies efficiently, respond to environmental changes, and maintain competitive advantage. Consequently, the integration of leadership,

technology, and organisational design emerges as a pivotal factor in determining implementation outcomes.

In this regard, the current study examines strategic implementation within Kenya's agribusiness sector by evaluating the effectiveness of leadership in three critical domains: (1) the application of information technology, (2) the development and use of efficient organisational structures, and (3) the promotion of innovation. These elements are assessed for their collective impact on enhancing overall organisational performance.

Strategic control plays a vital role in ensuring that an organisation stays aligned with its strategic objectives. Murunga and Deya (2022) conceptualise it as a dynamic and continuous organisational process aimed at ensuring the effective and efficient implementation of strategic plans. It functions as a navigational system, helping steer an organisation in the right direction by identifying areas within the strategic plan that require adjustment. The overarching goal of strategic control is to facilitate timely modifications that align organisational activities with desired outcomes.

As further posited by Murunga and Deya (2022), strategic controls are mechanisms used by organisational leaders to monitor performance, ensure alignment with strategic objectives, and maintain operational efficiency. In today's rapidly changing business environment, the need for strategic control has become increasingly critical, as organisations must respond promptly and effectively to emerging challenges and opportunities.

Lubanga (2020) affirms that the implementation of strategic control techniques has led to significant performance improvements across both profit

and non-profit organisations. Similarly, Yeboah et al. (2023) highlight strategic control as a foundational element of effective performance management systems. Kyriazoglou (2020) identifies key components of strategic control, including financial controls, behavioural controls, and output controls, noting that these mechanisms collectively support a balanced approach to oversight and adaptability

Beyond merely evaluating past performance, strategic control, as emphasised by Kyriazoglou (2020), involves maintaining organisational focus, forecasting future developments, and identifying new opportunities. It goes further than tracking whether objectives are being met or resources are being optimally used; it encompasses sustaining employee motivation, directing attention to both present and emerging organisational challenges, and fostering collaboration to develop solutions that enhance long-term performance.

Strategic resources play a central role in shaping an organisation's long-term competitiveness. These are assets that are not only aligned with strategic objectives but are also effectively leveraged to generate value (Paleri, 2022). Their strategic value stems not merely from their possession but from their capacity to deliver a sustained competitive advantage. Paleri (2022) emphasises that such resources are often rare and difficult to replicate, making them critical in differentiating organisations within competitive markets. Their uniqueness and inimitability enhance their potential to support enduring organisational success.

Lee and Suh (2020) assert that the competitive advantage derived from strategic resources is influenced by their quantity, quality, and nature. These

resources are broadly classified under the Resource-Based View (RBV) Theory into three categories: physical capital resources, human capital resources, and organisational capital resources. Each category plays a critical role in shaping the strategic direction and performance of the organisation.

Mohamed and Bett (2018) identify several key internal resources, such as human capital, enterprise knowledge, financial strength, and a skilled workforce, that, when strategically combined, can generate significant organisational value. Drawing from this framework, the present study adopted financial resources, human resources, and enterprise knowledge as core indicators for measuring strategic resources. Their collective and individual impacts were analysed in relation to the performance of agribusiness companies in Kenya.

Organisational Transformation

Organisational transformation is increasingly recognised as a pivotal process for institutions navigating complex and rapidly changing environments. Mızrak (2024) defines organisational transformation as a comprehensive and synchronised set of changes across critical dimensions, such as structure, culture, processes, and strategy, designed to enable sustained adaptability and competitiveness. This holistic shift is not superficial but constitutes a fundamental reorientation of the organisation's internal architecture.

Bose and Haque (2021) conceptualise organisational transformation through three interrelated lenses: cultural change, structural realignment, and behavioural adjustments. These dimensions ensure that transformation is

deeply embedded within the organisation's fabric, influencing both tangible systems and intangible cultural norms. Similarly, Kok and Siripipatthanakul (2023) emphasise that transformation involves reconfiguring organisational systems and structures while cultivating a culture of continuous innovation. Mızrak (2024) reinforces this view by highlighting the deliberate and structured nature of transformation, which involves realigning strategic direction, work ethics, and structural frameworks.

Biçer (2021) further argues that maintaining competitiveness in dynamic environments necessitates continuous adaptation, which includes implementing new policies, restructuring systems, and adopting modern, flexible work arrangements. Such adjustments equip organisations to respond proactively to emerging trends and disruptions. Engida et al. (2022) underscore the complexity of this process, noting that effective transformation requires an articulated vision, active stakeholder involvement, and systematic execution of strategic plans. Cultural reorientation and structural alignment are key to achieving long-term strategic objectives.

Jaleha and Machuki (2018) identified a gap in existing literature, pointing to limited empirical evidence regarding the mediating role of organisational transformation in the relationship between strategic leadership and organisational performance. Addressing this gap, the present study proposed organisational transformation as a mediating variable, operationalised through the dimensions of cultural change and structural change, as outlined by Bose and Haque (2021).

The rationale for positioning organisational transformation as a mediating variable is rooted in both theoretical grounding and empirical observation. While strategic leadership is expected to influence organisational performance, its impact is not always direct. Rather, it often materialises through transformative processes that reshape an organisation's vision, culture, operations, and capabilities to align with emerging demands (Northouse, 2019). In this sense, organisational transformation serves as the conduit through which leadership actions are translated into measurable improvements in performance outcomes.

This proposition is particularly relevant within the context of agribusiness firms listed on the Nairobi Securities Exchange. These organisations operate in volatile environments characterised by climate change, market liberalisation, and technological disruption. Addressing such multifaceted challenges requires more than tactical interventions; it necessitates deep transformational shifts in how these firms manage resources, foster innovation, and deliver value.

Accordingly, this study posited that organisational transformation mediates the relationship between strategic leadership components, namely strategic thinking, strategic implementation, strategic control, and strategic resources, and organisational performance. This framework aligns with Transformational Leadership Theory, which emphasises internal change as a pathway to effectiveness, and Resource-Based Theory, which holds that sustained performance is contingent upon an organisation's ability to reconfigure its internal resources and capabilities in dynamic environments.

Agribusiness Companies Listed at NSE Kenya.

Agribusiness in Kenya is a high policy concern given its critical role in ensuring the nation is food secure, creating employment, and generating trade revenue (Wahome & Njiraini, 2021). Agribusiness companies listed at NSE Kenya perform quite well compared to other agribusiness companies in Kenya and engage in various economic activities that relate to agriculture, including farming or crop and animal production; breeding, research, farm chemicals, farm machinery, sales, and marketing (Wahome & Njiraini, 2021). As noted by Ndotono (2023), the Nairobi Securities Exchange (NSE) is a Kenyan stock exchange trading platform offering a trading platform for both domestic and international investors.

In this study, agribusiness companies listed on the NSE in Kenya were used as a benchmark to represent and assess the broader agribusiness sector in the country. Agribusiness companies come in handy to close on some of the challenges experienced in the agribusiness sector (KARI, 2019). Some of the interventions include marketing, networking, advocacy, capacity building, and provision of farm inputs.

Even though there are many agribusiness companies in Kenya, only six of them are listed at the NSE (Ndotono, 2023). As further observed by Wahome and Njiraini (2021), one major reason for this is that the sector has a myriad of challenges, such as a continued decline in productivity and efficiency. The purpose of this study was to investigate the effect of strategic leadership on the performance of agribusiness companies listed at the Nairobi Securities Exchange in Kenya. According to NSE (2020), there are six agribusiness companies listed in the NSE.

These are Eaagads Ltd which deals with the growing and selling of coffee, Kakuzi Ltd. involved in the cultivation, processing and marketing of tea, avocados, pineapples, livestock, forestry and macadamia, Kapchorua Tea Ltd. and Williamson Tea Ltd undertakes the cultivation, manufacturing and sale of tea, while Limuru Tea specialises in growing green-leaf tea and Sasini Ltd is involved in the growing and processing of tea, avocado coffee, macadamia nuts, livestock and horticulture (NSE, 2020).

Statement of the Problem

Despite the pivotal role agribusiness plays in Kenya's economic development, contributing approximately 20% of the annual GDP, agribusiness companies listed on the Nairobi Securities Exchange (NSE) continue to face persistent performance challenges. These challenges include a lack of strategic decision-making, limited knowledge transfer across departments, inadequate infrastructure, and weak commercialisation strategies. While these issues are evident at the operational level, there is insufficient empirical and theoretical examination linking them to the broader strategic leadership framework. The literature does not clearly articulate a conceptual justification connecting these organisational challenges to strategic leadership constructs.

Strategic leadership is essential for overcoming systemic organisational limitations. However, existing research has not adequately mapped how deficits in strategic thinking, strategic implementation, strategic control, or resource allocation contribute to the underperformance of agribusiness firms. For instance, the absence of strategic decision-making may stem from weak strategic thinking (Mbaya et al. 2021), while limited

knowledge transfer points to gaps in transformational leadership and organisational learning (Northouse, 2019). Likewise, infrastructural and commercialisation challenges may arise from poor strategic resource management and ineffective implementation processes (Crimmins, 2024).

Although the Kenyan government has launched progressive policies, such as Vision 2030 and the 2021 Agricultural Policy on Food Security, Wealth, and Health (GoK, 2021), to modernise and transform the agribusiness sector, slow growth and poor organisational performance persist (Mitullah et al., 2017). Reports by FAO (2023) and Wahome and Njiraini (2021) attribute part of this stagnation to weak strategic leadership, outdated technologies, and inadequate rural infrastructure. If these leadership-related issues remain unaddressed, Kenya risks prolonged food insecurity and failure to achieve Sustainable Development Goal (SDG) 2, which aims to end hunger, ensure food security, and promote sustainable agriculture.

In Kenya, previous studies have been conducted to assess the relationship between leadership and the performance of agribusiness. Muriithi and Paul (2022) examined the role of strategic leadership on the performance of agribusiness enterprises in Nyeri County. The qualitative study used various concepts under the independent variables which included: quality management, strategic resources, strategic positioning and technological advancement, to determine the effect of strategic leadership on the performance of the agribusiness enterprises. The study concluded that all four constructs positively influenced the performance of the agribusiness sector in Kenya.

Another study was carried out by Gachuhi and Awuor (2022) to examine the effect of strategic leadership on the performance of the agribusiness sector in Kiambu County in Kenya. The study adopted the following constructs: strategic human resources, advanced technology, strategic supply chain and access to financial services. The descriptive research was underpinned by the following theories: Modern Portfolio Theory, Agency Theory, and Resource-Based Value Theory. From the study findings, all four constructs had a positive impact on the relationship between strategic leadership and the performance of the agribusiness sector in Kenya.

Mbaya (2021) examined the effect of strategic leadership on the performance of small and medium-sized dairy processing firms in Kenya. The constructs used in the study included strategic thinking, strategic learning and strategic action. The descriptive and explanatory research was anchored on the following theories and models; Path-Goal Leadership Theory, Porter's Generic Strategies Model, the Balanced Scorecard Model and the Leidtka Model. The study concluded that all three constructs had a significant positive impact on the performance of the small and medium-sized dairy processing firms in Kenya.

Additionally, other studies have been carried out in other countries. Owusu (2019) carried out a qualitative study to understand the role of strategic leadership in organisational performance in the USA. The study concluded that effective planning, creativity, innovativeness, and monitoring the path to achieve strategic goals are essential skills required to enhance the profitability of large organisations. Juwati et al. (2020) researched to determine the impact of strategic leadership on the performance of the Cooperation Education Unit

in Indonesia. The results indicated a significant positive impact of strategic leadership and its four components on the performance of the corporation. As such, this study sought to fill the conceptual, contextual and methodological gaps by examining the effect of strategic leadership on the performance of agribusiness companies listed on the Nairobi Securities Exchange in Kenya.

From the above empirical studies, various concepts have been used to represent the independent variable, and the methodologies also differ. On the other hand, the context of some studies is in countries other than Kenya. Besides, the empirical studies that have focused on the effect of strategic leadership on the performance of agribusiness companies listed at the Nairobi Securities Exchange in Kenya may not be adequate. Moreover, the available studies have not investigated the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies listed at the NSE in Kenya.

This study, therefore, sought to bridge the existing scholarly and practical gap by investigating how strategic leadership practices, conceptualised through strategic thinking, strategic implementation, strategic control, and strategic resources, affect the performance of agribusiness companies listed at the NSE in Kenya. Organisational transformation is examined as a mediating variable, offering a robust framework for understanding and enhancing strategic leadership effectiveness in the agribusiness sector.

The Objective of the Study

The general objective of the study was to investigate the effect of strategic leadership on the performance of agribusiness companies that are listed at the NSE in Kenya.

Specific Objectives

- i. To determine the effect of strategic thinking on the performance of agribusiness companies listed at the NSE in Kenya.
- ii. To determine how strategic implementation affects the performance of agribusiness companies listed at the NSE in Kenya.
- iii. To investigate the effect of strategic controls on the performance of agribusiness companies listed at the NSE in Kenya.
- iv. To assess the effect of strategic resources on the performance of agribusiness companies listed at the NSE in Kenya.
- v. To investigate the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies listed at the NSE in Kenya.

Hypothesis of the study

H₀₁: Strategic thinking has no significant effect on the performance of agribusiness companies listed at the NSE in Kenya.

H₀₂: Strategic implementation has no significant effect on the performance of agribusiness companies listed at the NSE in Kenya

H₀₃: Strategic controls have no significant effect on the performance of agribusiness companies listed at the NSE in Kenya.

H₀₄: Strategic resources have no significant effect on the performance of agribusiness companies listed at the NSE in Kenya.

H₀₅: Organisational transformation has no significant mediating effect on the relationship between strategic leadership and the performance of agribusiness companies listed at the NSE in Kenya.

Assumptions of the study

The study was based on several assumptions. First, the samples selected for the study were adequate to represent the entire agribusiness sector in Kenya. Secondly, the participants were willing to share honest information concerning the strategic leadership in their organisations. Thirdly, there was an existing or established leadership in the different levels of hierarchy in the agribusiness companies that were sampled. Fourthly, the data instruments gave the desired results, and lastly, the questionnaires were filled and completed within the set time.

Justification and Rationale of the Study

This study has been necessitated by several issues. First, the performance of agribusiness in Kenya has stagnated for quite a while (USAID, 2023). This means that the farmers have failed to get optimal results from their agriculture practices. This study sought to investigate how various strategic leadership components can impact this performance and change the status quo.

Secondly, there are various research gaps identified during the literature review that this study sought to address. A research gap, as noted by Abass et al. (2020), is a missing element or a research question that has not been adequately addressed. The various research gaps identified include

methodological gaps, conceptual gaps and contextual gaps. Abass et al. (2020) further noted that a methodological gap is identified when a particular method or design has been used over another. It can also be identified in sampling methods, data analysis and even the data collection instruments used. A conceptual gap, on the other hand, is identified when various definitions are given to a variable in a similar study or the given definitions are not adequate to describe the situation (Khanum, 2023). In the literature reviewed, strategic leadership has been conceptualised in various ways. Concepts like strategic thinking, strategic acting, envisioning and strategic planning have been used to define strategic leadership.

As posited by Tipuric (2022), leadership authors have not agreed on a specific definition for strategic leadership. Another gap identified that necessitates this study is the contextual gap. Contextual gaps occur when a study has been conducted in a different cultural or geographical environment. This may not be generalised as an applicable view for every other context. For example, Juwati et al. (2020) assessed the impact of strategic leadership on the performance of the cooperation education unit in Indonesia. Though the results indicated a positive impact, it was important to conduct a similar study in a different context that applied to that specific environment.

Significance of the Study

The findings of the study would be significant to various stakeholders in the agribusiness companies including the management of agribusiness companies, the policymakers in the Ministry of Agriculture, and scholars in this field. The top management of the agribusiness companies in Kenya could find the results of the study significant, once they receive a copy of the

findings. The findings may shed light on the way strategic thinking, strategic implementation, strategic controls, and strategic resources influence the performance of agribusiness companies in Kenya that are listed at NSE. This will help the top management to enhance their performance through appropriate strategic leadership practices.

The policymakers in the Ministry of Agriculture and the government of Kenya can find the findings of the study significant. The Kenyan government has, over time, raised concerns over the dismal performance of the agricultural sector, which is the backbone of the Kenyan economy. Therefore, since the results of the study inform on the influence of strategic leadership on the performance of agribusiness companies, policymakers can be well-versed in this area, helping them establish relevant policies and strategies to improve performance.

The scholars can also find the findings significant since they add to the existing body of knowledge on strategic leadership. It, thus, serves as a foundation for further research on the impact of strategic leadership. Scholars and academicians could also find the study significant since they can use it as a point of reference.

Scope of the Study

This study investigated the effect of strategic leadership on the performance of agribusiness companies in Kenya listed at NSE. Specifically, the study assessed the effect of strategic thinking, strategic implementation, strategic controls, and strategic resources on the performance of agribusiness companies listed at NSE in Kenya. Besides, the study also investigated the

mediating effect of organisational transformation on the performance of the agribusiness companies. Therefore, the study was only conducted among the agribusiness companies in Kenya that are listed at the NSE. This was arrived at due to the cost-effectiveness and the timelines to conclude the study. It would be quite cumbersome and costly to include all the agribusiness companies in Kenya.

The respondents were the top leadership or directors, heads of department, middle management or functional managers; the finance manager, the marketing manager, the operations manager, the human resources manager (HR) and the IT manager, and lower-level managers or supervisors, totalling 120 respondents. The study adopted a pragmatism research philosophy, a convergent parallel mixed-methods research design where both quantitative and qualitative data are collected and analysed. The study was conducted within 12 months, from February 2024 up to January 2025.

Limitations and Delimitations of the Study

The researcher faced several limitations during the research. For example, the targeted agricultural companies were a bit reluctant to grant permission to conduct the study out of fear that sensitive information on their performance would be accessed. To mitigate this limitation, the researcher produced an introductory letter from the university and a research permit from the National Commission for Science and Technology (NACOSTI) to assure them that the research was purely academic. The researcher also assured the participants that the information obtained was confidential.

Another limitation was a situation where the participants were reluctant to offer information out of fear of being victimised. This could have ended up with dishonest information that would affect the outcome of the study. To mitigate this, the researcher sought to win the confidence and trust of the respondents by assuring them that the information they shared was confidential and was to be used only for academic purposes. In addition, the researcher designed questionnaires that did not require the participants to indicate their details to ensure they remained anonymous.

One major delimitation was on the population of the study. The researcher settled on working with the six companies that were then listed at the NSE. The aim was to make the research project more cost-effective and ensure it would be completed within the researcher's set timelines. To ensure that this delimitation did not affect the study, the researcher conducted a census instead of using a sample of the six companies. All the management staff within the six companies, inclusive of the directors, were eligible to take part in the research.

Chapter Summary

The chapter has presented the introduction of the study. It consists of the background to the study, where the variables of the study have been discussed and contextualised. These are: organisation performance, strategic leadership, and agribusiness. This was followed by the statement of the problems, where the problem that the study seeks to solve has been presented. Further, the objectives of the study, research hypotheses, assumptions, justification, and significance, the scope of the study, limitations and delimitation of the study have also been presented in this chapter. The next

chapter covers the literature review, including the empirical review, the theoretical review, a summary of the research gaps, and the conceptual framework.

Chapter Two: Literature Review

Introduction

A well-conducted literature review is foundational to any academic inquiry, as it provides the necessary context and intellectual grounding for a research project. In this regard, Sridhar (2020) defines a literature review as a comprehensive exploration of an existing body of knowledge, involving the summarisation, classification, and comparison of previous research studies and theoretical contributions.

According to Ebidor and Ikhide (2024), a literature review is a fundamental component of scientific research, serving as a structured synthesis and critical analysis of relevant studies in the field. This process not only facilitates the development of well-grounded research questions but also aids in identifying existing gaps in the literature. Furthermore, Ebidor and Ikhide (2024) emphasise that a robust literature review is instrumental in shaping the research methodology, as it enhances the researcher's understanding of the subject area and informs the selection of appropriate methods and best practices.

According to Kraus et al. (2022), gathering material for the literature review is an important stage that involves a comprehensive exploration of multiple databases and resources, including scholarly journals, books, conference proceedings, and other pertinent publications. To guarantee accuracy, precision, and dependability, the process of literature review entails adhering to particular procedures and guidelines. This study employed various techniques and guidelines to come up with this chapter.

This chapter presents the methodological, conceptual and contextual gaps in the current research topic. The first part of the chapter reviews empirical literature, part two looks at the theoretical framework, part three focuses on the conceptual framework and ends with a chapter summary.

Empirical Review

This section provides a summary of empirical studies that underpinned the current study on the effect of strategic leadership on organisational performance. The studies have been analysed and the research gaps identified. The section also indicates how these studies relate to the topic and how the current study fills the knowledge gaps identified. Empirical studies on various constructs are presented in this section, which include: strategic leadership as the independent variable, organisational transformation as the mediating variable and organisational performance as the dependent variable.

Strategic thinking and Organisational performance

Strategic thinking refers to a cognitive process defining a person's ability to anticipate threats, discern opportunities, examine alternative actions, and reach a decision that maximises short-term values, while creating a long-term competitive advantage (Kamau et al., 2025). It is a different way of thinking through creativity and intuition, leading to an integrated enterprise perspective (Oloo et al., 2021). Strategic thinking is critical for any successful leader. It helps to express the leader's capability to strategically deal with opportunities or threats, strengths or weaknesses that a company may face. It is, thus, a crucial process where the company's top management establishes a path for what a company desires to become (Mbaya et al., 2021).

Ledi et al. (2024) carried out quantitative research to determine the effect of strategic thinking and the performance of the Hotel Industry in the USA. The study variables included; strategic thinking as the independent variable, innovation as the mediating variable and hotel performance as the dependent variable. The results indicated a significant positive relationship between strategic thinking and hotel performance.

At the same time, the mediating variable; innovation, was found to be positively influenced by strategic thinking, thus positively affecting the overall performance of the hotel industry. The conceptual gap identified was the use of only one independent variable. The current study used strategic leadership as the independent variable and strategic thinking as one of the constructs of strategic leadership.

Bani-Hani (2021) focused on the moderating effect of leaders' strategic thinking on talent management and critical abilities in private hospitals. The study that was conducted in Saudi Arabia used a quantitative research approach where 310 managers from Saudi private hospitals were the sample population.

The study concluded that there was a significant positive relationship between talent management and critical abilities, with strategic thinking acting as the moderating variable. Both contextual and conceptual gaps were identified in this study. The study also used strategic thinking as a moderating variable, while in the current study, strategic thinking was used as an independent variable.

Ibobo and Nzewi (2023) carried out quantitative research to examine the impact of strategic thinking on the competitive advantage of pharmaceutical firms in Nigeria. The quantitative study concluded that there was a significant positive relationship between strategic thinking and competitive advantage. The study used systems thinking, reflective thinking, and creative thinking as the concepts of strategic thinking. The current study used intent focus, intelligence opportunism and timely decisions as concepts of strategic thinking.

Another study was carried out by Oloo et al. (2021) to investigate the effect of strategic thinking on the performance of land administration functions in Kenya. The quantitative study conceptualised strategic thinking in terms of timely thinking, intelligent opportunism and hypothesis-driven parameters. The findings indicate that strategic thinking had a significant positive relationship with the performance of the land administration functions in Kenya. The conceptual gap identified was that the study did not include an intervening variable. The current study used organisational transformation as a mediating variable.

Mbaya et al. (2021) sought to determine the effect of strategic thinking on the performance of small and medium-sized dairy processing firms in Kenya. The quantitative study was anchored on the Liedtka Model of strategic thinking. The findings indicated a significant positive effect of strategic thinking on firm performance. The conceptual gap identified was the use of only one construct to measure the independent variable. The current study used four constructs to represent the independent variable.

Strategic implementation and Organisational performance

According to Agaba et al. (2023), strategic implementation is the process that the top leadership of an organisation uses to translate strategic plans and goals into reality. Kiugu and Shadrack (2021) affirm that strategic leadership in an Organisation is crucial for effective strategic implementation. Strategic implementation, therefore, puts action into the strategic decisions. Various studies on strategic implementation are outlined below.

Zaidi et al. (2018) researched the impact of strategic implementation and the performance of construction firms in the USA. The quantitative study results indicated that strategic implementation had a significant positive effect on the performance of construction firms in the USA. The study did not employ the use of an intervening variable, which may pose a conceptual gap. The current study used organisational transformation as the mediating variable.

Thakor and Pitroda (2020) conducted a review of the literature to determine the relationship between strategic implementation and performance. The study concluded that communication and commitment by organisational leaders are important aspects of organisational performance. The methodological gap noted was that the study lacked empirical backing since it was premised exclusively on existing literature. The current study used a mixed research method to obtain quantifiable results.

Another study was carried out by Onyegbula and Nwoye (2023) to investigate the impact of strategy implementation on the performance of Nigerian Stock and Insurance Markets. The independent variable in this study

was conceptualised in terms of strategic alignment, resource availability, and organisational structure. The study employed a quantitative research method and concluded that all three constructs, that is, strategic alignment, resource availability, and organisational structure, had a significant positive effect on the performance of the firms. The methodological gap was the use of quantitative methods which may not give an in-depth analysis of the study. The current study used a mixed-method research design.

Agaba et al. (2023) carried out an empirical study to evaluate the effect of strategic implementation on the performance of SACCOs in Uganda. The mixed-method study used a case study on one of the SACCOs in the Kabale District situated in South-West Uganda. The study findings revealed that strategic implementation had a significant positive effect on the performance of the SACCOs. The methodological gap identified was the use of a case study that could limit generalisation because, as noted by Yang (2022), case studies cannot be said to be distinctive in any way. The target population of the current study included all six agribusiness companies listed in the NSE in Kenya.

Echessa (2020) undertook an empirical study to investigate the impact of strategic implementation on the performance of agribusiness companies in the Nyanza Region, Kenya. The research was based on a descriptive research model. The research focused on 100 business managers and business unit managers from agribusiness companies supported by donors. The study used purposive sampling to select the business managers and unit managers responsible for implementing the strategy to gather relevant data. The study achieved a 65% response rate. The findings revealed that resource allocation

had a more favourable impact on firm performance compared to strategic consensus and firm structure, both of which affected the performance of the firm. The methodological gap identified was the use of a quantitative research method. The current study used a mixed-methods research design.

Strategic control and Organisational performance

As posited by Murunga and Deya (2022), strategic controls are processes that organisations' leaders employ to monitor and ensure the efficiency of the processes and the activities in the organisation for better performance. Due to the rapid change in the environment, organisations are required to respond urgently and effectively, thus the need for strategic controls in an organisation.

Murunga and Deya (2022) further indicate that the adoption of strategic control techniques by organisations has led to great improvement in the performance of both profit and non-profit organisations. Strategic controls are essential features of effective performance management processes. It involves the continuous monitoring and evaluation of the effective execution of the organisation's strategic plans. This ensures their alignment with the changes in the environment and also with the expected performance outcomes (Yeboah et al., 2023).

Verburg et al. (2018) identified three components of strategic control namely: process control, behaviour control and outcome control. Process control looks at the way work is done in an organisation, which includes the standards set. On the other hand, behaviour control, which is also referred to as normative control refers to the values and the norms or the culture instituted

by the organisation to promote good work ethics. Finally, as noted by Weibel et al. (2016), outcome control focuses on the performance of the Organisation.

Weibel et al. (2016) investigated the impact of organisational controls on performance. The quantitative study that involved several European countries, namely France, the Netherlands, Switzerland and the United Kingdom, concluded that there was a significant relationship between the various components of control that is process, behavioural and outcome controls, and trust, which in essence contributed to the overall performance of the firms. In this study, strategic control was used as the main independent variable, while in the current study, strategic control is used as one of the components of strategic leadership.

Harahsheh (2023) sought to investigate the effect of strategic control on organisational performance in the Jordanian Islamic Bank. In the study, strategic control was conceptualised in terms of standards setting, performance measuring, evaluation, and corrective actions. The study, which employed a quantitative research method, concluded that strategic control had a significant positive impact on the performance of the Jordanian Islamic Bank. The contextual gap noted was the use of only one Bank to represent the banking sector. The current study looked at all the agribusiness companies listed at the NSE in Kenya.

An empirical study on the effect of strategic control practices on employee performance in private universities in Nigeria. (Akilo et al., 2023). The study concluded that there was a significant positive impact of strategic control practices on the performance of the private Universities in Nigeria.

According to the study, strategic control practices are important in linking strategic decisions with performance in private universities in Nigeria. The study was carried out in Nigeria and the current study was carried out in Kenya to fill the contextual gap.

Alemu (2020) investigated the effect of internal control on organisation performance at Moha Soft Drinks Company, in Ethiopia. The case study conducted in Hwassa Pepsi Cola Factory employed a mixed research method and concluded a significant positive relationship between internal controls and performance. The study was contextualised in one company in Ethiopia, which could affect the generalisation of the study. The current study focused on all the agribusiness companies listed at the Nairobi Securities Exchange (NSE), Kenya.

Lubanga (2020) examined the effect of strategic control on a company's non-financial performance, a case of Nairobi Hospital in Kenya. The study used standard setting and performance evaluation as the main concepts under strategic control. The study adopted a descriptive correlation research method and concluded that both standard-setting and performance evaluation had a significant relationship with the company's non-financial performance. Methodological and conceptual gaps were identified in this study. Performance in this study was measured using non-financial constructs. The current study included both financial and non-financial aspects of the business to determine performance.

Strategic resources and Organisational performance

Ibarra et al. (2020) sought to determine the impact of intellectual capital on the performance of medium-sized firms in the Mexican manufacturing sector. The study employed a quantitative research method and concluded that there was a significant relationship between intellectual capital and performance. Since the study utilised a quantitative research approach, this may limit the depth of understanding of the phenomenon. The current study adopted a mixed-method research design to provide a more comprehensive understanding of the situation.

Xu et al. (2020) examined the effect of intellectual capital efficiency on the performance of the listed smart agriculture companies in China. The quantitative research applied financial capital and human capital as the main constructs of the independent variable. The results indicated that both financial capital and human capital had a significant positive impact on the performance of the companies. The study employed a quantitative research method, which may not give an in-depth analysis of the study. The current study used a mixed research method to bridge this gap.

Twumasi et al. (2019) conducted a quantitative study to examine how credit constraints affect the involvement of young people in agricultural activities in Ghana. They surveyed 450 young farmers in a specific area of Ghana. Their findings showed that having access to credit positively influenced the level of young people's engagement in farming. This further had an impact on the performance of Agribusiness in Ghana. However, the study's limitation of only focusing on one region may make it difficult to

generalise the results. This research analysed all the agribusiness firms that are listed on the Nairobi Securities Exchange (NSE) in Kenya.

Agole et al. (2022) carried out a study on the performance of farming groups accessing agricultural extension and advisory services from the National Agricultural Advisory Services in Eastern Uganda. The quantitative research study collected data from 200 members of 19 farming groups in Eastern Uganda. The results indicated that the extension and advisory services provided by the government had a significant positive relationship with the performance of the farming groups. The study conceptualised strategic resources as extension and advisory services, while the current study conceptualised strategic resources in terms of Enterprise Knowledge, Financial strength and Human Capital.

Samuel et al. (2019) conducted a study to examine the impact of entrepreneurial finance on the performance of micro and small agribusinesses owned by coffee smallholders in Muranga County, Kenya. The quantitative study focused on 146,105 coffee smallholders in eight sub-counties of Muranga County. Using a regression model, the researchers found a strong relationship between access to entrepreneurial finance and the performance of these agribusinesses. The study demonstrated that access to entrepreneurial finance had a positive and significant impact on the performance of micro and small agribusinesses operated by coffee smallholders in Kenya. The study focused specifically on coffee farming, which posed a contextual gap. The current study focused on all the agribusiness companies listed at the Nairobi Securities Exchange (NSE) in Kenya.

Organisational transformation and Organisational performance

Smith and Thompson (2023) examined the effect of organisational transformation on performance. The study, which was conducted in America, collected data from 112 mid to large companies transforming strategic initiatives between the years 2020 and 2024. The results indicated a significant positive relationship between well-managed transformation processes and improved organisational performance. The contextual gap being filled by the current study is that the study was carried out in America. The current study was conducted in Kenya, Africa.

Khatoon and Farooq (2014) looked at the impact of organisational transformation on organisational performance in India and used a quantitative research method. The data were collected from organisations that were segregated based on the public and private sectors and also the manufacturing and service industries.

The findings showed that there is a positive correlation between aspects of change (Quality of change in communication, participation, attitude of top management, leadership and readiness for change) and organisational performance (OP). Only the quality of change in communication had a positive impact on organisational performance.

The rest had no significant positive relationship with organisational performance. Methodological and conceptual gaps were identified in this study. The study used a quantitative research method, while the current study used a mixed research method. Organisational transformation was used as the

independent variable while in the current study, it was used as the mediating variable.

Ebongkeng (2018) carried out a quantitative study to investigate the relationship between organisational transformation and the performance of microfinance institutions in Cameroon. The case study used questionnaires to collect primary data. Secondary data was sourced from books, the internet and other relevant documents. The study concluded that organisational change contributed to the good performance of the microfinance organisations.

Both contextual and conceptual gaps are noted in this report. The study was carried out in Cameroon and used organisational transformation as the independent variable, while the current study was conducted in Kenya and used organisational transformation as the mediating variable in the relationship between strategic leadership and the performance of agribusiness companies listed at the NSE.

Another study was carried out by Kamugisha (2013) in Rwanda on the moderating effect of transformation in an organisation on the relationship between strategic leadership and organisational performance. This was a case study at the National University of Rwanda. The study, which employed a descriptive research method, concluded that organisational transformation had a positive influence on the relationship between strategic leadership and the performance of the National University in Rwanda. Whereas in this study organisational transformation functioned as a moderating variable, in the current study, it was used as a mediating variable.

Rotich and Wanyoike (2019) conducted an empirical study to determine the effect of organisational transformation on the performance of Kengen Company Limited, Kenya. The study employed a descriptive cross-sectional research design using a sample size of 300 members of staff out of 1200 target population. The study concluded that there was a significant relationship between organisational transformation and the performance of the Kengen Company in Kenya.

Both methodological and conceptual gaps were identified as the study used a quantitative research method, while the current study used a mixed research method. Organisational change is used as the independent variable, while in the current study, it was used as the mediating variable.

Theoretical Review

The theoretical literature review sought to analyse theories that appropriately relate to the concepts of strategic leadership and organisational performance regarding agribusiness companies in Kenya. There are three theories discussed in this section which are the Upper Echelons Theory (supporting strategic leadership variable), the Transformational Leadership Theory (supporting organisational transformation variable),

Resource-Based View Theory (supporting strategic resources variable) and two models which are; Liedtka Strategic Thinking Model (supporting strategic thinking variable) the Higgins 8s Model (supporting strategic implementation variable) and the Balanced Scorecard Model (supporting both strategic control and organisational performance).

Upper Echelons Theory

As posited by Bekos and Chari (2023), the Upper Echelons Theory was developed by Hambrick and Mason (1984) who suggested that the success of an organisation is determined by the individual characteristics of the senior management team.

As further noted by Bekos and Chari (2023), before the introduction of this theory, organisations were perceived to be inertia, and their outcomes were mostly influenced by the external environment. Therefore the Upper Echelons Theory helps understand the role of strategic leadership in an organisation's performance. The top leadership can use mental pictures to evaluate the situation and their past experiences to ensure a favourable outcome.

According to Campbell (2019), the Upper-Echelons Theory assumes that the strategic decisions made by the top leadership are determined by their characteristics. The theory has unlocked a realistic approach to determining how the perception, decisions and actions of senior leadership are related to their demographic characteristics, which eventually contribute to organisational performance.

The theory is, however, not void of criticism. Lovelace et.al (2018) suggested that when leaders assume more power and recognition, there's a tendency for their values to change and thus become less deliberate in their decision-making. This may affect the performance outcome of their organisations, and even though success would be realised due to their former reputation, their style of leadership would turn toxic. Neely et al. (2020) posit

that the use of history and demographic traits as proxy measures of leaders' cognitive foundation and values, and their major predispositions, is prioritised at the expense of the real psychological processes that influence performance and strategic decisions. Bekos and Chari (2023) argue that this theory may not be easily generalised. It may apply in countries where individualism is upheld, like the United States of America, and may not work in some African countries where collectivism is upheld and individual decisions are challenged.

Irrespective of these limitations, the Upper Echelons Theory has provided organisations with information on how individual demographic characteristics of the top management could impact their performance. According to Chung and Low (2022), this theory has been very prominent in the field of leadership and continues to gain popularity in other domains. This theory was also quite relevant to this current study as it demonstrates the unique characteristics and cognitive disposition of the top management that influence their strategic decisions and actions, thus resulting in high organisational performance. The theory supported the independent variable in this study, which was strategic leadership.

Transformational leadership theory

Northouse (2019) posits that the Theory of Transformational Leadership was first conceptualised by Burns in 1978 who viewed transformation as a quality in leaders that envisaged the promotion of values and attitudes of the followers. This theory was later expanded by Bass (1985), Bass and Avolio (1993) and Bass and Steidlmeier (1999). According to Northouse (2019), transformational leadership is based on changing the

followers' attitudes, values and beliefs and encouraging them to perform beyond expectations.

Bass (1988), as cited in Northouse (2019), presented four dimensions of transformational leadership, which are: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Idealised influence is about setting high moral standards as a leader, thus attracting loyalty from the followers. Inspirational motivation is about encouraging the followers by envisioning the future and making it a reality to the followers.

Intellectual stimulation, as noted by Northouse (2019) refers to the leaders' ability to challenge the status quo and challenge the followers to think and act creatively and strategically. Individualised consideration is about identifying the needs and strengths of the followers.

According to Bose and Haque (2021), transformational leadership involves almost total transformation in an organisation including culture, structure and behaviour for superior organisational performance. Bose and Haque (2021) have further noted various positive effects of transformational leadership in an Organisation, which include clear objectivity, vision, focus, attention to learning and enthusiasm. According to Berkovich (2016), Transformational Leadership Theory has proved to be effective in promoting organisational performance, and it is the most studied theory currently.

This theory has, however, been criticised that it is difficult to implement and is more focused on the leader, as noted by Northouse (2019). As noted by Bose and Haque (2021), the Transformational Leadership Theory

may be misused by leaders who assume great power, and the process of transformation may not be democratic.

Northouse (2019) further opines that transformational leadership may be difficult to teach and that leaders may exercise unfair self-promotion. In the process of transformation, the followers may feel manipulated, and this could also create conflict in the process. Irrespective of the various criticisms, this study notes that transformational leadership has a unique ability to motivate followers to great performance by recognising individual abilities and aligning individual goals to organisational objectives.

The Theory of Transformational Leadership supports the mediating variable, which is the organisational transformation in this study. The reason is that it involves almost total transformation in an organisation, including culture, structure and behaviour for superior organisational performance (Bose & Haque, 2021). Transformational leadership also creates a suitable environment where participants have confidence and respect for their leader, thus motivating them to do more than expected. This is very crucial in the agribusiness sector's transformation process.

Resource-Based View Theory

According to Utami and Alamanos (2023), Penrose (1959) was the first to conceptualise the Resource-Based Theory in her book entitled the "Theory of the Growth of the Firm", and posited that the resources a firm controls have a significant relationship to the performance of the firm. As further noted by Utami and Alamanos (2023), the Resource-Based View Theory was further guided by the seminal work of Barney (1991) on strategic

resources. Later, Barney et al. (2001) advanced the theory by adding that the acquisition of relevant resources was not enough, but the strategic control of those resources was paramount for its performance.

According to Utami and Alamanos (2023), the Resource-Based View Theory is premised on the distinctive nature of resources and their ability to give an organisation an inimitable competitive advantage. The theory brought a new perspective to Porter's Five Forces Model that promoted external factors for a firm's competitiveness and redirected attention to the internal aspects of the organisation.

Though the Resource-Based View Theory has received remarkable acceptance, Utami and Alamanos (2023) claim that the theory cannot be empirically tested and that it emphasises more on endogenous factors, ignoring exogenous factors. According to Nason and Wiklund (2023), having the right resources does not directly translate to high organisational performance since other factors contribute to organisational performance. However, this theory was relevant to this study in supporting the independent variable of strategic resources.

The study adopted the following constructs to measure strategic resources: enterprise knowledge, financial strength and human capital. It demonstrated how strategic resources could contribute to the performance of the agribusiness companies that are listed in the Nairobi Securities Exchange (NSE) in Kenya.

The Liedtka Model of strategic thinking

As noted by Mbaya et al. (2021), the Liedtka Model was developed by Jeanne Liedtka in 1998 which was a modification of Mintzberg's (1994) Strategic Thinking Model. According to this model, strategic thinking is defined as a unique way of cognitive disposition with specific and identifiable outcomes.

This model states that strategic thinking is premised on five components which are systems perspective, intent focus, and intelligent opportunism, thinking in time and thinking hypothetically. This model alludes that a strategic thinker is one whose behaviour is influenced by mental models which enable him to create value along the entire process of the value chain.

Thinking in time according to this model refers to the ability of a strategic thinker to see the future from the present. This means providing resources that would mitigate or reduce the effects of an uncertain future. As noted by Al-Dulaimi (2020), strategic intent refers to the ability of strategic thinking leaders to create the future they desire to see and bridge the gap between the available organisational resources and the overall goal of the organisation. It focuses on the long-term perspective of the firm and creates new horizons to keep the company competitive.

On the other hand, as noted by Mbaya et al. (2021), intelligent opportunism is the alertness to new openings that would give the company a competitive advantage. Liedtka (1998) viewed the component of hypothesis-driven as the ability to create good hypotheses, and test and use them

effectively. This process enables an organisation to test a variety of hypotheses, while at the same time exploring new ideas and perspectives.

Although strategic thinking has gained a lot of interest from most authors, Potter (2022) argues that the implications of this construct are not clear. Moreover, the features of this concept of strategic thinking have not been adequately clarified thus hampering its implementation. This model supported the strategic thinking variable. The model was relevant to this study because it demonstrated how strategic thinking can be employed in agribusiness companies in Kenya to promote performance.

Higgins' 8 S model

Shimengah et al. (2019) noted that the Higgins 8s Model was developed by Higgins (2005) as an expansion of McKinsey's 7-S framework. The model was developed as a tool to monitor and assess the cross-functional execution of strategic decisions. According to Shimengah et al. (2019), the various components of Higgins' 8s Model are system and processes, structure, style of leadership, shared values, staff and resources. The model explains a step-by-step formula for strategy implementation. Every S in the 8s model has a significant role in strategy implementation.

As further noted by Shimengah et al. (2019), strategy denotes the comprehensive plan that an organisation formulates to secure a competitive edge over the long term. It encompasses choices regarding markets, products, customer engagement, and resource distribution. The strategy should be well-defined, attainable, and in harmony with the organisation's mission and the external landscape. Regarding the agricultural sector, strategy is about

establishing transparent business models (such as value-chain focus and niche markets) that align with food security objectives. Companies might consider diversifying their crops (for instance, integrating cash crops, livestock, or aquaculture) to stabilise their income. Setting clear objectives (such as increasing exports or enhancing rural employment) helps in prioritising initiatives.

As noted in the model, the structure refers to the formal arrangement of roles, responsibilities, and authority. It outlines the division, coordination, and supervision of tasks. The structure should facilitate the execution of strategy, be it functional, divisional, matrix, or otherwise. Cooperative or corporate structures that connect farmers to markets should be effective. In the past, programs like USAID have assisted dairy and horticulture cooperatives in Kenya in implementing market-oriented governance, thereby enhancing their competitiveness.

Organisational systems refer to the formal and informal mechanisms that govern daily operations, including performance management, financial oversight, information technology infrastructure, communication channels, and workflow processes (Robbins & Coulter, 2022). The effectiveness of these systems is essential for promoting consistency, efficiency, and accountability across organisational functions.

Robust systems may encompass integrated supply chains, quality assurance frameworks, and the strategic application of technology (Daft, 2021). For example, input distribution mechanisms such as electronic voucher (e-voucher) programs and mobile extension services have been shown to enhance

production efficiency by improving access to critical agricultural inputs and information (World Bank, 2020).

Moreover, the adoption of traceability and value-added processing techniques, such as local milk pasteurisation, contributes significantly to food safety and market competitiveness. In Kenya, the information and communication technology (ICT) sector, particularly innovations in mobile banking and digital agriculture platforms, offers substantial opportunities to bolster systems and extend service delivery into rural communities. For example, studies show that over 80% of Kenyan farmers use mobile financial services like M-Pesa, though less than 15% currently apply them directly to agriculture, a gap potentially addressable through targeted digital solutions (Ajayi et al, 2021).

Additionally, a systematic review notes the rapid growth of digital advisory and extension services (e.g. iCow, Selina Wamucii), which have significantly improved farmers' access to knowledge, market information, and financial services in low- and middle-income countries, including Kenya (Marwa et al., 2024).

In addition to systems, organisational effectiveness also hinges on the skills and competencies of its personnel. According to Higgins' 8S model, "skills" refer to the technical expertise, leadership capabilities, and problem-solving abilities inherent within an organisation's human capital. A strategically aligned skillset is crucial for executing organisational objectives effectively. In the agricultural sector, enhancing the capabilities of both farmers and staff through targeted training programs has proven vital. These initiatives often aim

to equip participants with core production techniques, entrepreneurial acumen, and business management skills (FAO, 2019).

For instance, in Kenya, young dairy entrepreneurs have benefited from extension support services, leading to the successful establishment of milk bars and youth-led cooperatives. These achievements have been facilitated through collaborations between government agencies and non-governmental organisations (NGOs), demonstrating the value of skill development in driving rural innovation and sustainability (Githinji et al., 2021). Competent and well-trained personnel are thus indispensable for the adoption of best practices and the realisation of organisational goals.

The leadership style is indicative of the approach taken by management and the overall organisational culture. It encompasses the conduct of senior management and their interactions with others. A unified and consistent leadership style is instrumental in inspiring employees and cultivating the intended culture. Engaging and innovative management practices. Agribusiness Companies' leaders and small to medium enterprise (SME) owners who involve farmers, such as through farmer forums, foster trust and drive innovation. Collaborative leadership styles have been associated with more effective execution of development initiatives.

Staff encompasses human resources, which includes the processes of recruitment, development, retention, and deployment of individuals. It also pertains to workforce demographics, diversity, and the alignment of staff with strategic objectives (Twum et al., 2024). Essential resources include capital, inputs, and technology. Sufficient funding and resources, such as seeds,

fertilisers, and irrigation, are vital. Small and medium enterprises (SMEs) indicate that a lack of working capital limits their growth potential in the agricultural sector, underscoring the necessity for strategic financial solutions such as loans and insurance (International Growth Centre, 2023).

Commonly referred to as superordinate goals, shared values constitute the core principles, norms, and beliefs that underpin an organisation's identity and strategic direction. These values serve as guiding standards that shape organisational culture, influence decision-making processes, and foster behavioural alignment and commitment across all levels of the organisation (Cameron & Quinn, 2022). In contemporary organisational contexts, particularly among cooperatives and social enterprises, shared values often extend beyond profit to include social impact, sustainability, and inclusive growth.

For such organisations, values like equity, transparency, and social responsibility are central to their mission and operational ethos (Defourny & Nyssens, 2021). The principle of "leaving no one behind," as highlighted in the United Nations' Sustainable Development Goals (SDGs), is a key value that resonates deeply within these entities. Ensuring that such values are deeply embedded and consistently practised is essential for sustaining stakeholder trust, member engagement, and long-term organisational resilience (United Nations, 2023).

Moreover, the alignment of these shared values with organisational goals strengthens internal cohesion, encourages collaboration, and supports a

culture of accountability and shared purpose, which are critical for navigating complex social and economic challenges (Gehman et al., 2022).

Strategic performance, the eighth component in Higgins' 8S alignment model, serves as a critical mechanism for assessing the effectiveness of an organisation's strategy and ensuring that all other elements of the model are coherently aligned to drive organisational success (Twum et al., 2024). Unlike the other 'S' components, such as strategy, structure, or systems, strategic performance is concerned with the outcomes of strategic execution. It provides a structured approach to evaluate whether the strategic direction is producing the intended results and sustaining competitive advantage.

This component incorporates tools such as key performance indicators (KPIs), benchmarking, and continuous improvement processes to facilitate evidence-based decision-making (Kaplan & Norton, 2020). The identification and use of clear, measurable indicators, including financial metrics like profitability, operational efficiency, and broader metrics such as customer satisfaction and social impact, are essential for tracking progress and guiding corrective action where needed (Bititci et al., 2023).

Organisations are increasingly adopting comprehensive performance evaluation systems, such as the Balanced Scorecard or Monitoring and Evaluation (M&E) frameworks, to link strategic objectives with operational results. These systems help ensure that strategic initiatives are not only implemented effectively but also contribute meaningfully to long-term organisational goals (Kaplan & Norton, 2020). In today's dynamic business environment, the ability to measure and adapt strategy in real time through

robust performance management practices is fundamental to sustainable growth and resilience.

Previous research, such as Mwangi and Kihara (2021), which applied the 8S model to private hospitals in Nairobi, affirms the model's practical relevance in understanding and diagnosing strategy execution challenges across sectors. These sources confirm that the Higgins 8S model continues to be referenced in current literature and remains a valuable framework in strategic management discourse, especially in evaluating internal alignment for effective strategy implementation.

The Balanced Scorecard Model

As noted by Bochenek (2019), the Balanced Scorecard Model (BSC) was developed by Kaplan and Norton in the 1990s. This came as a result of research involving various companies conducted by Kaplan and Norton in 1990, which was provoked by the view that financial measures were not sufficient to determine organisational performance. Kaplan and Norton (2020) agree that in the balanced scorecard, the operational measures that include financial perspective, customer perspective, internal processes and learning and growth, complement each other to produce the desired organisational results.

According to Kori et al. (2020), the balanced scorecard is divided into four perspectives, namely: the financial perspective, the customer perspective, the internal processes perspective and the learning and growth perspective. As further noted by Kori et al. (2020), the balanced scorecard is not static, but it is flexible and can be adjusted to suit any type of organisation, whether profit or

non-profit organisation. According to Sharaf-Addin and Fazel (2021), the financial perspective indicates whether there has been an effective execution of the organisational business strategy. It is a reflection of the organisation's profitability and is mainly attributed to past managerial strategic decisions and actions. The customer perspective looks at the customer's perception of the organisation.

According to Bochenek (2019), customer focus is one of the major strategies top management employs to achieve financial goals. Customers are the reason organisations exist, and therefore, the need to ensure value in all processes and product delivery. As noted by Kefe (2019), the customer perspective is the most important aspect of any organisation. Therefore, the balanced scorecard requires top management to translate their social mission into measurable goals that focus on customer satisfaction.

As Kefe (2019) further noted, the internal processes perspective refers to the policies and procedures through which a company seeks to meet its overall performance goals. It is critical in the organisation because it supports both the financial and customer perspectives. Rafiq et al. (2020) noted that internal processes are activities geared towards success from both financial and customer perspectives. These activities include key methodologies, procedures, technologies and competencies necessary for the growth of the business and customer satisfaction. Tibbs and Langat (2016) further noted that for a successful outcome, the internal processes need to be aligned with the organisational strategy and overall goal.

The fourth perspective as noted by Dumay et al. (2019) is the learning and growth perspective. Dumay et al. (2019) view learning and growth as the creation of value by the employees through capacity building that eventually leads to the desired organisational performance. Kefe (2019) described the learning and growth perspective as determined by employee motivation, empowerment and retention. An organisation should first assess the training needs of the employees to determine the necessary training to administer.

Bochenek (2019) notes that the model has been criticised due to its overemphasis on the strategy of the organisation rather than the basic source of the firm's profit, which is the employees. However, Bochenek (2019) further notes that the model is universally accepted as a model for effective leadership performance. Thus, the Balanced Scorecard Model has been used in this study to support both the strategic control variable and the dependent variable (Organisational performance). The model has been adopted due to its ability to measure both financial and non-financial aspects of an organisation. Furthermore, each component of strategic leadership was conceptually aligned to one or more of the BSC indicators as follows:

Strategic Thinking was expected to influence the learning and growth dimension by fostering innovation, foresight, and capacity development. Leaders who think strategically invest in building knowledge capital and organisational adaptability.

Strategic Implementation was linked to internal business processes, as effective execution of plans ensures operational efficiency, process alignment, and successful strategy deployment within the organisation.

Table 1.**Summary of the Research Gaps**

Author: Year	Study objective	Findings	Gaps identified	The focus of the current study
Strategic thinking and Organisational performance				
Ledi et al. (2024)	To determine the effect of strategic thinking and the performance of the Hotel industry in the USA.	Results of the study indicated a significant positive relationship between strategic thinking and hotel performance.	Conceptual gap. The use of only one construct of strategic thinking to represent the independent variable.to represent the independent variable.	The current study used strategic leadership as the independent variable and strategic thinking as one of the constructs.
Bani-Hani (2021)	The moderating effect of leaders' strategic thinking on talent management and critical abilities in private hospitals in Saudi Arabia.	There was a significant positive relationship between talent management and critical abilities with strategic thinking acting as the moderating variable.	Conceptual gap. The study used strategic thinking as a moderating variable.	In the current study, strategic thinking was used as an independent variable.
Ibobo and Nzewi (2023)	To examine the impact of strategic thinking on competitive advantage of pharmaceutical firms in Nigeria.	There was a significant positive relationship between strategic thinking and firm performance.	Conceptual gap. Used systems thinking, reflective thinking, and creative thinking to Conceptualise strategic thinking.	The current study used intent focus, intelligent opportunism and timely decisions as concepts of strategic thinking.
Oloo et al. (2021)	The effect of strategic thinking on the performance of land administration functions in Kenya.	Results indicate that strategic thinking had a significant positive relationship with performance.	Conceptual gap. The study did not include an intervening variable.	The current study used Organisational transformation as a mediating variable.
Mbaya et al. (2021)	Sought to determine the effect of strategic thinking on the performance of small and medium-sized dairy processing firms in Kenya.	The findings indicated a positive significant effect of strategic thinking on firm performance.	Conceptual gap: The study conceptualised strategic thinking in terms of reflecting, system thinking and reframing.	The current study conceptualised strategic thinking in terms of Intent focus, Intelligent opportunism and timely decisions.
Strategic implementation and Organisational performance				
Zaidi et al. (2018)	The impact of strategic implementation and the performance of construction firms in the USA.	Results indicated that strategic implementation had a significant positive effect on firm performance.	Conceptual gap. The study did not employ the use of an intervening variable	The current study used Organisational transformation as the mediating variable.

Thakor and Pitroda (2020)	To determine the relationship between strategic implementation and performance in India.	Communication and commitment by Organisational leaders are important aspects of Organisational performance	Methodological gap. The study lacks empirical backing since it's premised exclusively on existing literature.	The current study used a mixed research method to obtain quantifiable results.
Onyegbula and Nwoye (2023)	The impact of Strategy Implementation on the Performance of Nigerian Stock and Insurance Markets.	There is a positive relationship between strategic alignment, resource availability, and Organisational structure and the performance of the firms.	Methodological gap. The study used a quantitative research method.	The current study used a mixed research method.
Agaba et al. (2023)	To evaluate the effect of strategic implementation on the performance of SACCOs in Uganda.	The findings revealed that strategic implementation had a significant positive effect on the performance of the SACCOs.	Methodological gap. The use of a case study may limit generalisation.	The target population of the current study included all the six agribusiness companies listed in NSE.
Echessa (2020)	Impact of strategic implementation on the performance of agribusiness companies in the Nyanza region, Kenya.	Findings revealed that resource allocation had a more favourable impact on firm performance compared to strategic consensus and firm structure, both of which affected the performance of the firm.	Methodological gap. Use of a quantitative research method.	The current study used a mixed-method research design.
Strategic control and Organisational performance				
Weibel et al. (2016)	The impact of Organisational controls on performance in European countries.	Concluded that there was a significant relationship between the various components of control (process, behavioural and outcome controls), and trust which in essence	Conceptual gap. Strategic control is used as the main independent variable.	In the current study, strategic control was used as one of the components of

		contributed to the overall performance of the firms.		strategic leadership.
Harahsheh (2023)	To investigate the effect of strategic control on Organisational performance in the Jordanian Islamic Bank.	The study concluded that strategic control had a significant positive impact on performance.	Contextual gap. The use of only one Bank to represent the Banking sector in Jordan.	The current study looked at all the agribusiness companies in Kenya listed in NSE.
Akilo et al. (2023).	Effect of strategic control practices on employee Performance of private Universities in Nigeria.	There was a significant impact of strategic control practices on the performance of employees in private Universities in Nigeria.	Contextual gap. The study was carried out in Nigeria.	The current study has been carried out in Kenya to fill the contextual gap.
Alemu (2020)	The Effect of Internal Control on Organisation Performance at Moha Soft Drinks Company, in Ethiopia	Results indicated a significant positive relationship between internal controls and performance.	Contextual gap. The case study was contextualised in one company in Ethiopia.	The current study focused on all the Agribusiness companies listed in NSE.
Lubanga (2020)	Effect of strategic control on a company's non-financial performance. A case of Nairobi Hospital.	Both the standard setting and performance evaluation had a significant relationship with the company's non-financial performance.	Conceptual gap. Performance was measured only by non-financial constructs.	The current study included both financial and non-financial aspects of the business to determine performance.
Strategic resources and Organisational performance				
Ibarra et al. (2020)	To determine the impact of intellectual capital on the performance of medium-sized firms in the Mexican manufacturing sector.	The study concluded that there was a significant relationship between intellectual capital and performance.	Methodological gap; The study used a quantitative research method which may not give an in-depth analysis of the phenomena.	The current study used a mixed research method.
Xu et al. (2020)	Effect of intellectual capital efficiency on the performance of the listed smart agriculture companies in China.	Results indicated that both financial capital and human capital had a significant positive impact on the performance of the companies	Methodological gap. The study employed a quantitative research method which may not give an in-depth analysis of the study.	The current study used a mixed research method to bridge this gap.
Twumasi et al. (2019)	To examine how credit constraints affect the	Findings showed that having access to credit positively	Contextual gap. Focusing on one region may make it	Research analysed all the

	involvement of young people in agricultural activities in Ghana.	influenced the level of young people's engagement in farming.	difficult to generalise the results	agribusiness firms that are listed on the Nairobi Securities Exchange (NSE).
Agole et al. (2022)	Performance of farming groups accessing agricultural extension and advisory services from the National Agricultural Advisory Services in Eastern Uganda.	The results indicated that the extension and advisory services provided by the government had a significant positive relationship with the performance of the farming groups.	Conceptual gap. Strategic resources in the study were conceptualised in terms of extension and advisory services.	Current study conceptualised strategic resources in terms of Enterprise Knowledge, Financial strength and Human Capital.
Samuel et al. (2019)	To examine the impact of entrepreneurial finance on the performance of micro and small agribusinesses owned by coffee smallholders in Muranga County in Kenya.	Study demonstrated that access to entrepreneurial finance had a positive and significant impact on the performance of micro and small agribusinesses operated by coffee smallholders in Kenya.	Contextual gap. The study focused specifically on coffee farming which may limit generalisation.	The current study focused on all the Agribusiness companies listed with the Nairobi Securities Exchange (NSE).
Organisational transformation and Organisational performance				
Smith and Thompson(2023)	Examined the effect of Organisational transformation on performance in America,	The findings indicated a significant positive relationship between Organisational transformation and Organisational performance.	Contextual gap. The study was carried out in America	The current study was carried out in Kenya.
Khatoon and Farooq (2016)	Impact of Organisational transformation on Organisational Performance in India.	The findings showed that there is a positive correlation between Organisational transformation constructs on Organisational Performance	The study used a quantitative research method.	The current study used a mixed research method.
Ebongkeng (2018)	Relationship between Organisational transformation and the performance of Microfinance institutions in Cameroon.	The Organisational transformation had a significant impact on the performance of the industry.	Conceptual gap. The study has used the Organisational transformation as the independent variable.	The current study used it as the moderating variable between strategic leadership and performance.

Kamugisha (2013)	The moderating effect of transformation in an Organisation on the relationship between strategic leadership and Organisational performance. This was a case study at the National University of Rwanda.	The study concluded that Organisational transformation had a positive influence on the relationship between strategic leadership and performance.	Conceptual gap. In this study Organisational transformation functions as a moderating variable.	In the current study, Organisational transformation is used as a mediating variable.
Rotich and Wanyoike (2019)	Effect of Organisational Transformation on the Performance of Kengen Company Limited, Kenya.	There was a significant relationship between Organisational transformation and the performance of the Kengen company in Kenya.	Methodological gap. The study used a quantitative research method.	The current study used a mixed research method

Strategic Controls were connected to both financial performance and internal processes by ensuring accountability, performance monitoring, and timely corrective actions that protect and enhance organisational value.

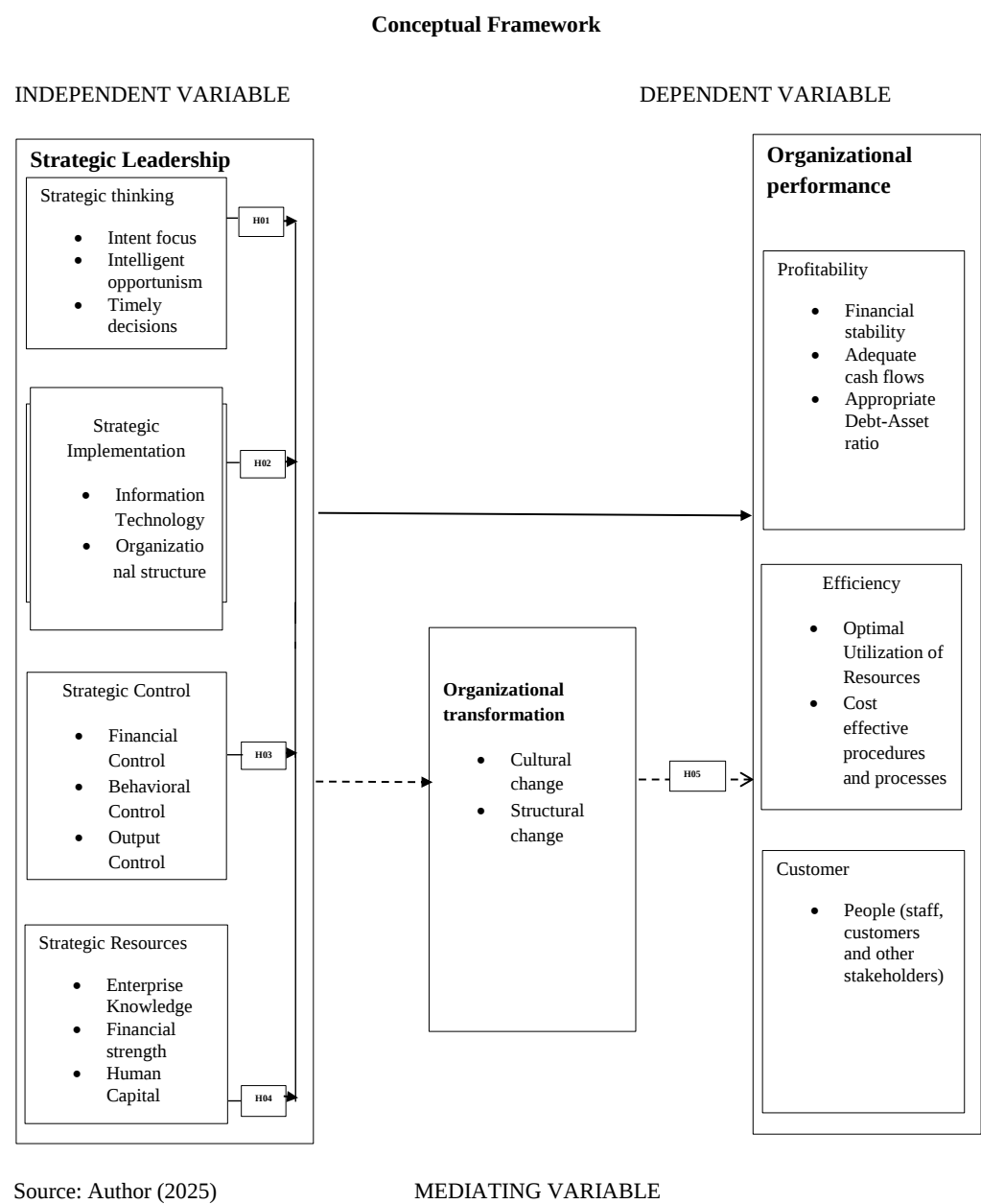
Strategic Resources (including allocation and optimisation) directly influenced financial performance and customer satisfaction by ensuring that the firm effectively utilises its assets to meet market demands, reduce waste, and improve value delivery to customers.

By aligning strategic leadership components with the BSC indicators, the study ensured that leadership practices were evaluated not only by theoretical constructs but also through tangible organisational outcomes. This integration provided a structured and multidimensional way to assess how leadership influences overall company performance.

Conceptual Framework

The study adopted a theoretical model to address the gaps identified in the theoretical and empirical literature reviews. The model is supported by four strategic leadership constructs: strategic leadership as the independent variable, organisational transformation as the mediating variable, and organisational performance as the dependent variable.

Figure 1.
Conceptual Framework



Chapter Summary

Chapter two of this study provides a detailed review of relevant empirical literature, which aligns with the three constructs that were the basis

of the study: strategic leadership, organisational transformation, and organisational performance. This chapter has identified various research gaps that were addressed in the current study. The theories underpinning this study have also been discussed in this chapter, and finally, the conceptual framework has been presented. The next chapter is on the methodology employed in this study.

Chapter Three: Research Methodology

Introduction

This chapter covers the research philosophy and paradigm. It also covers the research design, data collection methods, sampling techniques, data collection instruments, data analysis, and interpretation. Validity, reliability, and the ethics of the study are also presented. The chapter ends with a summary.

Research Philosophy

Since research philosophy influences how knowledge is conceptualised (ontology), acquired (epistemology), and adopted (axiology), it is essential to comprehend it before designing a study (Mulatu & Negash, 2024). The researcher's overarching approach establishes the tone for problem formulation, data collection, and analysis (Feilzer, 2023). Three major philosophical paradigms are prominent in research: positivism, interpretivism, and pragmatism (Shan, 2022).

Generally speaking, positivism is in line with quantitative approaches and stresses empiricism, objective measurement, and the testing of theories through deductive reasoning (Shan, 2022). With its emphasis on comprehending human experience via deep, contextualised insights and recognition of subjectivity in knowledge construction, interpretivism is consistent with qualitative approaches (Shan, 2022). By emphasising workable answers and methodological adaptability depending on the research question, pragmatics fills the gap between these approaches (Feilzer, 2023).

Pragmatism is a research philosophy that emphasises "what works" to solve real-world problems and rejects strict ontological or epistemological stances. It is based on pragmatist thinkers such as Peirce, James, and Dewey (Feilzer, 2023; Mulatu & Negash, 2024). To enhance comprehension, this paradigm encourages the integration of quantitative and qualitative approaches and supports methodological pluralism (Mulatu & Negash, 2024; Shannon, 2023).

Pragmatism is particularly well-suited to this research because it lets the researcher question dictate the approach instead of the other way around (Feilzer, 2023; Shan, 2022). This adaptability improves thorough insights, triangulation, and credibility (Mulatu & Negash, 2024).

In the context of this study on strategic leadership and organisational performance in agribusiness, pragmatism enables the integration of performance metrics with leadership insights. This approach allows for contextually rich findings that are both robust and transferable. By combining positivist and interpretivist strengths, the study achieves both replicability and depth in exploring complex real-world phenomena.

Research design

A research design acts as the study's road map, outlining the steps the investigator will take to guarantee validity and efficacy (Younas et al., 2023). A convergent parallel mixed-methods design was used in this study to investigate in detail how strategic leadership affects agribusiness performance in Kenya.

To address challenging research questions, a mixed-methods design combines quantitative and qualitative techniques in a single study (Younas et al., 2023). Among the most popular designs is the convergent parallel design, which entails gathering both kinds of data at the same time, analysing them independently, and then combining the findings at the interpretation stage to produce thorough conclusions (Younas et al. 2023). This method is particularly effective for triangulating data and capturing both breadth and depth of understanding (Younas et al., 2023). It aligns with pragmatic philosophy, which prioritises methodological flexibility to best address research objectives (Liu, 2022).

In practice, the quantitative component utilised structured surveys and statistical analysis to assess performance metrics and their relationship with leadership variables. Meanwhile, the qualitative component involved interviews and thematic coding to explore leadership practices and organisational transformation processes. Separately analysing each dataset allowed objective validation of statistical trends alongside rich, contextual insights. When merged, these findings offered a holistic understanding of how strategic leadership and transformation influence agribusiness performance in Kenya.

Empirical Model

The purpose of empirical models is to describe the relationships between the variables used in research. In this research, multiple linear regression models were used to establish the relationship between the independent variable and the dependent variable. This indicated the statistical significance of the relationship between strategic leadership and the

performance of the agribusiness companies listed at the Nairobi Securities Exchange (NSE).

Empirical Model for Direct Relationship between Variables

To establish the relationship between strategic leadership and the performance of the agribusiness companies listed at NSE in Kenya, the following multiple linear regression model was applied;

$$PERF = \beta_0 + \beta_1 ST + \beta_2 SI + \beta_3 SR + \beta_4 SC + \varepsilon$$

Where: PERF = Composite index for performance of agribusiness companies in Kenya listed in the Nairobi Securities Exchange (NSE).

ST = Composite index of strategic thinking

SI = Composite index of Strategic implementation

SR = Composite index of strategic resources

SC = Composite index of strategic control

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ = Beta Coefficients

ε = margin of error

Empirical model for the mediated relationship

This study used the Causal Steps Approach as advocated by Baron and Kenny (1986) to test the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies in Kenya that are listed at the Nairobi Securities Exchange. According to this recommendation, mediation is tested through four regression steps as follows; the first regression is of the independent

variable predicting the dependent variable, the second step of regression is that of the independent variable predicting the mediator and the third regression step is where the mediator predicts the dependent variable and the last regression step is that of the independent variable and the mediator predicting the dependent variable. To test the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies in Kenya, the following regression model was used.

Step 1: Model for regressing organisational performance on strategic leadership:

$$PERF = \beta_0 + \beta_1 SL + \varepsilon$$

Step 2: Effect of SL on OT; this stage examines whether Strategic Leadership (SL) influences Organisational Transformation (OT).

$$OT = \beta_0 + \beta_2 SL + \varepsilon$$

Step 3: Effect of OT on PERF; this stage examines whether Organisational Transformation (OT) on its own explains Performance (PERF).

$$PERF = \beta_0 + \beta_3 OT + \varepsilon$$

Step 4: Combined effects of SL and OT on PERF; This stage tests the combined effects of Strategic Leadership (SL) and Organisational Transformation (OT) on Performance (PERF).

$$PERF = \beta_0 + \beta_4 SL + \beta_5 OT + \varepsilon$$

Where:

PERF = Composite of Performance of agribusiness companies listed with the Nairobi Securities Exchange (NSE).

SL = Composite of Strategic Leadership

OT = Composite of Organisational Transformation

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Beta Coefficients

ε = margin of error

The mediation effect is summarised below;

Table 2

Decision Criteria for Mediation

Model	Significance of the beta coefficient		Conclusion
Model 3.2	B1 ($P > 0.05$)	-	There is no mediated relationship
Model 3.3	B2 ($P \leq 0.05$)	-	Represents a mediated relationship
Model 3.4	B3 ($P \leq 0.05$)	-	Represents a mediated relationship
Model 3.5	B4 ($p \leq 0.05$)	B5 ($P \leq 0.05$)	Represents a partially mediated relationship
Model 3.5	B4 ($P > 0.05$)	B5 ($P \leq 0.05$)	Represents a full mediation

Source: Baron and Kenny (1986)

Table 3**Hypothesis Testing**

Objective	Hypothesis	Statistical test	Interpretation
1. To determine the effect of strategic thinking on the performance of agribusiness companies in Kenya.	Strategic thinking has no significant effect on the performance of agribusiness companies in Kenya	Multiple linear regression model: $PERF = \beta_0 + \beta_1 ST + \beta_2 SI + \beta_3 SC + \beta_4 SR + \varepsilon$ ST = strategic thinking SI = Strategic implementation SC = strategic control SR = strategic resources $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4 =$ Variables Coefficients $\varepsilon =$ margin of error	R ² , β_1 and F values to determine the relationship. $P < 0.05$ means reject the Null hypothesis 1 (Ho1) $P > 0.05$ means accept the null Hypothesis 1(Ho1)
2. To determine how Strategic implementation affects the performance of agribusiness companies in Kenya.	Strategic implementation has no significant effect on the performance of agribusiness companies in Kenya		R ² , β_2 and F values to determine the relationship. $P < 0.05$ means reject the Null hypothesis 2 (Ho2) $P > 0.05$ means accept the null Hypothesis 2 (Ho2)
3. To investigate the effect of strategic controls on the performance of agribusiness companies in Kenya.	Strategic controls have no significant effect on the performance of agribusiness companies in Kenya		R ² , β_3 and F values to determine the relationship. $P < 0.05$ means reject the Null hypothesis 3 (Ho3) $P > 0.05$ means accept the null Hypothesis 3 (Ho3)
4. To assess the effect of strategic resources on the performance of agribusiness companies in Kenya.	Strategic resources have no significant effect on the performance of agribusiness companies in Kenya		R ² , β_4 and F values to determine the relationship. $P < 0.05$ means reject the Null hypothesis 4 (Ho4) $P > 0.05$ means accept the null Hypothesis 4 (Ho4)

5. To investigate the mediating effect of Organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies in Kenya.	The Organisational transformation has no significant mediating effect on the relationship between strategic leadership and the performance of agribusiness companies in Kenya.	Four-step regression models as recommended by Step 1: $PERF = \beta_0 + \beta_1 L + \varepsilon$ Step 2: $OT = \beta_0 + \beta_2 L + \varepsilon$ Step 3: $PERF = \beta_0 + \beta_3 OT + \varepsilon$ Step 4: $PERF = \beta_0 + \beta_4 L + \beta_5 OT + \varepsilon$ Where: L = Strategic Leadership OT = Organisational transformation	In step 1, observe the changes in the values of r^2, β_1 and F. A significant β_1 indicates a mediated relationship. In step 2, observe the changes in the values of r^2, β_2 and F. A significant β_2 indicates that SL affects OT. In step 3, observe the changes in r^2, β_3, and F. A significant β_3 indicates mediation is supported. In step 4, observe the changes in the values r^2, β_3, β_4 and F after controlling for Organisational transformation (OT). A significant β_4 after controlling OT means a partial mediation, while a non-significant β_4 means a full mediation.
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Source: Author (2025)

Target population

Willie (2024) defines a target population as a specific group within the entire population with similar characteristics that the researcher wishes to focus on. It includes all the people, items, or events to be researched and are similar in various observable attributes. The target population for this study consisted of the six agribusiness companies in Kenya that are listed in the NSE. The unit of analysis for this study was all six agribusiness companies that are listed at the Nairobi Stock Exchange in Kenya. Terrell (2016) defines the unit of analysis as the entity that the researcher wishes to refer to. The unit of observation included the entire leadership of these 6 companies.

The respondents in this study were 5 directors in each of the six companies, 5 heads of department, 5 middle management or functional leaders in each of the 6 companies, including the marketing manager, the finance manager, the operating manager, the IT manager and the Human Resources Manager (HRM) or their equivalents and 5 lower-level managers or supervisors from each of the six companies. Thus, the total respondents of in the study was 120.

According to the Nairobi Securities Exchange (2020), there are six agribusiness companies listed in the NSE. These are Eaagads Limited, Kapchorua Tea, Sasini, Limuru Tea, Williamson Tea and Kakuzi. Eaagads deal with coffee. The study settled on the companies that are listed on the Nairobi Stock Exchange (NSE) because it could have been uneconomical to research all the registered agribusiness companies in Kenya. Moreover, for companies to be listed at the NSE, there is a possibility of good performance,

and the study could reveal the leadership strategies applied by these companies.

Sample size, sampling procedure and types of data.

A sample size refers to the number of units selected from a population for data collection and analysis, while a sampling procedure denotes the technique employed to select these units (Etikan & Bala, 2023). This study targeted all six agribusiness companies listed on the Nairobi Securities Exchange (NSE). The selected respondents included top-level management (e.g., directors), heads of departments (such as finance, marketing, operations, human resources, and IT), as well as functional and lower-level managers or supervisors across the six companies. This resulted in a total sample size of 120 respondents.

Given that the population was relatively small (i.e., fewer than 200), the study adopted a census approach to include all eligible participants, thereby minimising sampling bias and enhancing the comprehensiveness of the data. This approach is supported by recommendations from current research methodology literature, which encourages full population inclusion when feasible, especially in small populations where the margin for error can be high (Taherdoost, 2021).

Both primary and secondary data sources were utilised. Primary data was obtained through structured questionnaires administered to the 120 targeted participants. The questionnaire was designed to capture both quantitative and qualitative data related to strategic leadership practices, organisational transformation, and company performance. Secondary data was

sourced from internal company documents and publicly available records, including financial statements, strategic plans, human resource manuals, and relevant web-based materials. According to Sekaran and Bougie (2022), triangulating data from multiple sources enhances the credibility and depth of research findings.

This multi-pronged data collection strategy allowed for a robust analysis of the relationship between strategic leadership and organisational performance within the agribusiness sector in Kenya.

Table 4**Target Population**

Agribusiness Companies	No. of participants	Percentage
Eaalads Kenya Ltd	20	16.6
Kapchorua Tea Kenya	20	16.6
Sasini	20	16.6
Limuru Tea	20	16.6
Williamson Tea		
Kenya	20	16.6
Kakuzi	20	16.6
Total	120	100

Source: Author (2025)

Data Collection Instruments

This study utilised self-administered survey questionnaires to collect primary data. Survey questionnaires are a widely used method in empirical research, particularly for capturing the attitudes, behaviours, and opinions of respondents within a given population (Kabir, 2021). The questionnaire was selected as the primary data collection instrument due to its ability to generate large volumes of data efficiently and cost-effectively, especially when targeting geographically dispersed respondents (Saunders et al., 2019).

According to Bell et al. (2022), questionnaires are particularly suitable for studies involving leadership and organisational behaviour, as they allow for the structured collection of both subjective and objective data. Additionally, they support standardisation in responses, thus enabling comparison and analysis across a broad sample.

In this study, the questionnaire included both closed- and open-ended items to accommodate the collection of both quantitative and qualitative data. The instrument was administered to all 120 targeted leaders within the six agribusiness companies listed on the Nairobi Securities Exchange (NSE), Kenya. These included 5 directors, 5 heads of departments, 5 middle-level or functional managers, and 5 supervisors or lower-level managers from each of the six companies. This design ensured a comprehensive representation of various management levels, enabling richer insights into strategic leadership practices and organisational performance.

The semi-structured questionnaire included both closed-ended and open-ended questions (see Appendix 2), enabling the collection of both quantitative and qualitative data. Recent research by Mayring and Fenzl (2021) underscores that closed-ended questions promote structured responses and ease statistical analysis, while open-ended questions elicit rich, nuanced insights that capture participants' experiences in their own words. Furthermore, the questionnaire was structured in two parts: the first section gathered demographic information, and the second section focused on areas directly related to the study's variables, including strategic leadership, organisational transformation, and performance outcomes.

The data collection instrument was structured by the author; therefore, no permission was required to use it. The scores were measured by the use of the Likert scale, which Tanujaya et al. (2022) acknowledge as one of the best measuring tools in social research. The Likert scale, which was developed by Likert in the 1990s, is widely used in research work and is easy to use (Tanujaya et al, .2022).

Pilot testing

To ensure the validity and reliability of the research instrument, a pilot test was conducted. According to Yogita (2024), a pilot study is essential in identifying potential issues in the research instrument, such as ambiguity, relevance, and question sequencing, thereby enhancing face and content validity. In this study, the pilot test involved administering the questionnaire to 10 management staff at a private agribusiness firm in Thika town, Kenya, specialising in the processing of macadamia nuts and avocado oil. The pilot exercise specifically examined the clarity, relevance, content, and logical flow of the questionnaire items. Based on the feedback received, necessary revisions were made to improve the instrument before it was administered to the full sample.

Test of Validity of the Research Instrument

Validity refers to the degree to which a research instrument accurately measures what it is intended to measure (Taherdoost, 2021). In this study, both face and content validity were evaluated to ensure the relevance and appropriateness of the questionnaire. Face validity was assessed through consultation with academic supervisors and domain experts who evaluated the instrument for clarity, language, and alignment with the study objectives. Their feedback was instrumental in refining the wording, structure, and flow of questions to enhance their interpretability and effectiveness.

Content validity was established by ensuring the questionnaire comprehensively covered the theoretical and empirical constructs identified in the literature on strategic leadership, organisational transformation, and performance measurement. This validation process involved aligning the

questionnaire items with concepts derived from recent studies and models in the relevant fields (Modiba & Olivier, 2023). The insights provided by supervisors and literature ensured that the research instrument was well-aligned with the objectives and scope of the study.

Additionally, a pilot study was conducted using a small purposive sample from a similar but independent agribusiness organisation. The pilot helped identify ambiguities, inconsistencies, and any issues related to interpretation, thus enhancing the overall instrument validity (Mkandawire & Muathe, 2022).

Reliability of the Research Instrument

Reliability refers to the consistency and stability of the results obtained using a research instrument (Asiamah, Mensah & Oteng-Abayie, 2022). To ensure reliability in this study, the questionnaire was carefully constructed using simple and unambiguous language to minimise misinterpretation by respondents. Internal consistency reliability was assessed using Cronbach's Alpha, with a benchmark threshold of 0.7, indicating acceptable reliability (Amankwaa, 2020).

The Cronbach's Alpha values obtained during the pilot testing met this threshold across all major constructs, confirming the questionnaire's internal consistency. According to Mugenda (updated through Osuagwu, 2021), a Cronbach's Alpha coefficient of 0.7 or above is generally acceptable in social science research, thereby affirming the instrument's dependability for full-scale data collection.

Data collection procedure

First, the researcher obtained clearance from the Pan Africa Christian University (PACU) Ethics Review Board, then secured a letter from the National Commission for Science, Technology and Innovation (NACOSTI), which was handed over to the top management of each of the agribusiness companies that made up the target population. This ensured ethical approval and allowed the researcher to obtain permission to carry out the research within these companies and access relevant secondary data. For greater efficiency and effectiveness, the questionnaires were distributed to every one of the 120 respondents and given adequate time to respond.

The study made use of research assistants who first made prior contacts with the respondents, informing them of the intended survey. This ensured that the respondents understood the magnitude and importance of the study and also created a rapport that ensured goodwill from all the respondents. Where necessary, phone calls and emails were used for further clarification and follow-ups.

Operationalisation of variables

Operationalisation of variables, as noted by Arias (2021), refers to the process that the researchers employ to measure variables. It is therefore a theoretical analysis study on how variables are going to be measured, observed and inferred. As further noted by Arias (2021), the process displays the activities carried out by the researcher to obtain the data and includes assigning categories to data according to the various study characteristics.

Below is a table indicating how all the variables were operationalised in this study.

Table 5***Operationalisation of variables***

Variable	Variable Type	Operationalisation	Indicators	Measurement in the questionnaire
Strategic Thinking	Independent	The cognitive process defining a person's ability to anticipate threats, discern opportunities, examine alternative actions, and reach a decision that maximises short-term values while creating a long-term competitive advantage	Intent focus Intelligent opportunism Thinking in time	Appendix II Part 2
Strategic Implementation	Independent	Entails the process of translating an Organisation's strategic plans into actions	Information technology Organisational structure	Appendix II Part 3
Strategic Control	Independent	The process employed by an Organisation to manage the formulation and implementation of strategic plans	Financial Control Behaviour control Output control	Appendix II Part 4
Strategic Resources	Independent	It refers to matching a resource with the Organisation's strategic needs and includes full utilisation of the resource	Enterprise Knowledge Financial Strength Human capital	Appendix II Part 5
Organisational Transformation	Mediating	It refers to synchronised activities of major changes in the various key Organisational dimensions that include strategy, structure, and systems	Culture change Structure change	Appendix II Part 6
Organisational Performance	Dependent	Refers to the extent a company attains its output compared to its strategic goals and objectives These objectives include both quantitative and qualitative factors.	Profitability Efficiency Customer	Appendix II Part 7

Source: Author (2025)

Data analysis

Data analysis is the systematic process of inspecting, transforming, and modelling data to discover useful insights (Pham et al., 2022). To facilitate efficient analysis, completed questionnaires were carefully labelled and systematically coded before entry.

Quantitative data, derived from closed-ended questions, were processed using IBM SPSS Statistics (Version 28). This analytical approach enabled the calculation of descriptive measures, such as frequencies, percentages, means, and standard deviations, and inferential statistics, including regression and correlation analyses, to identify relationships among study variables. Statistical results were then presented through tables, graphs, and charts for clarity and ease of interpretation.

Qualitative data, originating from open-ended questions, underwent inductive coding using conceptual content analysis techniques, which involved identifying patterns, themes, and categories systematically (Williams & Moser, 2020). Themes and subthemes were derived from participant responses and assigned numerical codes for quantification. This approach transformed narrative responses into thematic categories, enhancing analytical rigour and enabling integration with quantitative findings.

Once both quantitative and qualitative analyses were completed, the results were merged through thematic triangulation (Fetters et al., 2023). Thematic codes were converted into frequency counts, and these counts were statistically analysed to assess consistency or divergence between data sets. Finally, separated results were interpreted independently, and convergence or

divergence was noted during the mixture phase, aligning with best practices for convergent parallel mixed-methods design (Creswell & Guetterman, 2022).

The research used Karl Pearson's correlation coefficient to determine the strength of the relationship between the variables. At the same time, a multiple-regression analysis was done to determine the effect of strategic leadership (strategic thinking, Strategic implementation, strategic resources and strategic control) on the performance of agribusiness companies in Kenya. In this study, data was analysed by use of descriptive statistics including, frequencies, percentages, means and standard deviation and inferential analysis using the Pearson Correlation Coefficient and regression analysis.

The significance of the regression models was assessed using the Adjusted R-squared statistic, which indicates the proportion of variance in organisational performance explained by changes in strategic leadership. This measure accounts for the number of predictors in the model, offering a more accurate reflection of explanatory power (Yin et al., 2021). Additionally, to evaluate the statistical significance of the overall model, the F-statistic was calculated at a 95% confidence level. This helped determine whether the model provided a significantly better fit than a model with no predictors. As noted by Ahmad and Omar (2020), a significant F-value indicates that changes in the independent variable, strategic leadership, are strongly associated with variations in the dependent variable, organisational performance.

Additionally, P-values were used to make decisions on whether to reject or fail to reject the null hypothesis, with a significance threshold of $P \leq$

0.05 being adopted to indicate statistical significance in the relationships.

SPSS and Microsoft Excel are some of the tools that were used to generate reports through tabulations, percentages and measures of central tendency.

Generating Variable Composite Indices

In each agribusiness company in Kenya that is listed in the NSE, a composite index for every variable is computed to aggregate the quantitative data for ease in testing the hypothesis. The data collected from the questionnaires is usually massive and thus the need to summarise it into a composite figure. Wandiga et al. (2019) recommended the use of weighted harmonic mean to compute the composite index. The formula below was used to adjust the harmonic mean to get the relative weight for each variable.

$$Ci = \sum_{i=1}^n \left(\left(\frac{n}{\sum_{i=1}^n 1/xi} \right) Wi \right)$$

Where:

Ci = Composite Index for Variable i. The indices for the following variables were computed: strategic thinking, strategic implementation, strategic resources, strategic control, organisational transformation and performance of the agribusiness companies in Kenya listed in NSE.

N = the number of components that comprise each variable

N = the number of respondents who responded to the specific section of the questionnaire.

X_i = the percentage mean score for each component for each agribusiness company in Kenya listed in NSE. This is computed as a ratio of the actual score to the maximum possible score.

W_i = Weight of the mean score for each variable of every agribusiness company in Kenya listed in NSE. It is calculated as a ratio of the mean scores for each variable to the sum of all the mean scores.

Diagnostic tests

This study employed inferential analysis through both correlation and multiple linear regression techniques. Before conducting these analyses, it was essential to ensure that the underlying assumptions of regression were met to avoid Type I or Type II errors. These assumptions include linearity, normality, absence of multicollinearity, and homoscedasticity (Alhija & Wisenbaker, 2020). Violations of these assumptions can compromise the validity of statistical inferences.

Normality Test

Testing for normality assesses whether the dataset follows a Gaussian distribution, a key assumption for many parametric statistical tests. A Shapiro–Wilk test was conducted to examine the normality of the data. This test is particularly appropriate for sample sizes below 2000, such as the present study’s sample of 120 observations (Razali & Wah, 2021). A p-value greater than 0.05 suggests that the null hypothesis of normal distribution cannot be rejected, indicating that the data are approximately normal (Mishra et al., 2019). The assumption of normality is crucial because non-normal data can distort the results of regression and correlation analyses.

Linearity Test

Linearity ensures that the relationship between the dependent variable and each independent variable can be accurately described using a straight-line function. Scatterplots and partial regression plots were utilised to assess the presence of linear relationships among variables. A linear pattern in the plots, such as consistent upward or downward trends, supports the assumption of linearity (Han et al., 2020). Failure to meet this assumption may indicate the need for variable transformation or the use of non-linear modelling techniques. Ensuring linearity is vital for the accuracy and interpretability of regression coefficients.

Multicollinearity Test

According to Ahmed. (2024), multicollinearity occurs when multiple independent variables have a high relationship with each other, making it difficult to determine the individual impact each independent variable has on the dependent variable. This may lead to erroneous findings that no relationship exists between the predictor and the criterion variables. The multicollinearity test, therefore, sought to determine whether two or more variables in a regression model are linearly related. In this study, multicollinearity was tested using the Variance Inflation Factor (VIF). If the VIF values are greater than ten, this will indicate that there is multicollinearity in the relationship. The following formula was used to determine multicollinearity;

$$\mathbf{VIF} = \frac{1}{1 - R^2}$$

According to Shrestha (2020), a VIF value of 1 indicates the absence of multicollinearity of the independent variables, and in this study, these variables were strategic thinking, strategic implementation, strategic resources and strategic control. A recent study by Salmerón et al. (2020) recommends a VIF threshold of 10, indicating significant multicollinearity when exceeded, consistent with widely accepted criteria and ensuring regression coefficient stability.

Heteroskedasticity test

Heteroskedasticity occurs where there is an unequal variance of the residual term in the regression model. The robustness of residual variance was examined using the classic Breusch–Pagan test and its modern robust form. A 2023 study by Martín (2023) introduced a refined β -score version, more resilient against non-identical distributions and outliers, enhancing reliability over the standard test. If the $P \leq 0.05$, then there is heteroskedasticity. Reject the null hypothesis. $P \geq 0.05$ meant there is no heteroskedasticity, thus accepting the null hypothesis.

Ethical consideration

Ensuring ethical rigour is fundamental to conducting research involving human participants (World Health Organisation, 2021). Ethical considerations in this study included respecting participant autonomy, privacy, and welfare throughout the research process. Several measures were taken to ensure ethical compliance and protect the rights of informants:

First, the researcher obtained a clearance letter from the PAC University Ethics Review Board to confirm that the study adhered to ethical

standards. Additionally, an introduction letter was secured from the National Commission for Science, Technology and Innovation (NACOSTI) to authenticate the researcher's intentions and gain permission to conduct the study (Mwenna et al., 2023).

Secondly, respondents were fully informed of the study's objectives to ensure transparency and understanding of the research purpose. Thirdly, participants were assured that all data provided would be treated with strict confidentiality, and no identifying information would be disclosed without their consent. Furthermore, respondents were not coerced to provide information; their participation was entirely voluntary, and informed consent was sought before data collection. Lastly, the data collected was solely used for the intended purpose of this study, ensuring that no information was used beyond the scope of the research.

Chapter Four: Results and Discussion

Introduction

This chapter presents the study's results to investigate the effect of strategic leadership on the performance of agribusiness companies listed on the Nairobi Securities Exchange in Kenya. The chapter is organised to address the specific objectives of the study, which include examining the impact of strategic thinking, strategic implementation, strategic control, and strategic resources on company performance. Additionally, it explores the mediating role of organisational transformation in the relationship between strategic leadership and the performance of agribusiness companies. Descriptive statistics, inferential statistics, such as multiple linear regression analysis, are utilised to provide insights into these relationships. The findings are discussed in relation to the hypotheses and existing literature to draw meaningful conclusions and implications for both academia and practice. This chapter forms the foundation for actionable recommendations that follow in subsequent sections.

Response Rate and Reliability of the Research Questionnaire

Response Rate

According to Sataloff and Vontela (2021), the response rate indicates the level of participation by the sampled respondents and serves as an indicator of the data's representativeness. Out of the 120 questionnaires distributed, 111 were completed and returned, resulting in a response rate of 92.5%. Sataloff and Vontela (2021) view a response rate of above 60% as excellent and sufficient for analysis in social science research. The high response rate of 92.5% significantly reduces the risk of non-response bias,

ensuring that the collected data accurately represents the target population.

This strong response rate provides a reliable foundation for drawing meaningful conclusions and generalisations about the performance of

agribusiness companies listed on the (NSE).

Table 6

Response Rate

Questionnaires	Frequency	Response Rate (%)
Completed and returned	111	92.5
Unreturned/Incomplete	9	7.5
Distributed Questionnaires	120	100

Source: Research Data (2024)

The 92.5% response rate reflects the effectiveness of the data collection process and the high willingness of respondents to participate in the study. This strong participation level enhances confidence in the validity and reliability of the results, supporting the robustness of the analysis and findings.

Validity of the Research Questionnaire

The validity of the research questionnaire was ensured through content validity and face validity. Content validity was achieved by involving subject matter experts, including supervisors and peers, to review the questionnaire items. This ensured that the questions comprehensively covered the study objectives and aligned with the theoretical framework of the research. The feedback received during the review process informed the refinement of the questionnaire, enhancing its clarity and relevance. Face validity was assessed

by presenting the questionnaire to supervisors for their evaluation of its appropriateness, clarity, and suitability for the study objectives. Their input helped ensure that the instrument appeared reasonable and effective for measuring the intended constructs, such as strategic thinking, strategic implementation, strategic control, strategic resources, and organisational transformation.

Reliability of the Research Questionnaire

The reliability of the research questionnaire was assessed using Cronbach's Alpha to determine the internal consistency of the items. A Cronbach's Alpha value of 0.7 or above is considered acceptable for social science research. The results of the reliability analysis are summarised in

Table 7

Reliability Analysis

Table 7.

Construct	Number of Items	Cronbach's Alpha	Interpretation
Strategic Thinking	9	0.812	Reliable
Strategic Implementation	9	0.796	Reliable
Strategic Control	8	0.814	Reliable
Strategic Resources	8	0.807	Reliable
Organisational Transformation	9	0.835	Reliable
Organisational performance	10	0.818	Reliable
Overall Reliability	53	0.814	Reliable

Source: Research Data (2025)

All constructs recorded Cronbach's Alpha values above the threshold of 0.7, with the overall reliability score being 0.814. These findings confirm that the questionnaire items were internally consistent and capable of reliably capturing the dimensions of the study. The reliability results demonstrate the dependability of the data collection instrument and its suitability for further analysis.

Demographic Information

The demographic information of the respondents provides crucial insights into the characteristics of the participating companies and their employees. These findings are critical for understanding strategic leadership and performance in the agribusiness sector. The updated results are summarised in Table 8 and interpreted below.

Table 8
Demographic Profile of Respondents and Companies

Category	Frequency	Percent (%)
Gender of Respondents		
Male	58	52.3
Female	53	47.7
Total	111	100.0
Department in the Company		
Finance	21	18.9
Marketing	27	24.3
Operations	43	38.7
Human Resources	9	8.1
Information Technology	11	9.9
Total	111	100.0
Work Experience in the Company		
Less than 1 year	9	8.11
1-5 years	18	16.22
6-10 years	59	53.15
Over 10 years	25	22.52

Total	111	100.0
Company's Operational Tenure		
Over 10 years	111	100.0
Total	111	100.0
Number of Staff in the Company		
101-200 employees	3	2.7
201-300 employees	20	18.0
Over 300 employees	88	79.3
Total	111	100.0
Farmers Served on Average		
1-50 farmers	1	0.9
51-100 farmers	2	1.8
101-200 farmers	3	2.7
201-300 farmers	11	9.9
Over 300 farmers	94	84.7
Total	111	100.0
Agricultural Products Processed		
Tea	105	94.6
Coffee	79	71.2
Avocados	57	51.4
Horticulture	16	14.4
Cereals	7	6.3
Agribusiness	36	32.4
Mangoes	18	16.2
Other	1	0.9
Daily Agricultural Product Volume		
Less than 1,000 Kg	1	0.9
1,001-10,000 Kg	3	2.7
10,001-20,000 Kg	96	86.5
20,001-30,000 Kg	11	9.9
Total	111	100.0

Source: Research Data (2025)

The study findings in Table 8 on the gender distribution of respondents show that 52.3% were male, and 47.7% were female. This near-equal representation highlights growing inclusivity in leadership roles within the agribusiness sector, reflecting a shift towards gender diversity. This finding implies that agribusiness companies increasingly embrace gender-balanced leadership, which can enhance strategic leadership practices. Gender diversity is known to foster varied perspectives, creativity, and more informed decision-making processes, contributing to organisational performance. Owusu (2024) emphasises that gender diversity in management leads to improved decision-

making and organisational performance. This aligns with the finding that balanced gender representation can play a role in fostering a more innovative and inclusive leadership environment.

The majority of respondents (38.7%) were managers in the operations department, followed by marketing (24.3%), finance (18.9%), IT managers (9.9%), and finally HR managers (8.1%). The dominance of operations managers indicates the operational focus of agribusiness companies, where efficiency in processes and supply chain management is critical for success. This finding suggests that operations management is a priority for agribusiness firms, as it directly influences production, distribution, and overall company performance. Leaders in these departments play a central role in implementing strategies that enhance operational efficiency. Nyong'a and Maina (2019) note that strategic leadership in operations management ensures seamless supply chain processes and resource optimisation, which are vital in high-volume sectors like agribusiness. This finding emphasises the importance of operations leaders in achieving organisational goals.

Most respondents (53.15%) had worked in their respective companies for 6-10 years, 22.52% had worked in the company for over 10 years, and 16.22% of the respondents had worked for 1-5 years, while only 8.11% of the respondents had worked for less than 1 year in their respective companies. This indicates a well-experienced workforce familiar with company processes, strategies, and objectives. Long work tenure suggests that employees are well-acquainted with the strategic leadership practices within their organisations. Experienced employees are often better equipped to assess the effectiveness of leadership strategies and play a critical role in their successful implementation.

Their accumulated knowledge, institutional memory, and contextual understanding enable them to offer valuable insights that can enhance decision-making and organisational performance. According to Salau et al. (2021), employee experience and tenure significantly contribute to organisational stability, continuity, and strategic alignment, particularly during periods of transformation or growth. The findings of this study support this view, showing that experienced employees are a valuable resource for leadership and performance enhancement.

The findings further show that all companies have been operational for over 10 years. This indicates a mature and resilient agribusiness sector. The maturity of these companies suggests that they have successfully navigated market challenges and have developed the capacity to sustain strategic leadership practices over time. This stability also supports the adoption of innovative and sustainable business strategies. Murunga and Deya (2022) argue that organisational maturity enables companies to adapt to market changes, foster innovation, and maintain sustainability. The findings reflect this resilience and readiness to leverage strategic leadership for long-term success.

Further, the data reveals that 79.3% of companies employ over 300 staff, while 18.0% have between 201-300 employees. This highlights the large-scale nature of agribusiness operations, which require significant human resources. The large workforce indicates the scale and complexity of operations in these companies, underscoring the need for robust strategic leadership to manage human capital effectively and align employee efforts with organisational goals. Mbaya (2021) emphasise that effective leadership in

large organisations is essential to align workforce capabilities with strategic objectives. This aligns with the study's findings, showcasing the role of leadership in achieving optimal workforce performance.

In addition, findings in Table 8 show that the majority of companies (86.5%) serve over 300 farmers, while smaller proportions serve fewer farmers. This demonstrates the significant role agribusiness companies play in supporting agricultural production and livelihoods. Serving large numbers of farmers underscores the importance of effective leadership in managing stakeholder relationships. Strong leadership fosters trust, cooperation, and mutually beneficial partnerships between agribusiness firms and farmers. Nduati and Mang'ana (2024) highlight that strategic leadership is crucial for building and maintaining partnerships in agribusiness. The study findings reflect this, showing the companies' role in integrating farmers into the value chain.

Tea (94.6%) and coffee (71.2%) dominate the products processed, followed by avocados (51.4%) and other products like horticulture (14.4%) and cereals (6.3%). This indicates a strong reliance on Kenya's traditional cash crops. The focus on tea and coffee highlights the agribusiness sector's alignment with Kenya's export-oriented economy. Strategic leadership is required to maintain competitiveness in these global markets while exploring opportunities to diversify into other products. Simiyu et al. (2022) emphasise the importance of strategic leadership in maintaining global competitiveness and ensuring sustainable production practices in the tea and coffee industries. These findings support the need for leadership to balance traditional and emerging markets.

Most companies (86.5%) process between 10,001-20,000 kilograms of agricultural products daily, indicating substantial production capacity. Smaller proportions process lower volumes. High production capacity reflects the resource-intensive nature of agribusiness operations, requiring strategic leadership to optimise processes, reduce inefficiencies, and maintain profitability. Murunga and Deya (2022) noted that large-scale operations require innovative leadership to optimise production processes and maintain competitiveness. This aligns with the study's findings, which emphasise the importance of leadership in managing high production volumes effectively.

The demographic findings reveal that the agribusiness sector in Kenya is characterised by mature companies, experienced employees, large-scale operations, and a strong reliance on traditional cash crops. These attributes necessitate robust strategic leadership to manage resources, optimise processes, and foster partnerships with farmers. By aligning with the literature, the study demonstrates how demographic characteristics provide a solid foundation for analysing the effects of strategic leadership on performance in the agribusiness sector.

Descriptive Analysis

This section presents the descriptive analysis of the key variables, including strategic thinking, strategic implementation, strategic control, strategic resources, and organisational transformation. The data were collected using a five-point Likert scale, where respondents indicated their level of agreement with various statements. The scale ranged from 1 to 5; 5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1- No Extent. Mean scores and standard deviations were computed to summarise the

responses for each construct. The mean scores are interpreted to reflect the perceived extent of the constructs. Scores between 4.5 and 5.0 indicate a "Very Large Extent," 3.5 to 4.4 a "Large Extent," 2.5 to 3.4 a "Moderate Extent," 1.5 to 2.4 a "Little Extent," and 1.0 to 1.4 a "No Extent." The standard deviations highlight the variability in responses, with lower values indicating consistency and higher values suggesting diverse perceptions. This analysis provides an overview of the respondents' perceptions of strategic leadership practices and their implementation. These findings form the basis for further inferential analysis and hypothesis testing in subsequent sections.

Strategic thinking

Strategic thinking was the first independent variable in this study, considered due to its critical role in influencing organisational performance, as highlighted by the Upper Echelons Theory (Hambrick & Mason, 1984). This theory posits that the characteristics, experiences, and values of leaders shape organisational outcomes by influencing how strategic decisions are made. Strategic thinking enables leaders to anticipate future opportunities, assess dynamic environments, and make informed decisions that align with organisational goals. This construct is particularly relevant for agribusiness companies, as they operate in volatile environments characterised by fluctuating markets, climatic uncertainties, and evolving consumer demands (Chege et al., 2020).

Strategic thinking was operationalised through intent focus, intelligent opportunism, and timely decisions. These attributes align with the Leidtka strategic thinking Model which emphasises the importance of unique organisational capabilities, including the ability to think strategically, as a

source of competitive advantage (Mbaya et al., 2021). By fostering a strategic mindset, organisations can adapt to challenges and exploit opportunities to achieve long-term success (Wandiga et al., 2019). The questionnaire sought to assess the extent to which agribusiness companies integrate these attributes into their decision-making processes. Table 9 presents the descriptive statistics for strategic thinking.

Table 9***Descriptive Statistics for Strategic Thinking***

Statements	Mean	Std. Deviation
Intent Focus		
The company leaders encourages shared values to focus the team towards a common goal.	3.591	.556
Organisational leaders clearly define and communicate the Organisational goals.	3.871	.448
Major decisions in the company are guided by attentive deliberations by the organisational leaders.	3.538	.927
Aggregate	3.667	0.644
Intelligent opportunism		
The leaders respond to available opportunities to enhance performance.	4.000	.590
The leaders listen to feedback from the various stakeholders, which leads to performance improvement.	4.376	.487
The leaders take quick advantage of changes in the environment	4.075	.711
Aggregate	4.150	0.596
Timely decisions	4.118	.750
Organisational leaders use past experiences to predict the future.		
Organisational leaders demonstrate the future they desire to see.	4.172	.583
The company creates a conducive environment for making decisions	4.161	.784
Aggregate	4.150	0.706
Overall Aggregate	3.989	0.648

Source: Research Data (2025)

The descriptive analysis of strategic thinking reveals that agribusiness companies listed on the Nairobi Securities Exchange practice strategic thinking to a large extent, with an aggregate mean score of 3.989 and a standard deviation of 0.648. Several specific attributes of strategic thinking

emerged as prominent. 'Intent focus', which had an aggregate of 3.667, indicated that the leaders make a deliberate effort to focus the team towards a common goal. Company goals are well-defined and communicated, and strategic decisions are made after attentive deliberations by the company leaders. 'The organisation's leaders clearly define and communicate the organisational goals' was rated high, with a mean score of 3.871 and a relatively low standard deviation of 0.448, suggesting consistent perceptions among respondents. However, 'the extent to which major decisions in the company are guided by attentive deliberations by the organisational leaders' was rated the lowest with a mean score of 3.538 and the highest variability among responses (standard deviation of 0.927). This suggests that while consensus is valued, it is not always prioritised, likely reflecting the need for timely decision-making in an industry characterised by volatility.

'Intelligent opportunism' and 'timely thinking' scored the highest, with each getting an aggregate score of 4.150, respectively. This indicates that agribusiness firms heavily rely on feedback to make strategic decisions and take advantage of the available opportunities to maximise their potential. At the same time, the organisational leaders demonstrate the ability to create mental pictures to envisage the future they desire. They communicate the same to the rest of the members to gain a competitive advantage and provide an enabling environment for creativity and feedback. Leveraging historical insights allows these companies to address recurring challenges effectively and adapt strategies based on previous outcomes, which is vital in the agribusiness sector's dynamic environment.

These findings highlight the adaptability of agribusiness companies in responding to external shifts such as market fluctuations, regulatory changes, and technological advancements. Responsiveness and openness are crucial for maintaining competitiveness, especially in a sector that requires swift reactions to external pressures. Additionally, the findings demonstrate an emphasis on creating an organisational culture that supports collaboration and creativity, enabling firms to explore innovative solutions to emerging challenges.

The overall findings indicate that strategic thinking is a critical practice among agribusiness firms, as reflected in the aggregate mean score of 3.989. This highlights the role of strategic thinking in enhancing decision-making processes, enabling firms to leverage past experiences and adapt to sectoral changes effectively.

Empirical studies have demonstrated that strategic thinking significantly influences organisational performance and resilience in dynamic industries. For instance, Okello and Kagendo (2024) found that proactive strategic thinking helps agribusiness companies adapt to fluctuating market demands and regulatory changes, ensuring their competitiveness. Similarly, Mbaya et al. (2021) established that strategic thinking fosters organisational adaptability, allowing firms to mitigate risks and exploit opportunities in volatile agricultural markets.

Chege et al. (2020) further emphasise that integrating strategic thinking practices, such as fostering innovation and creating conducive environments for decision-making, enhances operational efficiency and supports long-term

sustainability. These findings underline that strategic thinking is not only a critical driver of transformation but also a source of competitive advantage for agribusiness firms navigating complex market environments.

Strategic Implementation

Strategic implementation was the second independent variable in this study, focusing on how agribusiness companies translate strategic plans into actionable steps to achieve their objectives. Strategic implementation is critical to organisational performance, as it determines how effectively strategies are executed.

This variable is rooted in Higgins's 8s Model, which supports that effective strategy execution is a result of aligning organisational functions with the specific strategy and assessing the entire process of implementation (Wesonga et al., 2024). For agribusiness companies operating in volatile markets, strategic implementation ensures alignment between organisational goals and operational realities, particularly in responding to external changes and maintaining productivity (Echessa, 2020).

Strategic implementation was assessed using information technology and organisational structure. These attributes capture the extent to which agribusiness companies integrate innovation, communication, monitoring and evaluation in their operations. Table 10 provides the descriptive statistics for strategic implementation, summarising the responses across the attributes.

Table 10

Descriptive Statistics for Strategic Implementation

Statements	Mean	Std. Deviation
Information Technology		
Information and technology enable the management to implement decisions effectively.	4.269	.724
The company leaders emphasise constant innovation to bring about the required performance.	3.989	.699
The company leaders are receptive to new technology	3.925	.726
The company leverages technology to envision the future.	4.161	.631
	4.086	0.695
Aggregate		
Organisational structure		
The company's units are well coordinated for the effective implementation of strategies.	4.022	.847
Creativity is encouraged and rewarded	3.914	.855
The Organisational structure allows for effective communication	4.054	.632
The management involves all the staff in the implementation process	4.108	.580
	4.025	0.729
	4.054	0.712

Source: Research Data (2025)

The descriptive analysis of strategic implementation reveals that both aspects of information technology and organisational structure are crucial for strategies to be implemented effectively in the organisation, garnering a mean score of 4.086 and 4.025, respectively.

This suggests that agribusiness companies leverage information technology in their strategy implementation. Organisational structure encompasses the formal configuration of roles, communication channels, leadership hierarchies, and internal workflows that guide how decisions are

made, conflicts are resolved, and strategies are executed. As noted by Daft and Marcic (2021), a well-defined structure is foundational for organisational coordination, enabling clarity in authority, enhancing communication flow, and supporting effective strategy implementation.

The use of technology in the company was rated high at a mean score of 4.269. The use of technology to envision the future also scored high with a mean of 4.161. Mutua and Akeyo (2024) acknowledge that information technology systems play a key role in facilitating effective communication on strategic decisions and goals from formulation to implementation, merging individual and organisational goals. Collaborative platforms and dashboards are crucial in assigning tasks, monitoring performance, and alerting management where attention is required.

The company also emphasises constant innovation to bring about the required performance. This attribute scored a mean of 3.989 and a standard deviation of 0.699. According to Kiragu et al. (2020), the development of new technologies is one of the aspects of innovation in organisations that has led to successful strategic implementation. This innovation has led to greater organisational competitiveness through effective analysis of market trends and understanding the business environment, leading to improved decision-making.

The findings also show that ‘the involvement of staff in the implementation processes was rated highly, with a mean score of 4.108 and a standard deviation of 0.580. This reflects the inclusive nature of strategy execution, where employees are actively engaged to ensure alignment with

organisational goals. The attribute relating to ‘effective communication through organisational structures’ scored 4.054, highlighting the role of clear communication channels in facilitating the implementation of strategies. ‘The company's units are well coordinated for the effective implementation of strategies’ also scored high with a mean of 4.022, implying proper working relations among the different functions in the organisation.

However, ‘the company leaders' receptiveness to new technology’ had a slightly lower mean score of 3.925 and a standard deviation of 0.726, indicating variability among companies in adopting technological innovations. ‘Creativity being encouraged and rewarded’ also scored relatively lower, with a mean of 3.914 and a standard deviation of 0.855, suggesting room for improvement in fostering a culture that values individual and team innovation.

The aggregate mean score for strategic implementation was 4.054, reflecting a high extent of practice among agribusiness companies. These findings align with empirical literature highlighting the critical role of strategic implementation in organisational performance. Zaidi et al. (2018) emphasised the significant positive effect of strategic implementation on firm performance, particularly when resources are effectively deployed.

Agaba et al. (2023) similarly found that strategic implementation positively influences the performance of SACCOs, particularly when staff are actively involved in execution processes. Echessa (2020) demonstrated that resource allocation and structural alignment significantly impact firm performance, further underscoring the importance of strategic implementation. These practices collectively enable agribusiness companies to effectively

translate strategic plans into actionable steps, enhancing adaptability and organisational success in competitive markets.

Strategic Control

Strategic control, the third independent variable in this study, refers to the mechanisms and processes employed by organisations to ensure that their strategies are effectively executed, monitored, and aligned with desired outcomes. Strategic control plays a critical role in bridging the gap between strategic decisions and performance by enabling organisations to monitor progress, identify deviations, and take corrective actions.

According to Verburg et al. (2018), strategic control can be categorised into process control, behaviour control, and outcome control, all of which contribute to achieving organisational goals. Additionally, Murunga and Deya (2022) emphasised that strategic controls are essential for aligning organisational activities with changing environments, ensuring efficiency, and promoting accountability.

Strategic control is particularly critical for agribusiness companies, where volatile markets, regulatory requirements, and resource constraints demand effective monitoring and evaluation mechanisms. The Balanced Scorecard Model underpinned the conceptualisation of strategic control in this study, providing a framework for evaluating organisational performance across financial, customer, internal processes, and learning perspectives. The strategic control construct in this study included financial control, behaviour control, and output control. Table 11 presents the descriptive statistics for

strategic control practices among agribusiness companies listed on the Nairobi Securities Exchange.

Table 11

Descriptive Statistics for Strategic Control

Strategic Control aspects	Mean	Std. Deviation
Financial Control		
The managers are efficient in managing and allocating financial resources.		
The management involves all staff in capacity building in the areas of financial management.	3.968	.758
Aggregate score	4.161	.595
Behavior Control	4.065	.677
Ethical behaviour is rewarded by the management		
Managers ensure that staff are adequately skilled for better performance.	3.828	.816
	3.957	.440
The management has installed a culture that promotes ethical behaviour	3.785	.657
Aggregate	3.857	.506
Output Control		
Management effectively monitors staff performance through the use of the balanced scorecard	4.140	.669
Clear and measurable targets are given to all the staff in the company by the management	3.925	.755
The Organisational structure allows for effective performance monitoring	4.194	.936
Aggregate	4.086	.787
Overall Aggregate Score	3.995	0.703

Source: Research Data (2025)

The findings in Table 11 indicate that agribusiness companies practice strategic control to a large extent, as reflected by an aggregate mean score of 3.995 and a standard deviation of 0.703. Among the specific attributes, the highest rated was ‘output control’, followed by ‘financial control’, with an aggregate score of 4.086 and 4.065, respectively. ‘The effectiveness of the organisational structure in facilitating performance monitoring’ was rated highly with a mean score of 4.194.

This demonstrates that agribusiness companies place a strong emphasis on structural mechanisms to oversee and evaluate performance. Similarly, ‘the management’s involvement in capacity building, particularly in financial management’, also scored highly with a mean of 4.161, underscoring the importance of employee skill development as part of performance management strategies.

‘The use of the Balanced Scorecard to monitor staff performance’ was another highly rated attribute, with a mean of 4.140. This suggests that companies use comprehensive monitoring systems to ensure alignment between individual and organisational goals. ‘Clear and measurable target-setting by management’ scored a mean of 3.925, reflecting the significance of precise goal-setting in guiding employee performance and achieving strategic objectives.

Attributes related to ethical behaviour received slightly lower scores, with ‘management has installed a culture that promotes ethical behaviour’ and ‘Ethical behaviour is rewarded by the management’ scoring means of 3.785 and 3.828, respectively. This suggests that while ethical considerations are

incorporated into strategic control, there may be variability in how consistently these practices are applied across organisations. Similarly, ‘financial resource management by managers’ scored a mean of 3.968, indicating that financial efficiency is emphasised but with slight variability.

The overall aggregate score highlights that strategic control mechanisms are well-practised in agribusiness companies, contributing to their ability to monitor and improve performance. These findings align with the empirical literature that underscores the importance of strategic control in organisational success. For instance, Harahsheh (2023) found that strategic control positively influences organisational performance by ensuring adherence to standards and aligning processes with strategic goals.

Similarly, Akilo et al. (2023) emphasised the role of monitoring mechanisms, such as performance evaluation and ethical practices, in enhancing the employee Performance of private Universities in Nigeria. Alemu (2020) also highlighted that internal controls like capacity building and financial monitoring significantly improve firm performance. These practices enable agribusiness firms to adapt effectively to changing environments, maintain accountability, and achieve their strategic objectives.

Strategic Resources

Strategic resources, the fourth independent variable in this study, encompassed the critical assets, capabilities, and competencies that organisations utilise to achieve their objectives and maintain a sustainable competitive advantage. These resources are fundamental to an organisation’s ability to effectively implement strategies and achieve superior performance.

This study draws on the Resource-Based View (RBV) Theory, which posits that organisations can achieve and sustain competitive advantage by leveraging resources that are valuable, rare, inimitable, and non-substitutable. Recent research affirms that such strategic resources, particularly human capital, knowledge assets, and dynamic capabilities, play a critical role in enhancing organisational performance (Nason & Wiklund, 2023). Within the agribusiness sector, where firms operate in resource-intensive and competitive environments, strategic resources such as human capital, financial resources, and technology are vital for optimising operations and meeting strategic goals.

Agribusiness companies face distinct challenges, including volatile market dynamics, resource limitations, and the need for continuous innovation to meet growing demand. The effective management of strategic resources, particularly acquiring and aligning skilled human capital, ensuring financial stability, and utilising technology to preserve intellectual capital, is critical for navigating these challenges. Additionally, fostering a culture that values feedback and prioritising skill development contributes to building organisational resilience and adaptability in a rapidly changing environment.

In this study, strategic resources were operationalised through enterprise knowledge, financial strength and human capital. Other attributes include aligning staff expertise with organisational needs, fostering mechanisms for feedback and communication, and demonstrating a genuine commitment to both employees and external stakeholders such as farmers. These dimensions provide a comprehensive framework for understanding how agribusiness companies listed on the Nairobi Securities Exchange leverage their resources to achieve their strategic objectives effectively. Table 12 below

presents the descriptive statistics for the strategic resource practices observed among these companies.

Table 12

Descriptive Statistics for Strategic Resources

Strategic Resources aspects	Mean	Std. Deviation
Enterprise Knowledge		
Technology is used in the company to preserve intellectual capital	4.032	.744
The management prioritises skill-building among the existing staff.	3.978	.821
Management ensures that information is effectively transferred among staff	4.108	.616
The management has created an environment where feedback is received and acted upon	4.065	.689
	4.046	.718
Aggregate		
Financial strength		
The management has ensured that the company has adequate cash flows	4.323	.662
Aggregate	4.323	.662
Human Capital		
The management aligns every staff in their proper area of expertise	4.054	.812
The management has a genuine commitment to the staff and farmers	4.172	.761
The management of the company takes time to source the right human skills	4.032	.311
Aggregate	4.086	.628
Overall Aggregate	4.096	.677

Source: Research Data (2025)

The analysis of strategic resources shows that ensuring adequate cash flows is the highest-rated aspect, with a mean score of 4.323 and a standard

deviation of 0.662. This finding underscores the critical role of financial stability in supporting operational efficiency and enabling organisations to execute strategic initiatives effectively.

Cash flow adequacy is particularly important for agribusiness companies, as it ensures smooth operations despite the sector's inherent uncertainties, such as fluctuating commodity prices and seasonal production cycles. 'The management's commitment to employees and farmers' scored highly, with a mean of 4.172 and a standard deviation of 0.761. This reflects the significance of building strong relationships with internal and external stakeholders, fostering trust, and enhancing collaboration. Such commitment is vital in agribusiness, where partnerships with farmers and employees are central to sustaining productivity and driving long-term success.

'The effective transfer of information within organisations' was also highly rated, with a mean of 4.108 and a standard deviation of 0.616. This suggests that companies place great emphasis on communication and knowledge-sharing to ensure alignment of organisational activities and improve decision-making processes.

Similarly, 'aligning staff expertise with their roles' scored a mean of 4.054, reflecting the importance of placing employees in positions that leverage their skills and maximise productivity. 'Fostering a feedback-driven environment' received a mean score of 4.065 and a standard deviation of 0.689, highlighting the value placed on feedback as a tool for continuous improvement and organisational learning. 'The use of technology to preserve intellectual capital' scored a mean of 4.032, demonstrating its importance in

retaining organisational knowledge and leveraging it for competitive advantage. This aspect is particularly relevant in agribusiness, where innovation and technology adoption can significantly enhance operational efficiency.

‘Sourcing the right human skills’ also scored a mean of 4.032, reflecting the priority placed on recruitment practices that align with organisational goals. However, ‘prioritising skill-building among existing staff’ scored slightly lower, with a mean of 3.978 and a standard deviation of 0.821, indicating room for improvement in enhancing staff capabilities through targeted training and development programs.

The aggregate mean score of 4.096 indicates that strategic resources are managed to a high extent among agribusiness companies listed on the NSE. This reflects the sector's focus on leveraging financial, human, and technological resources to optimise performance and sustain competitiveness.

These findings emphasise that well-managed strategic resources provide agribusiness companies with the resilience needed to address industry challenges while driving innovation and growth. The overall findings align with empirical studies emphasising the role of strategic resources in organisational performance. For instance, Xu et al. (2020) highlighted the positive impact of financial and human capital on the performance of agricultural firms, emphasising the need for effective resource management.

Similarly, Ibarra et al. (2020) found that intellectual capital plays a critical role in sustaining competitive advantage, particularly in resource-intensive industries. Agole et al. (2022) also demonstrated the significance of

feedback mechanisms and capacity building in improving agribusiness performance. These findings underscore that agribusiness firms listed on the NSE effectively leverage their strategic resources to optimise operations and enhance their competitive position.

Organisational Transformation

Organisational transformation, the mediating variable in this study, refers to the comprehensive and systematic changes undertaken by organisations to align with their strategic goals and adapt to dynamic environments. This concept is underpinned by the Transformational Leadership Theory, which emphasises the role of leadership in motivating employees and fostering a culture that embraces change, innovation, and continuous improvement (Northouse, 2019).

In the agribusiness sector, organisational transformation is critical, given the industry's exposure to volatile markets, regulatory changes, and technological advancements. Successful transformation ensures that agribusiness companies remain competitive, resilient, and sustainable in a rapidly evolving market.

In this study, organisational transformation was operationalised through cultural change and structural change. These dimensions reflect the strategic efforts necessary to drive transformation within agribusiness companies. Table 13 presents the descriptive statistics for organisational transformation practices among agribusiness firms listed on the Nairobi Securities Exchange.

Table 13**Descriptive Statistics for Organisational Transformation**

Organisational transformation aspects	Mean	Std. Deviation
Cultural change		
The company has adopted a culture of continuous improvement	4.000	.821
Learning and development is a continuous process in the company	4.065	.734
The feedback from the staff and other stakeholders is received and appreciated	4.054	.728
The staff are well motivated to work towards the overall good of the company	4.161	.538
Shared values are communicated and promoted in the company	3.763	.559
Aggregate	4.009	.676
Structural change	3.968	.402
The managers have the ability to implement change in the company		
The company's Organisational structure allows for effective communication	4.183	.607
The management has enacted policies and procedures for effective change management	3.989	.853
The management has created an environment that promotes creativity and innovation	3.978	.659
Aggregate	4.030	.630
Overall Aggregate	4.018	.656

Source: Research Data (2025)

The results in Table 13 reveal that the attribute rated highest was the 'company's organisational structure allowing for effective communication', with a mean of 4.183 and a standard deviation of 0.607. This highlights the importance of making structural changes that allow for effective communication among the various teams in the organisation. Similarly, 'staff motivation to work toward the overall good of the company' scored highly, with a mean of 4.161, emphasising the critical role of employee engagement and alignment with organisational objectives in driving transformation.

Recent research indicates that employees demonstrate higher levels of motivation and performance when granted autonomy and trust, rather than being subjected to close supervision and control. Autonomy enhances intrinsic motivation, job satisfaction, and overall engagement by allowing individuals to exercise discretion in how they approach their tasks (Decuyper & Schaufeli, 2020). Attributes related to ‘continuous learning and development’ and ‘the reception of feedback from stakeholders’ also scored highly, with means of 4.065 and 4.054, respectively.

These findings reflect the value placed on fostering a culture of continuous improvement and open communication to drive organisational adaptability and innovation. ‘The enactment of policies and procedures for effective change management’ scored a mean of 3.989, demonstrating a moderate emphasis on formalising change processes.

‘The ability of managers to implement change’ scored a mean of 3.968, suggesting that leadership plays a significant role in initiating and driving transformation within agribusiness firms. However, ‘shared values being communicated and promoted’ scored slightly lower, with a mean of 3.763, indicating potential areas for improvement in reinforcing a unified organisational culture. Similarly, ‘the management’s role in creating an environment that promotes creativity and innovation’ scored 3.978, reflecting a moderate emphasis on fostering innovative practices.

The aggregate mean score of 4.018 indicates that organisational transformation is practised to a high extent among agribusiness companies listed on the NSE. This aligns with empirical studies emphasising the role of

transformation in enhancing organisational performance. For instance, Smith and Thompson (2023) found that aspects of change management, including communication and leadership attitudes, positively influence organisational performance.

Similarly, Rotich and Wanyoike (2019) highlighted that fostering a culture of continuous improvement and employee motivation enhances transformation processes, particularly in resource-intensive sectors like agribusiness. These findings underscore the importance of effective leadership, robust communication systems, and a culture of learning in driving organisational transformation and achieving sustained performance in the agribusiness sector.

Organisational performance

Organisational performance, the dependent variable in this study, refers to the extent to which an organisation achieves its goals in areas such as profitability, efficiency, and social responsibility. Performance is a multifaceted construct encompassing financial outcomes, resource utilisation, and the satisfaction of employees and stakeholders. The Balanced Scorecard Model underpinned this study's approach to organisational performance, emphasising the importance of measuring financial, internal processes, customer, and learning perspectives for comprehensive performance evaluation (Mbaya, 2021).

In the agribusiness sector, organisational performance is crucial for sustainability and competitiveness. These firms operate in resource-intensive environments with high market volatility, making profitability, efficient

resource management, and stakeholder engagement essential for long-term success. This study operationalised organisational performance through three key aspects: profitability, efficiency, and customer. Table 14 presents the descriptive statistics for organisational performance among agribusiness companies listed on the Nairobi Securities Exchange.

Table 14

Descriptive Statistics for Organisational Performance

Performance aspects	Mean	Std. Deviation
Profitability		
The company has been profitable for the last ten years	4.151	.589
The company has adequate cash flows to manage daily financial obligations	3.817	.589
The company's debt/asset ratio is good	3.957	.658
Aggregate	3.975	.612
Efficiency		
Company resources (staff, buildings, equipment, etc.) are used optimally	3.602	.861
The processes and procedures in the company are cost-effective	3.871	.679
There has been a remarkable decrease in the wastage of resources in the last ten years	4.065	.734
Aggregate	3.846	.758
Customer		
The company promotes staff welfare	3.677	.555
Mechanisms for grievance redress are in place	3.742	.440
Staff are encouraged to treat each other and other stakeholders with dignity	4.258	.896
Customer and staff satisfaction is measured and addressed continually	4.151	.706

Aggregate	3.957	.649
Overall Aggregate	3.929	.671

Source: Research Data (2025)

Results in Table 14 indicated that performance had an overall aggregate mean score of 3.929, indicating that agribusiness companies undertook to apply the various indicators of performance to a great extent. The low aggregate standard deviation of 0.671 suggested that there was general agreement among the respondents on the extent to which the indicators were applied. ‘The profitability dimension of organisational performance’ achieved an aggregate mean score of 3.975 and a standard deviation of 0.612, indicating that agribusiness companies generally perform well financially to a large extent.

Among the specific aspects, ‘The company has been profitable for the last ten years’ scored the highest (mean = 4.151), reflecting consistent financial success. ‘A strong debt-to-asset ratio’ (mean = 3.957) highlights prudent financial management practices, while ‘adequate cash flows’ (mean = 3.817) demonstrate moderate liquidity stability necessary for daily operations. The high aggregate score for profitability aligns with Zaidi et al. (2018), who emphasised that effective financial management is a critical determinant of firm success.

Furthermore, Mohamed and Mohamud (2021) found that maintaining financial stability and managing debt effectively contribute significantly to performance, particularly in industries with high capital demands like agribusiness. These findings suggest that agribusiness firms listed on the NSE are leveraging sound financial practices to sustain operations and enhance

profitability, which is crucial for navigating volatile markets and resource-intensive operations.

‘Efficiency’ achieved an aggregate mean score of 3.846 and a standard deviation of 0.758, indicating a high level of operational effectiveness among the firms. ‘The reduction in wastage of resources over the last decade’ scored the highest within this category (mean = 4.065), emphasising the firm's commitment to minimising costs and improving sustainability. ‘The cost-effectiveness of processes and procedures’ (mean = 3.871) further supports the notion of optimised operations, while the optimal use of resources, including staff, buildings, and equipment, scored slightly lower (mean = 3.602), suggesting areas for improvement.

The high aggregate score in efficiency is consistent with the findings of Lubanga (2019), who identified resource optimisation and waste reduction as critical for improving performance in resource-intensive sectors. Similarly, Echessa (2020) demonstrated that the cost-effective utilisation of resources contributes significantly to organisational efficiency, particularly in agribusiness firms. These findings underscore the importance of streamlining processes and ensuring resource efficiency to sustain competitiveness and profitability in agribusiness companies.

‘Customer’ achieved an aggregate mean score of 3.957 and a standard deviation of 0.649, indicating that agribusiness companies place significant emphasis on stakeholder engagement and employee well-being. The highest-rated aspect within this category was ‘encouraging staff to treat each other and stakeholders with dignity’ (mean = 4.258), which reflects a strong

organisational culture of respect and collaboration. 'Customer and staff satisfaction being measured and addressed' (mean = 4.151) further highlights the companies' focus on stakeholder engagement. 'Mechanisms for grievance redress' (mean = 3.742) and promoting staff welfare (mean = 3.677) scored slightly lower, suggesting opportunities for improvement in enhancing employee support systems.

The emphasis on customer aligns with the findings of Agole et al. (2022), who demonstrated that fostering employee satisfaction and engaging stakeholders are critical drivers of performance in agribusiness. Additionally, Samuel et al. (2019) emphasised the importance of promoting staff welfare and addressing grievances as essential practices for maintaining high morale and productivity in agricultural firms. These findings highlight the agribusiness company leaders' commitment to creating a positive organisational culture that supports both employee and customer satisfaction, which are critical for long-term success.

These findings align with the Balanced Scorecard Model, which emphasises the integration of financial, operational, and social perspectives for comprehensive performance management (Mbaya et al., 2021). Empirical studies, such as those by Mohamed and Mohamud (2021) and Rotich and Wanyoike (2019), further confirm the importance of a multidimensional approach to organisational performance in achieving sustainable growth and competitiveness. The results underscore the need for agribusiness companies to maintain this balance to address sectoral challenges, enhance operational resilience, and achieve long-term success.

In addition to profitability, efficiency, and customer service, other indicators such as the ability to process agricultural produce, net profit margins over five years, and market share trends provide valuable insights into the overall performance of agribusiness companies listed on the Nairobi Securities Exchange. These indicators reflect the firms' operational resilience, financial stability, and competitive positioning.

Table 15
Processing Agricultural Produce

	Frequency	Percent
Yes	96	86.5
No	15	13.5
Total	111	100.0

Source. Research data (2025)

The findings in Table 15 reveal that 87.1% of agribusiness companies reported processing all the agricultural produce received daily, while 12.9% indicated that some produce goes to waste. This high rate of full processing demonstrates robust operational efficiency and effective capacity utilisation. However, the 12.9% reporting wastage may face challenges such as limited processing capacity, inefficiencies, or supply-demand mismatches. Efficient capacity utilisation is critical for reducing wastage, sustaining profitability, and achieving operational excellence, as highlighted by Zaidi et al. (2018) who emphasised that minimising waste directly improves operational efficiency.

Table 16**Net Profit Margins Over Five Years**

Year	Profit Margin (%)	Frequency	Percent (%)
2017	Less than 1%	5	4.5
	1% – 10%	72	64.9
	11% – 20%	29	26.1
	21% – 30%	5	4.5
	Above 30%	0	0.0
2018	Less than 1%	4	3.6
	1% – 10%	61	55.0
	11% – 20%	39	35.1
	21% – 30%	6	5.4
	Above 30%	1	0.9
2019	Less than 1%	6	5.4
	1% – 10%	18	16.2
	11% – 20%	60	54.1
	21% – 30%	20	18.0
	Above 30%	7	6.3
2020	Less than 1%	5	4.5
	1% – 10%	24	21.6
	11% – 20%	52	46.8
	21% – 30%	25	22.5
	Above 30%	5	4.5
2021	Less than 1%	2	1.8
	1% – 10%	10	9.0
	11% – 20%	40	36.0
	21% – 30%	45	40.5
	Above 30%	14	12.6

Source: Research Data (2025)

In 2017, the majority of companies (64.9%) reported profit margins within the 1%–10% range, while a small proportion (26.1%) achieved margins of 11%–20%. Margins exceeding 21% were almost non-existent. The findings indicate challenges such as operational inefficiencies, high production costs, and market volatility during this period. Samuel et al. (2019) highlighted that low profitability often results from inefficient resource allocation and external market challenges.

By 2018, companies began to show improvement, with 35.1% reporting profit margins in the 11%–20% range, while 55.0% remained in the 1%–10% range. A small increase to 0.9% of firms exceeded 30% margins. This gradual improvement reflects companies adopting cost management strategies and optimising production processes to improve financial performance. Xu et al. (2020) emphasise the importance of financial capital and cost efficiency in enhancing profitability for resource-intensive industries like agribusiness.

In 2019, over half of the firms (54.1%) achieved margins in the 11%–20% range, while 18.0% moved into the 21%–30% range. Firms reporting margins above 30% increased to 6.3%. The steady growth signals improved operational efficiencies and strategic resource allocation, enabling companies to achieve financial stability. Samuel et al. (2019) argue that profitability improves as firms align operational strategies with market demands, fostering stability and growth.

In 2020, 46.8% of companies achieved margins in the 11%–20% range, while 22.5% reported margins of 21%–30%. A small proportion (4.5%) reached margins above 30%. The data reflects a more even distribution of profitability levels, likely driven by the adoption of innovative practices, cost reductions, and improved market positioning. Ibarra et al, (2020) noted that strategic leadership and innovation enable firms to adapt to market conditions and achieve profitability.

By 2021, 40.5% of companies achieved margins within the 21%–30% range, while 12.6% exceeded margins above 30%, showing a peak in financial

performance. Only 9.0% remained in the lower 1%–10% range. The significant improvement highlights the effectiveness of strategic leadership, enhanced operational efficiencies, and strong market adaptation. Xu et al. (2020) stress the role of effective financial capital management in achieving competitive advantage and long-term profitability. The upward trend observed aligns with these principles.

Figure 2.

Net profit margin distribution over five years

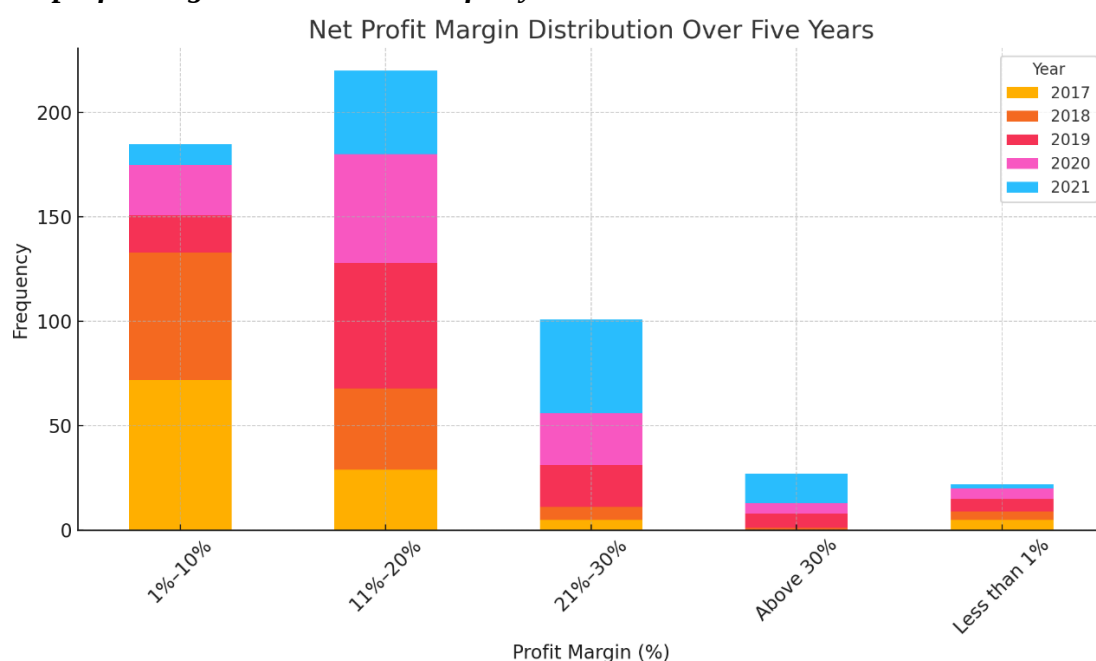


Figure 2 reveals a clear upward trend in net profit margins for agribusiness companies over the five years. In 2017 and 2018, the majority of firms reported modest profits in the 1%–10% range, reflecting operational challenges. By 2019, a significant shift occurred, with more firms achieving 11%–20% margins and some reaching 21%–30%, signalling improved financial stability. This growth continued into 2020 and peaked in 2021, where

40.5% achieved 21%–30% margins and 12.6% exceeded 30% margins. The overall trend highlights progressive financial improvement, driven by strategic leadership, operational efficiencies, and better resource utilisation. This growth can be attributed to enhanced strategic leadership, resource optimisation, and adaptive financial strategies. Firms progressively moved from modest margins to higher profitability levels, indicating financial

Table 17. stability and
Market share over five years
competitiveness.

Year	Market Share (%)	Frequency	Percent (%)
2017	Less than 1%	6	5.4
	1% – 10%	72	64.9
	11% – 20%	26	23.4
	21% – 30%	6	5.4
	Above 30%	1	0.9
2018	Less than 1%	2	1.8
	1% – 10%	37	33.3
	11% – 20%	62	55.9
	21% – 30%	9	8.1
	Above 30%	1	0.9
2019	Less than 1%	6	5.4
	1% – 10%	30	27.0
	11% – 20%	53	47.7
	21% – 30%	21	18.9
	Above 30%	1	0.9
2020	Less than 1%	11	9.9
	1% – 10%	26	23.4
	11% – 20%	31	27.9
	21% – 30%	38	34.2
	Above 30%	5	4.5

2021	Less than 1%	1	0.9
	1% – 10%	14	12.6
	11% – 20%	30	27.0
	21% – 30%	48	43.2
	Above 30%	18	16.2

Source: Research Data (2025)

In 2017, the majority of companies (64.9%) reported market shares within the 1%–10% range, indicating low industry penetration. A smaller proportion (23.4%) achieved shares in the 11%–20% range, while only 5.4% of companies managed to reach the 21%–30% range. Notably, only one company (0.9%) reported a market share above 30%, showing limited dominance in the sector.

These findings highlight the agribusiness sector's early-stage competitiveness, where most companies struggled to gain significant market control. This suggests a need for strategic leadership to improve market positioning through operational efficiency and targeted market engagement. Agole et al. (2022) emphasise that companies in their early competitive stages require innovation, resource optimisation, and stakeholder engagement to achieve market dominance. The findings align with this perspective, showcasing the need for leadership-driven strategies to move beyond modest market shares.

By 2018, 55.9% of companies had moved to the 11%–20% range, showing notable improvement in market engagement. However, 33.3% remained in the 1%–10% range, indicating that a significant number were still operating at lower levels. The proportion of firms in the 21%–30% range increased slightly to 8.1%, while just 0.9% reported shares above 30%. The

improvement in market share indicates the adoption of competitive strategies such as better customer engagement, process optimisation, and market-focused innovations. However, the limited growth in the higher categories reflects the need for stronger leadership to sustain upward trends. This aligns with Murunga and Deya (2022), who highlighted that companies can achieve competitive progress by enhancing market orientation and fostering sustainable operational practices.

In 2019, 47.7% of firms achieved market shares in the 11%–20% range, indicating sustained progress. A notable 18.9% reached the 21%–30% range, while the proportion of firms in the 1%–10% range dropped to 27.0%. However, only 0.9% of companies reported shares above 30%, showing marginal improvement at the higher levels.

This data suggests continued momentum in market positioning, driven by strategic improvements in resource management, customer-centric initiatives, and competitive practices. The decline in firms at lower market levels signifies positive shifts in competitiveness. According to Agaba (2023), companies that implement leadership-driven initiatives, such as stakeholder collaboration and innovation, are better positioned to achieve competitive advantage. This is reflected in the upward trajectory observed in 2019.

The year 2020 marked further diversification in market shares. While 27.9% of firms achieved shares in the 11%–20% range, a significant 34.2% moved to the 21%–30% range. Additionally, 23.4% remained in the 1%–10% range, and 4.5% reached shares above 30%, showing increased competitiveness across the sector. The data reflects a broader distribution of

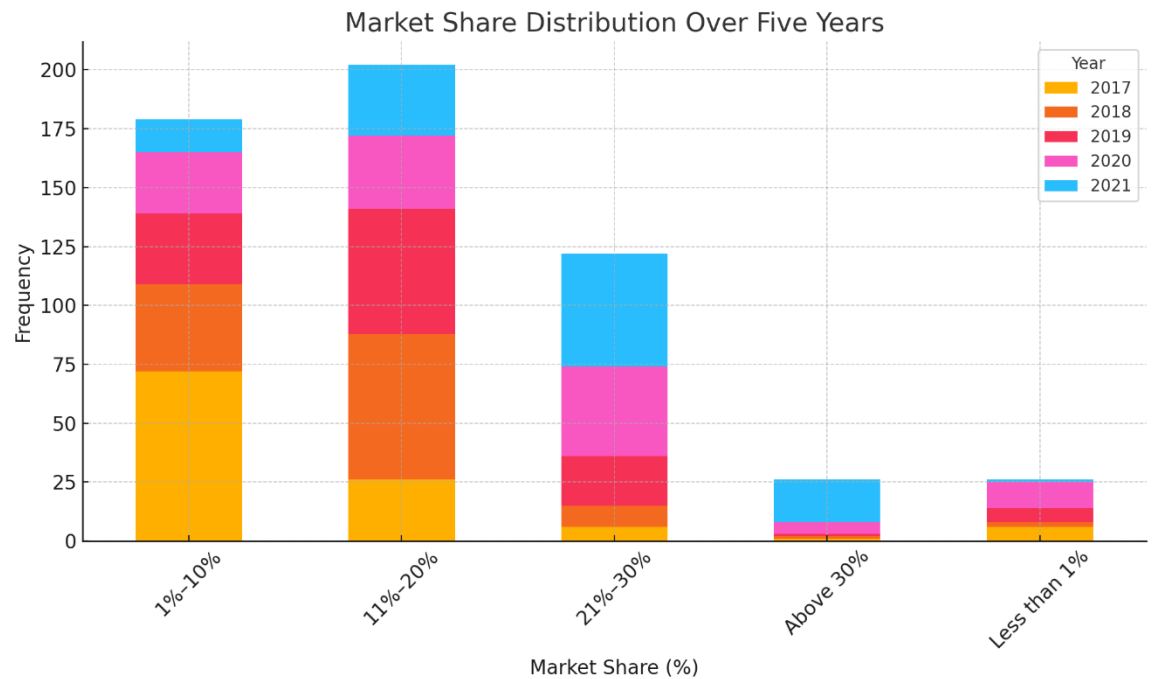
market shares, signalling increased competitiveness and strategic market positioning. Companies appear to have adopted innovative practices and resource efficiency strategies to move into higher market categories. Murunga and Deya (2022) argue that leadership plays a central role in enhancing operational efficiency and driving competitiveness. This is evident as firms diversified their market share in 2020, showcasing leadership-driven advancements.

By 2021, 43.2% of firms had moved into the 21%–30% range, marking a peak in competitive positioning. Additionally, 16.2% reported market shares above 30%, demonstrating significant market dominance. The proportion of firms in the 11%–20% range reduced to 27.0%, while only 12.6% remained in the 1%–10% range. The 2021 data shows that agribusiness companies achieved substantial progress in market share, reflecting the cumulative effect of strategic leadership over the observation period. Firms were able to leverage innovation, customer loyalty, and efficient resource management to gain competitive advantages.

Agole et al. (2022) emphasise that leadership-driven innovation and stakeholder engagement are key drivers of market competitiveness. The findings align with this, as firms demonstrated sustained growth and dominance in the market by the end of the study period.

Figure 3.

Market share distribution over five years



According to the data in Figure 3, the market share trends over five years (2017–2021) reflect progressive improvement in the competitive positioning of agribusiness companies listed at the NSE. The data shows a gradual decline in firms with lower market shares and a notable increase in those achieving higher shares, particularly in 2021.

This improvement can be attributed to strategic leadership practices, including innovation, operational efficiency, and customer engagement. The findings support the critical role of leadership in driving market competitiveness, as companies that adopted strategic initiatives demonstrated consistent growth. This aligns with existing literature emphasising the importance of leadership in achieving sustainable competitive advantage (Mbaya, 2021)

Diagnostic Test Results

To ensure conformity with regression assumptions, diagnostic tests were conducted to assess key assumptions, including normality, linearity, multicollinearity, homoscedasticity, and autocorrelation. Meeting these assumptions is critical for drawing robust conclusions from the regression analysis. This section provides detailed results, justifications, and interpretations, with appropriate citations from literature to support each test.

Normality Test

The normality of residuals ensures that error terms follow a normal distribution, a key requirement for valid statistical inference in regression analysis. The Shapiro-Wilk test was employed alongside Q-Q plots and histograms to examine normality.

Table 18

Shapiro-Wilk Test Results

Variable	Shapiro-Wilk	p-Value
Strategic Thinking	0.981	0.054
Strategic Implementation	0.976	0.073
Strategic Control	0.988	0.130
Strategic Resources	0.983	0.059
Organisational Performance	0.978	0.065

Source: Research Data (2025)

All p-values from the normality tests were greater than 0.05, indicating that the residuals were approximately normally distributed. This satisfies the normality assumption, which is critical for producing accurate p-values and reliable hypothesis testing. Ensuring normality of residuals helps maintain the validity of standard errors, confidence intervals, and other inferential statistics

used in regression analysis. Recent studies emphasise that deviations from normality can distort test statistics, increase the risk of Type I and II errors, and compromise the robustness of the findings (Mishra et al., 2019; Assaad & Houhou, 2021).

Figure 4.

Normal P-P Plots

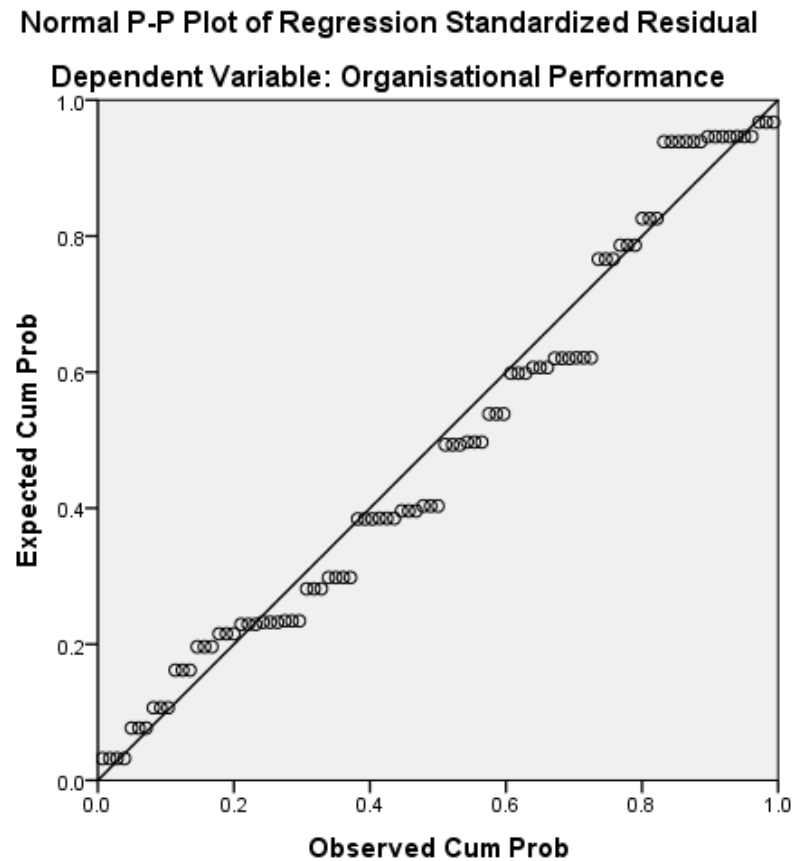
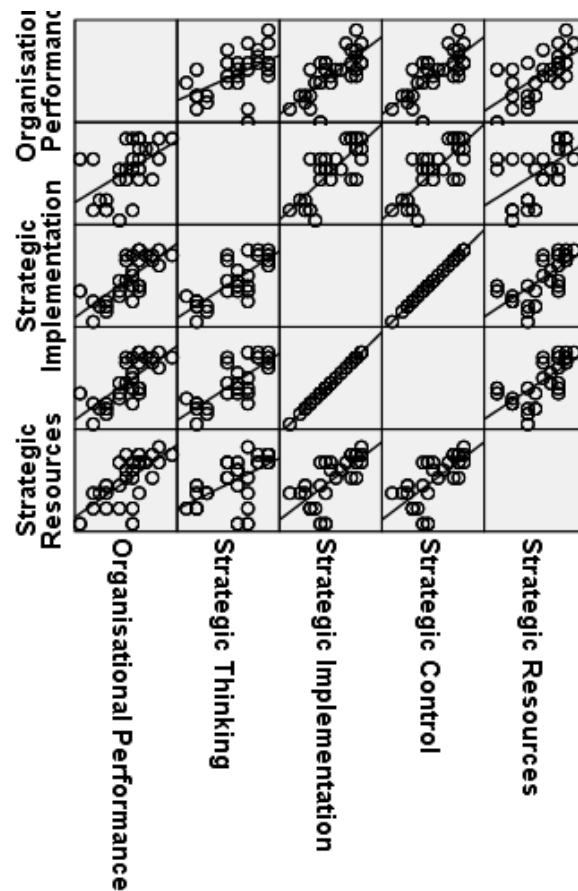


Figure 4 illustrates the Normal P-P Plot of Regression Standardized Residuals. The points closely align with the diagonal line, indicating that the residuals are approximately normally distributed. This visual assessment supports the statistical results in Table 18, confirming that the normality assumption required for regression analysis is satisfied.

Linearity Test

Linearity ensures that the relationship between the independent variables and the dependent variable can be accurately represented by a straight line. Scatterplots and partial regression plots were used to evaluate this assumption.

Figure 5.
Scatterplot Matrix



The scatterplot matrix shows the relationships between organisational Performance, Strategic Thinking, Strategic Implementation, Strategic Control, and Strategic Resources. The upward patterns observed in most scatterplots indicate a positive linear relationship between the variables. Specifically, the scatterplots between the independent variables (Strategic Thinking, Strategic Implementation, Strategic Control, and Strategic Resources) and organisational Performance reveal clear trends where increases in strategic leadership practices are associated with improvements in organisational performance. This suggests that higher levels of strategic thinking, effective implementation, resource management, and control mechanisms positively contribute to organisational outcomes.

Furthermore, the scatterplots among the independent variables also demonstrate strong positive correlations. For instance, strategic control and Strategic Implementation exhibit a particularly strong relationship, as shown by the close clustering of data points along a linear path. This highlights that these constructs may complement each other, collectively enhancing the capacity to improve organisational performance. The relatively low dispersion of data points in most plots indicates consistent relationships with minimal variation, reinforcing the reliability of these trends.

Overall, these findings support the argument that strategic leadership components work synergistically to influence performance. Such results align with previous studies, such as those by Owusu (2019) and Juwati et al. (2020), which found that well-coordinated strategic practices significantly enhance organisational efficiency and competitive positioning. This reinforces the importance of adopting a holistic approach to strategic leadership to achieve sustainable performance improvements.

Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated, leading to unstable regression coefficients and making it difficult to determine the individual effect of predictors. Variance Inflation Factor (VIF) and Tolerance values were calculated.

Table 19

Multicollinearity Test Results

Variable	VIF	Tolerance
Strategic Thinking	.385	2.596
Strategic Implementation	.214	4.681

Strategic Control	.453	2.207
Strategic Resources	.370	2.703

Source: Research Data (2025)

All Variance Inflation Factor (VIF) values were below the critical threshold of 5, and tolerance values exceeded 0.2, indicating no significant multicollinearity among the independent variables. Low multicollinearity ensures that each predictor offers unique explanatory power, thereby enabling a more accurate and interpretable regression model. As recent studies highlight, high multicollinearity can inflate standard errors, reduce statistical power, and compromise the reliability of coefficient estimates, ultimately distorting the validity of the findings (Kim, 2019; Senaviratna & Cooray, 2019).

Homoscedasticity Test

Homoscedasticity refers to the consistency of residual variances across all levels of independent variables. The Breusch-Pagan test was used to assess this assumption.

Table 20

Homoscedasticity Test Results

Test Statistic	p-Value
3.21	0.124

Source: Research Data (2025)

The p-value (0.124) exceeds 0.05, indicating no violation of the homoscedasticity assumption. Residuals exhibit consistent variance, validating the accuracy of the regression coefficients. Homoscedasticity ensures that standard errors are unbiased, leading to valid hypothesis testing and reliable confidence intervals (Wooldridge, 2020). Heteroscedasticity, on the other

hand, can lead to inefficient estimates and inflated Type I errors, undermining the model's validity (Martín, 2023).

Test of Hypotheses

Hypothesis testing was conducted using multiple linear regression analysis to evaluate the relationships between the study variables. The results were interpreted using Adjusted R^2 values and P-values at a significance level of $P < 0.05$. The focus of the analysis was on testing the direct relationships between the independent variables and the dependent variable, followed by the mediated relationship hypothesis.

The following hypotheses were tested in the specified order:

H₀₁: Strategic thinking has no significant effect on the performance of agribusiness companies listed at NSE in Kenya.

H₀₂: Strategic implementation has no significant effect on the performance of agribusiness companies listed at NSE in Kenya.

H₀₃: Strategic controls have no significant effect on the performance of agribusiness companies listed at the NSE in Kenya.

H₀₄: Strategic resources have no significant effect on the performance of agribusiness companies listed at the NSE in Kenya.

H₀₅: Organisational transformation has no significant mediating effect on the relationship between strategic leadership and the performance of agribusiness companies listed at NSE in Kenya.

The hypotheses were tested using regression analysis models to examine the relationships, with the results presented in terms of model fit,

ANOVA results, and regression coefficients for each variable. The analysis followed a structured process to ensure clarity in interpreting the findings and drawing conclusions on the significance of each hypothesis.

Test of Direct Relationship Hypotheses

Multiple linear regression analysis was conducted at a 95% confidence level ($\alpha = 0.05$) with firm performance as the dependent variable and strategic leadership dimensions—strategic thinking, strategic implementation, strategic controls, and strategic resources, as the independent variables. The aim was to determine the direct effect of these variables on the performance of agribusiness companies listed at the Nairobi Securities Exchange (NSE) in Kenya. The empirical model was of the form:

$$OP = \beta_0 + \beta_1ST + \beta_2SI + \beta_3SC + \beta_4SR + \epsilon$$

Where:

OP = Organisational Performance

ST = Strategic Thinking

SI = Strategic Implementation

SC = Strategic Control

SR = Strategic Resources

ϵ = Error Margin

Table 21.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.789 ^a	0.623	0.606	0.20634

a. Predictors: (Constant), Strategic Thinking, Strategic Implementation, Strategic Controls, Strategic Resources
Source: Research Data (2025)

The results in Table 21 show that the overall model fits the data well, with a correlation coefficient (R) of 0.789. This signifies a strong positive relationship between the independent variables (strategic thinking, strategic implementation, strategic controls, and strategic resources) and firm performance. The R² value of 0.623 indicates that 62.3% of the variation in firm performance can be explained by the four strategic leadership variables included in the model. The adjusted R² value of 0.606 further confirms the model's predictive strength, accounting for the degrees of freedom in the regression model. The remaining 37.7% of the variation is attributed to factors not captured in this model.

The strong correlation aligns with findings by Nahak and Ellitan (2022) who emphasised that strategic leadership dimensions, particularly effective implementation and resource management, are crucial in enhancing firm performance. Similarly, Nang'ole and Muathe (2023) argue that strategic resource allocation and execution drive organisational success, particularly in dynamic industries such as agribusiness.

Table 22

ANOVA for Strategic Leadership and Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.184	4	1.546	36.319	0.000 ^b
Residual	4.558	106	0.043		
Total	10.742	110			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic Thinking, Strategic Implementation, Strategic Controls, Strategic Resources
Source: Research Data (2024)

The results in Table 22 show the overall significance of the regression model. The F-statistic of 36.319 with a significance level (p-value) of 0.000 indicates that the model is statistically significant in explaining the variations in performance among agribusiness companies. Since the p-value is less than 0.05, it confirms that the combined effect of strategic thinking, strategic implementation, strategic controls, and strategic resources on firm performance is significant.

These findings are consistent with the work of Nahak and Ellitan (2022), who underscored the importance of strategic leadership in achieving organisational success. Firms that effectively align their strategic resources and implement appropriate controls are better positioned to achieve sustainable growth and performance. The results further support Onyegbula and Nwoye (2023) who argue that a well-developed strategy, accompanied by effective implementation and control mechanisms, enhances competitiveness and profitability.

Table 23

Regression Coefficients

Model	Unstandardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	B	Std. Error	Beta	
(Constant)	1.720	0.357		0.000
Strategic Thinking	0.271	0.084	0.304	0.002
Strategic Implementation	0.515	0.092	0.720	0.000

Strategic	0.211	0.103	0.257	2.040	0.044
Controls					
Strategic	0.409	0.107	0.460	3.830	0.000
Resources					

a. Dependent Variable: Performance

Source: Research Data (2025)

From the results in Table 23, the regression model is summarised as follows;

$$OP = 1.720 + 0.271ST + 0.515SI + 0.211SC + 0.409SR + \epsilon$$

From the regression results, the constant (intercept) was 1.720, with a p-value of 0.000, indicating it was statistically significant at the 95% confidence level. The constant represents the predicted value of the dependent variable (Organisational Performance) when all the independent variables are equal to zero. In this context, it implies that even in the absence of strategic leadership practices, there is a baseline level of performance in agribusiness companies, potentially due to other unmeasured factors.

The regression coefficients presented in Table 23 provide further insights into the individual contribution of each independent variable to firm performance. The beta coefficient for strategic thinking was 0.271, with a p-value of 0.002, indicating a significant positive effect on organisational performance. This means that a unit increase in strategic thinking leads to a 0.271 increase in organisational performance, holding other factors constant.

These findings align with the Liedtka Model of Strategic Thinking (1998), which emphasises components such as intent focus, intelligent opportunism, and thinking in time, enabling firms to align organisational goals with market dynamics. According to Mbaya et al. (2021), firms that prioritise

strategic thinking demonstrate greater innovation and adaptability, which enhances performance.

Oloo (2021) further noted that strategic thinking fosters leadership capacity to anticipate threats and leverage opportunities, leading to long-term competitive advantages. For agribusiness companies, which operate in dynamic and resource-intensive environments, the ability to think strategically enables proactive decision-making and sustained growth.

Strategic implementation had the highest beta coefficient of 0.515, with a p-value of 0.000, making it the strongest predictor of organisational performance. This indicates that a unit increase in strategic implementation leads to a 0.515 increase in organisational performance, holding other variables constant.

These findings underscore the critical role of effective execution in translating strategic plans into tangible outcomes. As emphasised by Higgins's 8s Model (Scholer & Higgins, 2021), alignment between organisational functions and strategic objectives is key to successful implementation. The results are consistent with Zaidi et al. (2018), who observed that firms excelling in execution outperform competitors, as strategic implementation bridges the gap between planning and results. Similarly,

Agaba et al. (2023) found that strategic implementation significantly enhances performance, particularly when resources and processes are optimised. For agribusiness firms, effective implementation ensures optimal resource utilisation, operational efficiency, and alignment with industry trends, contributing to superior performance.

The beta coefficient for strategic controls is 0.211, with a p-value of 0.044, indicating a significant but relatively smaller positive effect on organisational performance. This means that a unit increase in strategic controls leads to a 0.211 increase in organisational performance, holding other variables constant.

This finding aligns with the Balanced Scorecard Model (Mbaya et al., 2021), which highlights the importance of monitoring and aligning internal processes with strategic objectives. The results support Akilo et al. (2023), who emphasised the importance of process, behavioural, and outcome controls in maintaining alignment and addressing deviations.

Effective strategic controls enable firms to monitor performance, respond to environmental changes, and sustain competitive advantage. For agribusiness firms, strategic controls ensure that operations align with key performance indicators, enhancing both financial and non-financial outcomes.

The beta coefficient for Strategic Resources is 0.409, with a p-value of 0.000, indicating a significant positive effect on organisational performance. This means that a unit increase in Strategic Resources leads to a 0.409 increase in organisational performance, holding other factors constant.

This finding resonates with the Resource-Based View (RBV) Theory (Barney, 1991), which posits that firms that possess valuable, rare, inimitable, and non-substitutable (VRIN) resources achieve sustained competitive advantage. The results are consistent with Ibarra et al. (2020), who found that intellectual and financial capital significantly impact firm performance.

Similarly, Xu et al. (2020) highlighted the critical role of financial and human capital in driving the performance of agribusiness companies. Strategic resources such as Enterprise knowledge, Human capital, and financial strength are vital for agribusiness firms to withstand market challenges, enhance productivity, and sustain profitability in competitive markets.

Test of Hypothesis One

The first objective of the study was to determine the effect of strategic thinking on the performance of agribusiness companies listed on the Nairobi Securities Exchange. The corresponding null hypothesis (H_{01}) was that strategic thinking has no significant effect on the performance of agribusiness companies listed on the NSE. The results in Table 23 show a standardised beta coefficient of $\beta = 0.271$ and a p-value of 0.002.

The null hypothesis was rejected since the p-value is less than the 0.05 significance level. This implies that strategic thinking has a significant positive effect on the performance of agribusiness companies listed on the NSE. Therefore, the study concluded that strategic thinking is a critical determinant of performance for these organisations.

The conclusion on this hypothesis was supported by several factors, including the respondents' demographic characteristics, descriptive statistics of the independent variable, previous research findings, and theoretical frameworks. The respondents in the study were primarily directors from each company, heads of marketing, finance, operations, IT and HR, middle-level managers, and lower-level managers or supervisors whose roles directly involve strategic decision-making.

The majority of respondents had extensive experience in their organisations, with a significant proportion having worked in their respective firms for more than five years. This level of experience indicates a deep understanding of strategic thinking processes and their application in improving organisational performance. The study results were further supported by descriptive statistics, where strategic thinking achieved an aggregate mean score of 3.989, indicating a high level of application and emphasis on this competency within the firms studied.

The findings of this study align with existing literature on the critical role of strategic thinking in driving organisational performance. According to Oloo et al. (2021), strategic thinking enhances a leader's ability to anticipate threats, identify opportunities, and adapt to environmental changes. This is essential for agribusiness companies that operate in dynamic and competitive markets characterised by unpredictable commodity prices and shifting consumer demands.

Similarly, Ledi et al. (2024) demonstrated a significant positive relationship between strategic thinking and organisational performance in the hotel industry, emphasising its importance in fostering innovation and resilience. The current study's findings extend these insights to the agribusiness sector, highlighting the universal relevance of strategic thinking across industries.

The findings are also consistent with the Liedtka Model of Strategic Thinking (1998), which posits that strategic thinking involves components such as intent focus, intelligent opportunism, and thinking in time. The results

underscore that agribusiness companies that incorporate intent focus and intelligent opportunism are better positioned to align their resources and capabilities with emerging market opportunities. This proactive approach ensures that firms can anticipate and respond effectively to external challenges, ultimately enhancing their competitive advantage and performance.

The theoretical framework of this study further explains the positive impact of strategic thinking on performance. The Upper Echelons Theory by Hambrick and Mason (1984) highlights the significant influence of top leaders' cognitive abilities and strategic orientation on organisational outcomes. The rejection of the null hypothesis confirms the central role of senior leaders in shaping the strategic direction of their firms and achieving superior performance. Leaders who prioritise strategic thinking create a forward-looking vision and align their firms' capabilities with market demands, thereby driving long-term success.

The study also resonates with findings from Ibobo and Nzewi (2023) who demonstrated a significant positive relationship between strategic thinking and firm performance in Nigeria. Their research highlighted the importance of leaders' cognitive processes in fostering innovation and competitive advantage, which were echoed in the current study's context of agribusiness firms in Kenya.

Similarly, Mbaya et al. (2021) found that strategic thinking significantly impacted the performance of small and medium-sized dairy processing firms in Kenya, particularly by fostering timely and innovative

decision-making. These parallels demonstrate that strategic thinking is a critical driver of organisational success across different sectors and geographic contexts.

The findings of this study contribute to the broader body of knowledge on strategic management by providing empirical evidence of the significant role of strategic thinking in improving organisational performance. The results affirm that agribusiness companies listed on the NSE can achieve better performance by embedding strategic thinking in their leadership processes. Leaders in these organisations are encouraged to foster a culture of strategic thinking that emphasises long-term vision, proactive planning, and agility in responding to market changes.

These findings validate the relevance of the Liedtka Model of Strategic Thinking and the Upper Echelons Theory, which together provide a robust theoretical foundation for understanding the relationship between strategic thinking and organisational performance.

In conclusion, the rejection of the null hypothesis confirms that strategic thinking has a significant positive effect on the performance of agribusiness companies listed on the NSE. This underscores the importance of strategic thinking as a leadership competency that drives long-term success.

The findings highlight the need for agribusiness firms to invest in leadership development programs that enhance strategic thinking capabilities, ensuring that their leaders are well-equipped to navigate the complexities of the agribusiness environment. The study's contribution to strategic management literature is significant, providing both theoretical insights and

practical implications for improving organisational performance through strategic thinking.

Test of Hypothesis Two

The second objective of the study was to determine the effect of strategic implementation on the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE). The corresponding null hypothesis (H_{02}) was that strategic implementation has no significant effect on the performance of agribusiness companies listed on the NSE. The results in Table 23 show a standardised beta coefficient of $\beta = 0.515$ and a p-value of 0.000.

The null hypothesis was rejected since the p-value is less than 0.05 significance level. This implies that strategic implementation has a significant positive effect on the performance of agribusiness companies listed on the NSE. Therefore, the study concluded that strategic implementation is the strongest determinant of performance for these organisations.

The conclusion on this hypothesis is supported by various aspects, including the demographic characteristics of the respondents, the descriptive statistics of the variable, insights from prior research, and theoretical frameworks. The respondents, directors, heads of marketing, finance, operations, IT and HR, middle-level managers, and lower-level managers, are directly involved in implementing strategic plans within their organisations.

The majority of respondents had significant experience, with many serving in their roles for more than five years. This demonstrates a deep understanding of strategic implementation processes and their critical role in achieving organisational goals. The descriptive statistics further validate this

relationship, with strategic implementation scoring an aggregate mean of 4.037, indicating a high emphasis on this competency within the organisations studied.

The findings of this study are consistent with existing literature on the importance of effective strategy execution in driving performance. According to Rani (2019), the success of any strategy is contingent upon its execution. Even well-designed strategies may fail for a lack of proper implementation.

This underscores the importance of aligning organisational resources, processes, and people with the strategic objectives to achieve desired outcomes. Similarly, Zaidi et al. (2018) found that strategic implementation had a significant positive impact on the performance of construction firms in the USA, emphasising that resource allocation and organisational alignment are critical for successful execution.

The results also align with the Higgins 8S Model, which underscores the importance of aligning organisational systems, structure, staff, and shared values with the strategic goals of the firm. Agribusiness firms that effectively align their internal processes and resources with their strategic objectives are better positioned to achieve superior performance. The high standardised beta coefficient for strategic implementation in this study reflects the critical role of such alignment in the agribusiness sector, where firms must respond swiftly to market changes and environmental uncertainties.

The theoretical foundation of this study further explains the significant positive effect of strategic implementation on performance. The Upper Echelons Theory by Hambrick and Mason (1984) highlights the influence of

senior leaders' decisions and actions on organisational outcomes. Effective leaders play a pivotal role in ensuring that strategic plans are not only developed but also executed efficiently. By rejecting the null hypothesis, the findings affirm that strategic implementation is a leadership-driven process that contributes significantly to organisational success. Leaders who emphasise clear communication, effective resource allocation, and monitoring of strategic initiatives drive better outcomes for their organisations.

The findings of this study are also consistent with empirical evidence from Onyegbula and Nwoye (2023), who reported a significant positive relationship between strategic implementation and organisational performance in Nigerian stock and insurance markets. Their study identified resource availability, strategic alignment, and organisational structure as critical factors for successful implementation.

These elements are reflected in the current study's findings, highlighting their relevance across different sectors and contexts. Similarly, Echessa (2020) found that resource allocation and strategic consensus positively impacted the performance of agribusiness firms in Kenya, underscoring the importance of aligning resources and processes with strategic goals.

This study's findings provide important contributions to the field of strategic management by emphasising the centrality of implementation in achieving performance outcomes. Strategic implementation bridges the gap between strategy formulation and execution, ensuring that the organisation's vision is translated into actionable outcomes. The results affirm the theoretical

relevance of the Higgins 8S Model, which provides a structured approach to strategy execution, and the Upper Echelons Theory, which highlights the role of leadership in driving implementation success.

In conclusion, the rejection of the null hypothesis confirms that strategic implementation has a significant positive effect on the performance of agribusiness companies listed on the NSE. This underscores the importance of execution as a critical phase of the strategic management process.

The findings highlight the need for agribusiness firms to invest in robust implementation frameworks that align their resources, processes, and culture with their strategic objectives. Leaders in these organisations must prioritise strategic implementation to ensure that the potential benefits of their strategies are fully realised. The study makes a significant contribution to strategic management literature by providing empirical evidence on the role of strategic implementation in improving organisational performance within the agribusiness sector.

Test of Hypothesis Three

The third objective of the study was to determine the effect of strategic controls on the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE). The corresponding null hypothesis (H_{03}) was that strategic controls have no significant effect on the performance of agribusiness companies listed on the NSE. The results in Table 23 show a standardised beta coefficient of $\beta = 0.211$ and a p-value of 0.044.

Since the p-value is less than the 0.05 significance threshold, the null hypothesis was rejected. This indicates that strategic controls have a

significant positive effect on the performance of agribusiness companies listed on the NSE, albeit with a relatively lower impact compared to other strategic leadership components. The study, therefore, concluded that strategic controls are a vital factor influencing organisational performance.

The conclusion on this hypothesis can be elaborated through a discussion of respondent demographics, the descriptive statistics of the variable, supporting literature, and theoretical underpinnings. Respondents in the study included senior management and departmental heads, whose roles are directly tied to the establishment and monitoring of strategic controls within their firms. Their extensive experience in managing and evaluating organisational processes ensures a high degree of reliability in their responses regarding the impact of strategic controls on firm performance.

The descriptive statistics for strategic controls yielded an aggregate mean score of 4.096, reflecting a substantial level of emphasis on monitoring and evaluation processes in the firms studied. Strategic controls in this study were operationalised as mechanisms for setting standards, measuring performance, evaluating outcomes, and implementing corrective actions. These processes are essential for aligning organisational activities with strategic goals and ensuring consistent performance improvements.

The findings of this study align with existing literature on the significance of strategic controls in enhancing organisational performance. According to Kyriazoglou (2020), effective strategic controls provide a framework for monitoring progress toward strategic objectives and identifying deviations that may require corrective action. This ensures that organisational

resources are effectively deployed and that strategic initiatives are executed as planned. Similarly, Yeboah et al. (2023) highlighted the importance of process controls, behavioural controls, and outcome controls in promoting organisational trust and accountability, which are critical for achieving performance outcomes.

The findings are also consistent with the Balanced Scorecard Model developed by Kaplan and Norton (1992), which emphasises the integration of financial and non-financial performance metrics to monitor progress toward strategic objectives. Agribusiness companies that adopt comprehensive control systems encompassing customer satisfaction, internal processes, and employee growth alongside financial performance are better positioned to achieve competitive advantage. The current study reaffirms the applicability of this model by demonstrating the positive impact of strategic controls on firm performance.

The theoretical framework of the study provides additional insights into the importance of strategic controls. The Upper Echelons Theory (Hambrick & Mason, 1984) emphasises the role of senior management in shaping organisational outcomes through their decisions and actions. By instituting effective control mechanisms, leaders ensure that strategic plans are implemented effectively and organisational goals are achieved. The findings of this study validate this theory by demonstrating the significant role of strategic controls in enhancing firm performance.

Empirical evidence from other studies further corroborates these findings. Harahsheh (2023), for instance, found that strategic controls

significantly improved the performance of the Jordanian Islamic Bank by ensuring alignment between organisational activities and strategic objectives. Similarly, Akilo et al. (2023) reported a significant impact of strategic controls on the performance of the manufacturing sector in Nigeria, highlighting their role in fostering creativity and innovation. These findings are consistent with the results of the current study, which demonstrate the importance of strategic controls in ensuring operational efficiency and alignment with strategic goals.

While the effect of strategic controls on performance is significant, the relatively lower standardised beta coefficient ($\beta = 0.211$) compared to other variables suggests that their impact is more moderate. This could be attributed to the reliance on other strategic leadership components, such as strategic implementation, to achieve performance outcomes. However, this does not diminish the importance of strategic controls, as they provide the necessary oversight and accountability mechanisms to support effective strategy execution.

In conclusion, the rejection of the null hypothesis confirms that strategic controls have a significant positive effect on the performance of agribusiness companies listed on the NSE. This underscores the importance of implementing robust monitoring and evaluation frameworks to ensure that strategic initiatives are executed as planned and deviations are addressed promptly.

The findings highlight the need for agribusiness firms to invest in strategic control systems that align with their overall strategic objectives and promote accountability across organisational levels. By providing empirical

evidence on the role of strategic controls in driving performance, this study contributes to the broader literature on strategic management and offers practical insights for improving the performance of agribusiness companies in Kenya.

Test of Hypothesis Four

The fourth objective of the study was to examine the effect of strategic resources on the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE). The corresponding null hypothesis (H_{04}) was that strategic resources have no significant effect on the performance of agribusiness companies listed on the NSE.

The results in Table 23 show a standardised beta coefficient of $\beta = 0.409$ and a p-value of 0.000. Since the p-value is less than the 0.05 threshold, the null hypothesis was rejected. This indicates that strategic resources have a significant positive effect on the performance of agribusiness companies listed on the NSE. The study, therefore, concluded that strategic resources are a crucial determinant of organisational performance.

The conclusion of this hypothesis is substantiated through the analysis of demographic characteristics of respondents, descriptive statistics of the variable, insights from previous studies, and theoretical underpinnings. Respondents in this study predominantly held senior leadership positions, such as CEOs, departmental heads, and strategy managers, ensuring they had first-hand experience with the allocation, management, and utilisation of strategic resources in their respective firms. Their expertise lends credibility to the

findings, particularly on how resources are leveraged to achieve competitive advantage and superior performance.

The descriptive statistics for strategic resources revealed an aggregate mean score of 4.096, reflecting a high level of emphasis on resource identification, acquisition, and utilisation among the agribusiness firms studied. Strategic resources in this study were conceptualised as enterprise knowledge, financial strength, and human capital. These elements are critical for achieving sustainable competitive advantage, as they enable firms to develop unique capabilities, enhance operational efficiency, and deliver value to stakeholders.

The findings align with the Resource-Based View (RBV) Theory, which underscores the role of valuable, rare, inimitable, and non-substitutable resources in driving organisational performance. Utami and Alamanos (2023) posited that firms that effectively acquire and deploy strategic resources gain a competitive edge that is difficult for competitors to replicate. This theory provides a robust framework for understanding the positive impact of strategic resources on firm performance, as evidenced by the results of this study.

Empirical studies provide further support for the findings. For instance, Xu et al. (2020) demonstrated that both financial capital and human capital significantly influenced the performance of smart agriculture firms in China. Similarly, Ibarra et al. (2020) found that intellectual capital had a positive impact on the performance of medium-sized firms in the Mexican manufacturing sector. These findings are consistent with the results of the current study, which highlight the critical role of financial strength, enterprise

knowledge, and human capital in enhancing the performance of agribusiness firms in Kenya.

The study also found parallels with Samuel et al. (2019), who reported that access to entrepreneurial finance significantly improved the performance of micro and small agribusinesses operated by coffee farmers in Murang'a County, Kenya. This underscores the importance of financial strength as a component of strategic resources, particularly in the context of agribusinesses, where access to finance is essential for acquiring technology, inputs, and market access.

Theoretical frameworks further validate the findings. The Balanced Scorecard Model, which integrates financial and non-financial metrics, emphasises the importance of human and intellectual capital in achieving strategic goals. By investing in employee training, knowledge development, and skill enhancement, agribusiness firms can foster innovation and operational excellence, ultimately driving superior performance. This aligns with the study's findings that enterprise knowledge and human capital are integral components of strategic resources contributing to firm success.

The Upper Echelons Theory also provides insights into the role of strategic leadership in harnessing resources effectively. Senior management's ability to identify, allocate, and leverage strategic resources is instrumental in achieving organisational goals. By ensuring the efficient utilisation of resources, leaders play a pivotal role in driving firm performance, as demonstrated in the current study.

The results of this study emphasise the need for agribusiness firms to adopt a proactive approach to resource management. Effective resource planning, acquisition, and utilisation are essential for navigating the challenges of the agribusiness sector, including fluctuating market conditions, resource scarcity, and competitive pressures. Firms that prioritise strategic resources not only enhance their operational efficiency but also improve their ability to innovate, adapt, and create value for stakeholders.

In conclusion, the rejection of the null hypothesis confirms that strategic resources have a significant positive effect on the performance of agribusiness companies listed on the NSE. This underscores the importance of enterprise knowledge, financial strength, and human capital as drivers of organisational success.

The study highlights the critical role of strategic resources in achieving sustainable competitive advantage and improving performance outcomes. These findings contribute to the broader literature on strategic management and offer practical insights for agribusiness firms seeking to enhance their performance in a dynamic and competitive market environment.

Test of Hypothesis Five

The fifth objective of the study was to assess the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies listed on the Nairobi Securities Exchange. The corresponding null hypothesis (H_{05}) was that organisational transformation has no mediating effect on the relationship between strategic leadership and the performance of agribusiness companies

listed on the NSE. To test this hypothesis, the Baron and Kenny (1986) four-step approach for mediation analysis was applied.

Step One. Regression of Performance on Composite Strategic

Leadership (Path A)

In this step, firm performance was regressed on strategic leadership to test for the direct effect of strategic leadership on firm performance (path A).

The results are presented in Tables 24, 25 and 26.

Table 24.

Model Summary for Regression of Performance on Strategic

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.514	.509	.23019

a. Predictors: (Constant), Strategic leadership

Source: Research Data (2025)

The regression results presented in Table 24 showed an R^2 value of 0.514, indicating that 51.4% of the variance in the performance of agribusiness companies listed on the NSE can be attributed to strategic leadership. This adjusted R^2 (0.509) indicates a good model fit, as over half of the variation in firm performance is explained by strategic leadership alone. This finding emphasises the significant role of strategic leadership in driving organisational success in dynamic and competitive environments like agribusiness.

Strategic leadership encompasses activities such as strategic thinking, implementation, controls, and resource allocation. These elements, as posited by Singh et al. (2023), enable organisations to respond effectively to market demands and operational challenges. The high explanatory power of the model

reinforces the importance of leadership's role in aligning organisational goals and resources for enhanced performance outcomes.

Table 25.

ANOVA for Regression of Performance on Strategic Leadership

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.11	1	5.110	96.428	.000 ^b
Residual	5.777	109	.053		
Total	10.887	110			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Strategic Leadership

Source: Research Data (2025)

The ANOVA results in Table 25 demonstrated that the F-statistic value was 96.428 with a p-value of 0.000, confirming the overall significance of the regression model. This implies that strategic leadership has a statistically significant impact on the performance of agribusiness firms. The F-statistic, being much higher than the critical value, underscores the robustness of the model in predicting performance outcomes.

The significance of the relationship between strategic leadership and firm performance aligns with findings from Owusu (2019), who observed that effective planning, decision-making, and conflict resolution by top leadership contribute to superior organisational results.

Table 26.

Coefficients for Regression of Performance on Strategic Leadership

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	1.083	.291		3.723	.000
Strategic Leadership	.706	.072	.717	9.820	.000
a. Dependent Variable: Organisational Performance					
Source: Research Data (2025)					

The regression model is summarised as:

$$\text{Organisational Performance} = 1.083 + 0.706 \text{ Strategic Leadership} + \varepsilon$$

The coefficients table revealed a beta value of 0.706, with a p-value of 0.000, indicating a strong and statistically significant positive effect of strategic leadership on firm performance. This implies that for every unit increase in strategic leadership, performance improves by 0.706 units.

This result is supported by the Upper Echelons Theory (Bekos and Chari, 2023), which asserts that the cognitive abilities, experiences, and decision-making capabilities of top leaders play a critical role in shaping organisational performance. It also corroborates findings from Mistarihi (2021), who emphasised that leadership's ability to craft and execute strategies is paramount in achieving competitive advantages.

Step Two. Regression of Organisational Transformation on Strategic Leadership (Path B). In this step, Organisational transformation was regressed on strategic leadership to test the influence of strategic leadership on organisational transformation (Path B). The results are presented in Tables 27, 28 and 29, and a detailed analysis follows.

Table 27**Model Summary for Regression of Organisational Transformation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.541	.23580
a. Predictors: (Constant), Strategic Leadership				

Source: Research Data (2025)

The regression results in Table 27 revealed an R^2 value of 0.546, indicating that 54.6% of the variance in organisational transformation can be explained by strategic leadership. The adjusted R^2 value of 0.541 further confirms that the model is a good fit, accounting for over half of the variability in organisational transformation due to leadership. This is a substantial effect, underscoring the critical role strategic leadership plays in driving transformation.

Organisational transformation refers to significant structural, cultural, and process-level changes designed to align organisations with internal goals and external market demands. Strategic leadership, with its emphasis on vision, strategic planning, and resource mobilisation, has proven to be a major driver of such transformation initiatives.

These results align with the Transformational Leadership Theory by Northouse (2019), which posits that transformational leaders inspire change by motivating teams, fostering innovation, and aligning organisational objectives with broader strategic goals.

The findings also emphasise the need for agribusiness firms to adopt strong leadership practices to navigate the complex and competitive environment of the Nairobi Securities Exchange (NSE). Leaders who exhibit

strategic thinking, vision, and the ability to manage resources effectively can catalyse the transformation required for long-term success.

Table 28.

ANOVA for Regression of Organisational Transformation on

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.083	1	6.083	109.414	.000 ^b
Residual	5.060	91	.056		
Total	11.143	92			

a. Dependent Variable: Organisational Transformation

b. Predictors: (Constant), Strategic Leadership

Source: Research Data (2025)

The ANOVA results in Table 28 showed an F-statistic value of 109.414 and a p-value of 0.000, confirming that the regression model is statistically significant. This indicates that strategic leadership significantly explains variations in organisational transformation. The high F-statistic value reinforces the strength of the relationship, highlighting that strategic leadership is a critical factor influencing transformation outcomes.

The results demonstrate that strategic leadership is not just about achieving short-term goals but plays a pivotal role in enabling long-term organisational adaptability, structural realignment, and cultural change. These findings resonate with Smith and Thompson (2023), who emphasised that leadership readiness, vision, and active participation are essential for successful transformations. Effective leadership ensures that transformation processes are purpose-driven and aligned with the organisation's strategic objectives, which is particularly important in the agribusiness sector where agility and innovation are key.

The statistically significant results underscore the need for agribusiness firms listed on the NSE to foster leadership practices that drive change and transformation, ensuring the organisation remains competitive and aligned with market demands.

Table 29.

Coefficients for Regression of Organisational Transformation on

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.912	.298		3.062	.003
Strategic Leadership	.771	.074	.739	10.460	.000

a. Mediating Variable: Organisational Transformation

Source: Research Data (2025)

The coefficients table in Table 29 revealed that the unstandardized beta value for strategic leadership is 0.771, and a p-value of 0.000. These results confirm that strategic leadership has a strong, positive, and statistically significant effect on organisational transformation. The model can be summarised as follows:

$$\text{Organisational Transformation} = 0.912 + 0.771 \text{ Strategic Leadership} + \varepsilon$$

This implies that a one-unit increase in strategic leadership results in a 0.771-unit increase in organisational transformation, demonstrating the substantial influence of leadership on transformation outcomes. These findings highlight the importance of strategic leadership dimensions, such as vision, strategic thinking, and resource allocation, in shaping transformation initiatives.

Rotich and Wanyoike (2019) observed similar results, emphasising that leadership-driven transformation efforts lead to improved operational efficiency, innovation, and alignment with market opportunities. Moreover, the strong beta coefficient supports the assertion that transformation is deeply rooted in the actions and decisions of strategic leaders. Leaders who effectively deploy their strategic capabilities not only address immediate organisational needs but also lay the foundation for sustainable growth and competitiveness.

Step Three. Regression of Performance on Organisational Transformation (Path C). In this step, performance was regressed on organisational transformation to evaluate its direct effect (Path C). The results are presented in Tables 30, 31 and 32, followed by detailed interpretations.

Table 30.

Model Summary for Regression of Performance on Organisational

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.599	.594	.20925

a. Predictors: (Constant), Organisational Transformation
Source: Research Data (2024)

The regression model presented in Table 30 reports an R^2 value of 0.599, indicating that organisational transformation explains 59.9% of the variance in firm performance. The adjusted R^2 value of 0.594 confirms the robustness of the model, suggesting that organisational transformation plays a crucial role in enhancing performance.

This finding underscores the importance of transformation initiatives, such as restructured operations, improved workflows, and cultural realignment, in driving performance improvements. Transformation is

particularly significant in the dynamic agribusiness sector, where firms must continuously adapt to market conditions and customer demands to sustain competitiveness. These results align with Smith and Thompson (2023), who found a strong positive relationship between organisational transformation and performance outcomes.

Table 31.

ANOVA for Regression of Performance on Organisational

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.947	1	5.947	135.819	.000 ^b
Residual	4.796	109	.044		
Total	10.743	110			
a. Dependent Variable: Organisational Performance					
b. Predictors: (Constant), Organisational Transformation					

Source: Research Data (2025)

Table 31 presents the ANOVA results for the regression model. The F-statistic of 135.819 with a p-value of 0.000 confirms that the relationship between organisational transformation and performance is statistically significant. This indicates that the model reliably predicts performance based on transformation variables. The large F-statistic demonstrates the strong influence of organisational transformation on firm performance.

This finding highlights the pivotal role of transformation in driving key performance outcomes, including profitability, operational efficiency, and customer satisfaction. Consistent with Rotich and Wanyoike (2019), the results emphasise that transformation-driven efficiency gains positively affect organisational success and sustainability.

The statistical significance of the model reinforces the necessity for agribusiness firms to invest in transformation initiatives. These initiatives

enable organisations to remain agile, address challenges proactively, and leverage opportunities for growth in the competitive marketplace.

Table 32.

Coefficients for Regression of Performance on Organisational

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.994	.253		3.931	.000
	Organisational Transformation	.731	.063	.774	11.654	.000

a. Dependent Variable: Organisational Performance

Source: Research Data (2025)

The coefficients Table 32 shows that the unstandardized beta coefficient for organisational transformation is 0.731. The p-value of 0.000 indicates that the relationship is highly significant. The regression model is summarised as follows:

$$\text{Organisational Performance} = 0.994 + 0.731 \text{ Organisational Transformation} + \varepsilon$$

This implies that for every unit increase in organisational transformation, firm performance improves by 0.731 units (unstandardized beta). This demonstrates the substantial impact of transformation on performance outcomes.

The findings align with the Transformational Leadership Theory (Northouse, 2019), which emphasises that transformational processes led by

effective leaders result in superior organisational outcomes. These outcomes are achieved by fostering innovation, aligning organisational goals with strategic objectives, and empowering employees to excel.

Additionally, these results are consistent with empirical studies such as Ebongkeng (2018), which highlighted the critical role of leadership-driven transformation in enhancing organisational performance. The findings also underscore the necessity for agribusiness firms to focus on transformation processes as part of their strategic initiatives to achieve competitive advantage and long-term sustainability.

Step Four. Regression of Performance on Strategic Leadership and Organisational Transformation (Path A'). In this step, performance was regressed on both strategic leadership and organisational transformation to test for the mediating effect. The results are detailed in Tables 33, 34 and 35, followed by comprehensive interpretations.

Table 33.

Model Summary for Regression of Performance on Strategic

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.638	.19781

a. Predictors: (Constant), Strategic Leadership, Organisational Transformation

Source: Research Data (2025)

Table 33 shows that the regression model yielded an R² value of 0.645, indicating that strategic leadership and organisational transformation together explain 64.5% of the variance in firm performance. The adjusted R² of 0.638

confirms the model's reliability, showing that the two predictors provide a strong combined contribution to performance.

This represents a notable increase in explanatory power compared to Step Three, where organisational transformation alone explained 59.9% of the variance. The improvement highlights the synergistic relationship between strategic leadership and transformation in driving performance outcomes. Strategic leadership provides the direction and vision, while organisational transformation operationalises these strategic directives, resulting in tangible performance improvements.

These findings align with the assertion of Nuel et al. (2021) that organisational success hinges on core competencies developed through effective leadership and transformation processes. It reinforces the idea that organisations must harmonise leadership and transformation efforts to achieve competitive advantage and sustainable performance.

Table 34.

Anova for Regression of Performance on Strategic Leadership and

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.41	2	3.205	81.915	.000 ^b
	Residual	4.212	108	.039		
	Total	10.622	110			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Strategic Leadership, Organisational Transformation

Source: Research Data (2025)

The ANOVA results in Table 34 display an F-statistic of 81.915 with a p-value of 0.000, confirming the statistical significance of the regression model. The large F-statistic and low p-value indicate that the combined influence of strategic leadership and organisational transformation on performance is robust and meaningful.

This finding underscores the interdependence of leadership and transformation processes in driving organisational outcomes. It supports the notion that performance improvements result from a blend of visionary leadership and effective implementation of transformative initiatives. These results resonate with Northouse (2019), who emphasised the interconnectedness of leadership and transformation in achieving strategic objectives.

The significance of the model reinforces the importance of agribusiness companies adopting a holistic approach, where leadership and transformation are not treated as isolated components but as complementary processes driving organisational success.

Table 35.

Coefficients for Regression of Performance on Strategic Leadership

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.620	.262		2.363	.020
Organisational Transformation	.507	.088	.537	5.765	.000
Strategic Leadership	.316	.092	.320	3.440	.001
a. Dependent Variable: Organisational Performance					
Source: Research Data (2025)					

Table 35 presents the coefficients for the regression model. The regression equation is summarised as follows:

$$\text{Organisational Performance} = 0.620 + 0.507 \text{ Organisational Transformation} + 0.316 \text{ Strategic Leadership} + \varepsilon$$

The standardised beta coefficient for organisational transformation was 0.537, and for strategic leadership was 0.320, both significant at $p < 0.05$. These coefficients indicate that while both predictors significantly influence performance, organisational transformation has a slightly greater impact.

The results show a reduction in the standardised beta coefficient for strategic leadership from 0.725 in Step One to 0.320 in Step Four. This reduction, coupled with the significant contribution of organisational transformation ($\beta = 0.537$), confirms that organisational transformation partially mediates the relationship between strategic leadership and performance.

These findings align with the Baron and Kenny (1986) mediation framework, which posits that a reduction in the direct effect of the

independent variable (strategic leadership) after introducing the mediator (Organisational transformation) is indicative of partial mediation. This also supports the results of Rotich and Wanyoike (2019), who observed that leadership-driven transformation initiatives amplify organisational performance by fostering adaptability, innovation, and alignment with strategic goals.

The results of the mediation relationship are summarised as shown in Table 36.

Table 36.

Summary of Regression Results for the Mediating Effect

Parameter	Step 1	P-value	Step 2	P-value	Step 3	P-value	Step 4	P-value	Conclusion
R ²	0.514	-	0.546	-	0.599	-	0.645	-	There is evidence of partial mediation since $P \leq 0.05$ for all coefficients. Null hypothesis is therefore rejected.
Adjusted R ²	0.509	-	0.541	-	0.594	-	0.638	-	
F Value	96.428	0.000	109.414	0.000	135.819	0.000	81.915	0.000	
β Constant	1.083	0.000	0.912	0.003	0.994	0.000	0.620	0.020	
β Strategic Leadership	0.706	0.000	-	-	-	-	0.316	0.001	
β Organisational Transformation	-	-	0.771	0.000	0.731	0.000	0.507	0.000	

Source: Research Data (2025)

When firm performance was regressed on strategic leadership in Step 1, the adjusted R² was found to be 0.509, and the standardised beta coefficient was 0.717. This indicates that strategic leadership alone explained 50.9% of the variance in firm performance. This result underscores the critical role of strategic leadership in shaping organisational outcomes through activities such as strategic planning, effective resource allocation, and fostering a shared vision.

Strategic leadership provides the necessary guidance for organisations to respond effectively to market demands and operational challenges. This

finding aligns with the Upper Echelons Theory by Hambrick and Mason (1984), which emphasises the role of leaders' cognitive abilities, experiences, and decision-making skills in influencing organisational performance.

In Step 2, the regression of organisational transformation on strategic leadership produced an adjusted R^2 value of 0.541, indicating that 54.1% of the variance in organisational transformation could be attributed to strategic leadership.

This reinforces the idea that leadership plays a pivotal role in driving transformation initiatives that reshape processes, culture, and structures to align with organisational goals and external market demands. Strategic leadership empowers organisations to implement significant changes that are essential for maintaining competitiveness.

The findings are supported by the Transformational Leadership Theory (Northouse, 2019), which highlights that effective leaders inspire and manage transformational processes by fostering innovation, aligning organisational objectives, and motivating teams.

Step 3 involved regressing firm performance on organisational transformation, yielding an adjusted R^2 value of 0.594 and a standardised beta coefficient of 0.774. These results demonstrate that 59.4% of the variation in firm performance was explained by organisational transformation.

This finding highlights the crucial role transformation initiatives play in driving superior performance outcomes. By realigning processes, improving workflows, and fostering a culture of adaptability, transformation enables firms to respond effectively to dynamic market conditions. The strong

relationship between transformation and performance aligns with prior studies, such as those by Smith and Thompson (2023), which emphasised that transformation constructs, including quality communication and leadership readiness, positively influence organisational outcomes.

Finally, in Step 4, when performance was regressed on both strategic leadership and organisational transformation, the adjusted R^2 increased to 0.638, with standardised beta coefficients of 0.320 for strategic leadership and 0.537 for organisational transformation.

This result indicates that the combined effect of these variables explains 63.8% of the variance in firm performance. The reduction in the beta coefficient for strategic leadership, from 0.717 in Step 1 to 0.320 in Step 4, confirms that organisational transformation partially mediates the relationship between strategic leadership and performance.

This demonstrates that while strategic leadership provides the vision and direction, organisational transformation translates these strategic directives into tangible outcomes. The complementary relationship between the two variables underscores their interdependence in achieving enhanced organisational performance.

The decision to reject the null hypothesis was guided by the Baron and Kenny (1986) mediation framework, which states that mediation exists if the inclusion of the mediating variable (Organisational transformation) reduces the effect of the independent variable (strategic leadership) on the dependent variable (firm performance).

In this study, organisational transformation was found to partially mediate the relationship between strategic leadership and performance. This is evident from the reduced beta coefficient for strategic leadership in Step 4 and the continued significance of both variables in the model.

The findings are further explained by the demographic characteristics of the respondents, who were largely senior leaders with extensive experience in the agribusiness sector. These individuals were well-positioned to provide insights into leadership practices and the transformation processes within their organisations. The descriptive statistics also indicate that transformation initiatives were moderately emphasised across the surveyed firms, reflecting a growing recognition of the importance of aligning processes, culture, and technology to meet organisational objectives.

The results align with theoretical frameworks such as the Transformational Leadership Theory and the Upper Echelons Theory, which both highlight the interplay between leadership and transformation in driving performance. They also resonate with previous empirical studies, including those by Rotich and Wanyoike (2019), who observed that leadership-driven transformation initiatives enhance efficiency, innovation, and alignment with strategic goals.

The findings provide actionable insights for agribusiness firms, emphasising the need to integrate leadership and transformation efforts as complementary drivers of performance. Through a cohesive approach, firms can achieve not only short-term operational improvements but also long-term sustainability and competitive advantage.

Qualitative Data Analysis

This section provides an analysis of responses to the open-ended questions included in the research questionnaire. Qualitative data gathered from the open-ended questions were analysed by the use of conceptual content analysis. Williams and Moser (2020) recommend that qualitative data themes be found and then broad categories developed. The common themes were then converted into numerical codes and analysed quantitatively. Below are the key themes from the responses presented alongside relevant literature.

Strategic Thinking and Organisational Performance

Respondents were asked to indicate how strategic thinking affects performance in the agribusiness company. Strategic thinking emerged as a vital aspect of organisational performance, with respondents emphasising its role in driving adaptability, innovation, and long-term sustainability.

Many noted that strategic thinking enables their companies to anticipate market trends, identify opportunities, and respond effectively to challenges in their business environment. Respondents highlighted that leveraging past experiences and projecting future scenarios allows for better decision-making and positioning in the competitive agribusiness sector.

One respondent remarked: *"Strategic thinking helps us foresee market trends and align our goals with emerging opportunities. This has been key to our sustained growth in a volatile market."*

Another shared: *"Our management focuses on quick decision-making and exploring new opportunities, ensuring we are always ahead of the competition."*

These findings align with the Liedtka Strategic Thinking Model (1998), which emphasises the importance of intent focus, intelligent opportunism, and thinking in time. According to Oloo et al. (2021), strategic thinking enables firms to address both short-term threats and long-term opportunities, ensuring organisational resilience and adaptability. For agribusiness firms, this is particularly relevant given the sector's exposure to environmental and market fluctuations.

Strategic Implementation and Organisational Performance

Respondents were asked to explain how strategic implementation affects performance in their agribusiness companies. The responses highlighted that effective implementation is key to translating strategic plans into measurable outcomes. Most respondents emphasised the importance of aligning organisational processes, fostering innovation, and ensuring clear communication across all levels of the company. Technology adoption and staff involvement in the implementation process were frequently mentioned as critical success factors.

One respondent explained: *"Implementation is the backbone of strategy. When all departments work together and communication is clear, we can achieve our goals much faster."*

Another noted: *"Our use of technology in implementation has streamlined processes and reduced inefficiencies, leading to better overall performance."*

These insights support the Higgins 8s Model (Scholer & Higgins, 2021), which emphasises the alignment of organisational processes and functions with strategic objectives to ensure successful implementation. As

Zaidi et al. (2018) observed, effective implementation bridges the gap between strategy formulation and actual performance, enabling firms to optimise resource utilisation and achieve desired outcomes.

Strategic Control and Organisational Performance

Respondents were asked to describe how strategic control affects performance in their companies. Strategic control was identified as essential for ensuring alignment between organisational goals and actual performance. Respondents highlighted the importance of clear performance metrics, continuous monitoring, and regular evaluations to identify and address gaps. A strong emphasis on ethical behaviour and accountability was also evident in many responses.

One respondent shared: *"By setting measurable targets and monitoring them closely, we can quickly identify areas where improvement is needed, ensuring that we remain on track."*

Another added: *"Our management promotes a culture of accountability, which has motivated employees to perform better and stay focused on our organisational goals."*

These findings resonate with the Balanced Scorecard Model (Kaplan & Norton, 2020), which provides a framework for monitoring financial, customer, internal process, and learning perspectives. As noted by Lubanga (2020), strategic controls are critical for fostering trust and alignment within the organisation, particularly in industries like agribusiness where efficiency and accountability are key drivers of success.

Strategic Resources and Organisational Performance

Respondents were asked to indicate how strategic resources affect the performance of their agribusiness companies. The responses emphasised the importance of financial resources, skilled personnel, and access to modern technology in driving productivity and innovation.

Many respondents noted that aligning employees' skills with organisational needs and providing regular training and feedback are crucial for optimising resource utilisation.

One respondent stated: *"Financial stability allows us to invest in the best technology and provide training for our staff, which directly improves productivity and employee morale."* Another observed: *"We ensure that employees are placed in roles that match their expertise, and this has significantly improved efficiency across the board."*

These findings align with the Resource-Based View Theory (Barney, 1991), which highlights the role of valuable, rare, inimitable, and non-substitutable (VRIN) resources in achieving a competitive advantage. As noted by Ibarra et al. (2020), organisations that effectively manage intellectual and financial capital are better positioned to sustain growth and adapt to market demands.

Organisational Transformation and Performance

Respondents were asked to explain how organisational transformation affects performance in their agribusiness companies. Most responses underscored the importance of fostering a culture of continuous improvement, innovation, and adaptability. Respondents highlighted that effective change

management, clear communication, and employee engagement are critical for driving successful transformation initiatives.

One respondent remarked: *"Organisational transformation has helped us modernise our operations and stay competitive. Change is never easy, but it's necessary for growth and success."* Another stated: *"By involving employees in transformation processes and promoting continuous learning, we have been able to achieve remarkable improvements in efficiency and customer satisfaction."*

These findings are consistent with the Transformational Leadership Theory (Northouse, 2019), which emphasises the role of leadership in inspiring and guiding organisational change. As Smith and Thompson (2023) noted, effective transformation enhances performance by fostering innovation and aligning organisational values with strategic goals. For agribusiness firms, such transformation ensures resilience in a rapidly changing market environment.

Chapter summary.

In this chapter, the results of descriptive, correlation and regression analysis have been presented. The results were based on the three study variables, namely: strategic leadership, organisational transformation and organisational performance. Various diagnostic tests were conducted before the data was analysed, which included normality, linearity, heteroskedasticity and multicollinearity. The next chapter discusses the summary of the findings, recommendations, and areas of further research.

Chapter Five: Summary of Findings, Recommendations, Areas for Further Research and Conclusion

Introduction

This chapter presents a summary of the findings, conclusions, actionable recommendations, and suggestions for future research based on the results of the study, which investigated the effect of strategic leadership on the performance of agribusiness companies listed on the Nairobi Securities Exchange.

The study examined key dimensions of strategic leadership: strategic thinking, strategic implementation, strategic control, and strategic resources, and the mediating role of organisational transformation in influencing performance. Conclusions and recommendations are drawn to guide policy and managerial decisions in enhancing firm performance. The summary of the findings is presented according to the various study variables.

Summary of the Study

The rapidly evolving business landscape, coupled with intense competition, has necessitated the adoption of strategic leadership practices as a critical driver for organisational performance. Agribusiness companies listed on the Nairobi Securities Exchange (NSE) are operating in an environment characterised by fluctuating market conditions, resource-intensive operations, and growing demands for innovation and efficiency. To navigate these challenges, these firms have increasingly turned to strategic leadership as a means to sustain competitive advantage and drive superior performance.

Existing studies have highlighted the importance of strategic leadership in enhancing organisational adaptability, resource utilisation, and stakeholder satisfaction. However, there has been a limited empirical focus on the specific relationships between strategic leadership dimensions: strategic thinking, strategic implementation, strategic controls and strategic resources, and organisational performance in the context of agribusiness firms. Furthermore, the mediating role of organisational transformation in these relationships remains underexplored.

This study sought to bridge these gaps by examining the direct effects of strategic leadership dimensions on organisational performance and the mediating influence of organisational transformation. The research adopted a pragmatism philosophy and employed descriptive and explanatory research designs.

The target population consisted of all agribusiness companies listed on the NSE, with data collected from top-level managers responsible for strategy formulation and implementation. A structured questionnaire measured the study variables using a five-point Likert scale, with inferential analysis conducted through multiple regression to test the hypotheses.

The findings demonstrated significant positive effects of strategic thinking, strategic implementation, strategic controls, and strategic resources on organisational performance. Additionally, organisational transformation was shown to mediate the relationship between strategic leadership and performance. The results were interpreted within the frameworks of the Resource-Based View (RBV), Transformational Leadership Theory, Upper

Echelons Theory, and the balanced scorecard model, providing robust theoretical and practical insights.

Strategic Thinking and Organisational Performance

The first objective of the study was to determine the effect of strategic thinking on the performance of agribusiness companies listed at the NSE in Kenya. The results established that strategic thinking has a significant positive effect on organisational performance. This finding emphasises the importance of forward-looking decision-making, proactive environmental scanning, and leveraging past experiences to drive strategic initiatives. The high aggregate mean score for strategic thinking indicated that this practice is well-integrated within the leadership processes of agribusiness firms.

The results align with the Upper Echelons theory, which suggests that the cognitive abilities and values of senior leaders directly influence organisational outcomes. Leaders in the surveyed firms demonstrated a capacity to anticipate future challenges, identify opportunities, and create a conducive environment for decision-making. These practices are critical in the dynamic agribusiness sector, where adaptability and resilience are essential for sustaining competitiveness.

From a theoretical perspective, the study underscores that strategic thinking fosters innovation, agility, and alignment with organisational goals, enabling firms to address market uncertainties effectively. Empirical literature further supports the role of strategic thinking in enhancing organisational resilience and performance across various industries, including agribusiness.

Strategic Implementation and Organisational Performance

The second objective was to determine how strategic implementation affects the performance of agribusiness companies listed at the NSE in Kenya. The results identified strategic implementation as the strongest predictor of organisational performance among the other independent variables. The findings highlighted that firms emphasising clear communication, resource alignment, and operational execution achieved superior performance outcomes. The aggregate mean score for strategic implementation reinforced its critical role in bridging the gap between strategy formulation and execution.

The results align with the Higgins 8S Model, which emphasises the importance of aligning organisational systems, structures, resources, and staff with strategic objectives. By ensuring that strategies are translated into actionable steps, agribusiness firms were able to optimise resource utilisation, improve operational efficiency, and sustain profitability.

These findings confirm that effective strategy execution is essential for realising the full benefits of strategic planning. The study contributes to the strategic management literature by demonstrating the importance of robust implementation frameworks, particularly in resource-intensive sectors such as agribusiness.

Strategic Controls and Organisational Performance

The third objective of the study was to investigate the effect of strategic controls on the performance of agribusiness companies listed at the NSE in Kenya. The results indicated that strategic controls significantly but

moderately positively affect performance. The findings emphasised the importance of monitoring mechanisms, performance evaluation, and corrective action in aligning with strategic goals. The aggregate mean score for strategic controls highlighted that these practices are moderately emphasised in the surveyed firms.

The findings align with the Balanced Scorecard Model, which integrates financial and non-financial performance metrics to monitor progress and ensure accountability. Agribusiness firms employing structured control mechanisms were better positioned to identify deviations, address inefficiencies, and enhance operational discipline.

The results underscore the importance of integrating strategic controls with other leadership dimensions to maximise their impact on performance. While controls alone may not drive significant performance improvements, they provide a foundation for accountability and continuous improvement.

Strategic Resources and Organisational Performance

The fourth objective of the study was to assess the effect of strategic resources on the performance of agribusiness companies listed at the NSE in Kenya. Strategic resources were found to have a substantial positive effect on performance. The findings emphasised that access to financial resources, skilled human capital, and intellectual assets is critical for achieving and sustaining competitive advantage. The aggregate mean score for strategic resources reflected a high level of emphasis on resource management practices.

The study aligns with the Resource-Based View (RBV) Theory, which posits that valuable, rare, inimitable, and non-substitutable resources are key drivers of organisational success. Agribusiness firms that prioritised resource acquisition, allocation, and optimisation demonstrated enhanced capacity to address industry challenges and deliver value to stakeholders.

The findings underscore that effective resource management enables firms to foster innovation, enhance operational efficiency, and maintain long-term sustainability. This contribution extends the understanding of the RBV theory by providing empirical evidence of its applicability in the agribusiness sector.

Organisational Transformation and Organisational Performance

The sixth and final objective was to investigate the mediating effect of organisational transformation on the relationship between strategic leadership and the performance of agribusiness companies listed at the NSE in Kenya. Organisational transformation was found to partially mediate the relationship between strategic leadership and performance. The findings emphasised that transformation initiatives, driven by strategic leadership, realign processes, culture, and structures with organisational objectives. The results align with Transformational leadership theory, which highlights the role of leaders in inspiring change, fostering innovation, and empowering employees. Attributes such as effective communication, staff motivation, and a culture of continuous improvement were identified as critical enablers of transformation.

These findings demonstrate that transformation is a critical mechanism for operationalising strategic directives and achieving performance

improvements. The study concluded that agribusiness firms prioritising transformation initiatives are better positioned to navigate market complexities and sustain competitiveness.

Combined Effect of Strategic Leadership and Organisational Transformation

The combined effect of strategic leadership and organisational transformation explained 64.5% of the variance in performance outcomes. The findings underscore the complementary relationship between leadership and transformation in achieving superior performance. Strategic leadership provides the vision and direction, while organisational transformation translates these directives into tangible results.

Additionally, organisational transformation as a mediating variable captures the extent to which strategic leadership practices, namely strategic thinking, implementation, control, and resource deployment, catalyse internal alignment and systemic change within the firm. For example, strategic thinking may result in the redesign of systems or the redefining of shared values; strategic control could necessitate restructuring; strategic resources may influence skills development or staffing approaches.

Thus, rather than acting directly on performance alone, strategic leadership first triggers transformation across the 8-S domains, which in turn enhances the firm's ability to deliver on its performance objectives. This mediating role is grounded in the principle that sustainable organisational performance is a function of internal coherence and adaptability, both of which are achieved through effective transformation processes. This

theoretical alignment supports the study's hypothesis that organisational transformation significantly mediates the relationship between strategic leadership and firm performance.

The study concluded that an integrated approach to leadership and transformation is essential for sustaining competitiveness and driving long-term success in the agribusiness sector. These insights provide a foundation for practical recommendations aimed at enhancing strategic leadership and transformation practices within the industry.

Conclusions

The study concluded that strategic thinking has a significant positive effect on organisational performance. This finding validates the hypothesis that strategic thinking enhances the ability of firms to anticipate market changes, leverage opportunities, and adapt to challenges.

Agribusiness companies that emphasised proactive decision-making, environmental scanning, and leveraging past experiences demonstrated superior performance. This highlights the importance of strategic thinking as a critical leadership competency in navigating the volatile and resource-intensive agribusiness sector. Leaders with strong strategic thinking skills are better equipped to align organisational goals with market dynamics, ensuring sustainable growth and competitiveness.

Strategic implementation emerged as the strongest predictor of organisational performance, confirming the hypothesis that effective execution significantly influences performance outcomes. Agribusiness firms that successfully aligned their resources, structures, and processes with strategic

objectives achieved better results in terms of operational efficiency, resource utilisation, and profitability.

This underscores the importance of bridging the gap between strategic planning and execution. The findings indicate that well-coordinated implementation frameworks are vital for translating strategic visions into actionable outcomes, ensuring the realisation of long-term Organisational goals.

The study concluded that strategic controls significantly but moderately positively affect organisational performance. This finding supports the hypothesis that monitoring mechanisms, performance evaluations, and corrective actions are essential for aligning with strategic goals. Agribusiness firms that emphasised strategic controls were better positioned to address inefficiencies, enhance accountability, and sustain operational discipline.

However, the moderate effect suggests that controls alone may not drive substantial performance improvements but are crucial in supporting other strategic leadership dimensions. Integrating strategic controls with other leadership practices enhances their overall impact.

The study found that strategic resources significantly contribute to organisational performance, confirming the hypothesis that resource availability and effective management positively influence outcomes. Agribusiness firms with access to financial resources, skilled human capital, and intellectual assets demonstrated enhanced operational capacity and competitive advantage.

The findings highlight the importance of identifying, acquiring, and optimising valuable resources to address industry challenges and deliver stakeholder value. The effective utilisation of strategic resources enables firms to foster innovation, improve efficiency, and maintain long-term sustainability in the competitive agribusiness environment.

Organisational transformation was found to significantly mediate the relationship between strategic leadership and organisational performance. The study concluded that transformation initiatives, such as realigning structures, improving workflows, and fostering a culture of continuous improvement, play a pivotal role in operationalising strategic leadership directives.

This confirms the hypothesis that transformation serves as a critical link between leadership practices and performance outcomes. Agribusiness firms prioritising transformation are better positioned to adapt to market complexities, innovate, and sustain their competitive edge. The findings emphasise the need for strategic leadership to drive transformation processes that align organisational goals with market demands.

The study concluded that the combined effect of strategic leadership and organisational transformation explains a substantial proportion of the variance in organisational performance. This finding underscores the complementary relationship between leadership and transformation in achieving superior outcomes. Strategic leadership provides vision, direction, and resource mobilisation, while organisational transformation translates these directives into tangible results. The integration of these two elements ensures

that firms can navigate the complexities of the agribusiness sector effectively, sustaining competitiveness and achieving long-term success.

Contributions of the Study to Knowledge

This study makes several contributions to the body of knowledge in strategic leadership and performance management, particularly within the agribusiness sector in Kenya. First, it extends the existing literature by providing empirical evidence on the direct and mediating effects of strategic leadership dimensions, strategic thinking, implementation, controls, and resources on firm performance. The study underscores the critical role of strategic leadership in driving organisational transformation, highlighting its value as a framework for achieving sustained competitive advantage in dynamic environments.

Secondly, this study contributes to the application of theories in the agribusiness sector. By leveraging the Upper Echelons Theory and the Resource-Based View (RBV) theory, the study enriches the theoretical understanding of how leadership attributes and strategic resource utilisation impact organisational outcomes. It advances the RBV by demonstrating that resources such as human capital, technology, and financial strength must be effectively aligned with leadership practices to generate superior performance. The findings also provide empirical validation of the Transformational Leadership Theory, showcasing how leadership-driven transformation initiatives foster organisational adaptability and resilience.

Thirdly, the study fills a research gap by focusing on agribusiness companies listed on the Nairobi Securities Exchange, a context that has

received limited attention in prior studies. While most strategic leadership research has concentrated on manufacturing or service sectors, this study brings to light the unique challenges and opportunities in the agribusiness industry. It establishes a contextual understanding of how strategic leadership practices and organisational transformation can be tailored to address the sector's volatility, resource intensity, and competitive pressures.

Additionally, this research contributes to methodological advancements by adopting a comprehensive approach to data collection and analysis. The use of multiple regression analysis and mediation models provides a robust framework for assessing the interplay between strategic leadership, organisational transformation, and firm performance. This methodological rigour not only enhances the reliability of the findings but also serves as a template for future studies in similar fields.

Finally, the study offers practical insights for agribusiness practitioners, policymakers, and academics. It provides a structured understanding of how strategic leadership practices can be operationalised to achieve performance improvements, offering actionable recommendations for resource optimisation, implementation alignment, and performance monitoring. By bridging theoretical concepts with practical applications, this study enriches the discourse on strategic leadership and positions agribusiness firms for greater innovation, competitiveness, and sustainability.

Recommendations with Policy Implications

Based on the findings and conclusions of this study, several recommendations are proposed to enhance the performance of agribusiness

companies listed on the Nairobi Securities Exchange (NSE) and other similar firms operating in dynamic environments. These recommendations are targeted at organisational leaders, industry stakeholders, and policymakers to address the gaps identified and build more resilient and high-performing agribusiness enterprises.

First, agribusiness companies should prioritise the integration of strategic thinking into their leadership practices. This requires leaders to cultivate a forward-looking mindset that anticipates market trends, leverages historical insights, and adapts to changes effectively. Firms should also invest in leadership development programs that enhance cognitive and analytical skills, enabling leaders to identify opportunities and mitigate risks. Policymakers can support this by creating initiatives that encourage capacity-building in strategic leadership for the agribusiness sector, such as subsidised training programs or industry-wide mentorship initiatives.

Second, the study highlights the need for agribusiness firms to enhance their strategic implementation practices by aligning resources, organisational structures, and operational processes with their strategic goals. Companies should develop robust implementation frameworks that clearly define roles, timelines, and accountability mechanisms. Leaders should also foster an inclusive approach by involving employees across all levels in strategy execution. Policymakers and industry regulators can support this by providing guidelines or incentives for firms that demonstrate excellence in strategy execution, such as tax benefits for adopting innovative implementation practices or awards for operational efficiency.

Third, the study emphasises the importance of strategic controls in driving organisational performance. Firms should invest in monitoring and evaluation systems, such as the Balanced Scorecard, to track progress toward their strategic objectives and ensure alignment across all organisational activities. Additionally, companies should establish mechanisms to promote accountability and transparency, such as regular audits and performance reviews. Government agencies and industry associations can facilitate this by creating standardised performance evaluation tools or frameworks tailored to the agribusiness sector.

Fourth, strategic resources, including human capital, financial resources, and technology, must be effectively managed to achieve superior performance. Agribusiness firms should prioritise talent acquisition, skill development, and knowledge retention to build a competitive workforce. Investments in modern technologies, such as data analytics and resource management systems, should also be prioritised to optimise operations. Policymakers can play a crucial role by creating funding opportunities, such as grants or low-interest loans, to support technology adoption and workforce training in agribusiness.

Fifth, the study underscores the need for organisational transformation to mediate the relationship between strategic leadership and performance. Firms should focus on fostering a culture of innovation, adaptability, and continuous improvement. Leaders should champion transformative initiatives, such as process reengineering or digital transformation, to enhance efficiency and competitiveness. Policymakers can support this by establishing innovation hubs or providing tax incentives for firms that invest in transformative

projects, ensuring the agribusiness sector remains agile in the face of global and local challenges.

Finally, the study calls for policy alignment to support the strategic leadership practices of agribusiness firms. Policymakers should develop clear regulatory frameworks that promote fair competition, support value chain integration, and address sectoral challenges such as resource constraints and market volatility. Collaborative efforts between government agencies, industry associations, and academia can help create policies that are practical and aligned with the unique needs of the agribusiness sector.

These recommendations can empower agribusiness companies to enhance their strategic leadership practices, optimise resource utilisation, and achieve sustained performance improvements. By addressing these areas, agribusiness firms can position themselves as competitive and resilient players in the global market while contributing to broader economic growth and food security.

Areas for further research

This study focused on agribusiness companies listed on the NSE, which limits the generalisability of the findings to other sectors and regions. Future research could explore the effects of strategic leadership on performance in other industries, such as manufacturing, healthcare, or technology. Comparative studies across different geographic contexts could also provide insights into how cultural and market differences influence strategic leadership and transformation processes.

In addition, longitudinal studies could examine the long-term effects of strategic leadership and organisational transformation on performance, providing a deeper understanding of their sustained impact. Further research could also investigate the moderating role of regulatory frameworks, particularly in highly regulated sectors, to understand how external factors shape the relationship between leadership and performance.

Lastly, with the increasing integration of technology in business operations, future studies could assess the impact of digital transformation on organisational performance, exploring how technologies such as artificial intelligence and data analytics enhance strategic leadership and execution capabilities. These areas of inquiry would expand the knowledge base on strategic management and provide valuable insights for practitioners and policymakers.

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Appendices

Appendix I: Letter of introduction

September 2024

Joyce Kamau

P.O Box 34889 -00100

Nairobi.

Dear Sir/Madam,

RE: PARTICIPATION IN RESEARCH ACTIVITY

My name is Joyce Kamau. I am a PhD student at Pan Africa Christian (PAC)

University taking a course in Organisational leadership. I am researching the effect of strategic leadership and Organisational transformation, on the performance of agribusiness companies listed at the Nairobi Securities Exchange (NSE), Kenya. I therefore request your participation in filling out the attached questionnaire. I wish to assure you that every piece of information you provide will be treated with utmost confidentiality and will be used only for this academic research.

Thank you.

Yours faithfully,

Joyce Kamau.

Appendix II: Research Questionnaire

This questionnaire is designed purely for academic purposes and therefore, the data that will be provided will exclusively be used for that purpose. The study seeks to assess the **EFFECT OF STRATEGIC LEADERSHIP AND ORGANISATIONAL TRANSFORMATION ON THE PERFORMANCE OF AGRIBUSINESS COMPANIES LISTED AT THE NAIROBI SECURITIES EXCHANGE, KENYA**. Information received will be treated with utmost confidence. Do not indicate your name or other identification details on the questionnaire.

As per the structure of the questions, answer every question either by ticking the appropriate option or filling in the blank space.

Part 1: DEMOGRAPHIC INFORMATION

1) Gender of the respondent: Male ☐ Female ☐

2) Position held in the company

Finance Manager ☐ Marketing Manager ☐ Operations Manager ☐ IT managers Manager ☐

3) How long have you worked in this company?

Less than 1 year ☐ 1-5 years ☐ Between 6-10 years ☐ over 10 years ☐

4) For how long has this company been in operation?

Less than 1 year ☐ 1-5 years ☐ Between 6-10 years ☐ over 10 years ☐

5) How many staff do you have in this company?

1 - 50 employees [] 51 - 100 employees [] 101-200 employees [] 201-300 employees []

Over 300 employees []

6) How many farmers does this company serve on average?

1 - 50 farmers [] 51 - 100 farmers [] 101-200 farmers [] 201-300 farmers []

Over 300 farmers []

7) What agricultural product(s) does this company process?

Tea [] Coffee [] Avocados [] Horticulture [] Cereals [] Agribusiness []

Mangoes [] Other []

8) How much in terms of Kilograms of the product does the company receive from farmers daily?

Less than 1000 Kgs [] 1001-10,000 [] 10,001-20,000 Kgs [] 20,001-30,000

Kgs [] 30,001- 40,000 Kgs [] Above 40,000 Kgs []

Part 2: Strategic thinking

9) This section seeks to find out the extent to which the management provides ideas that are geared towards promoting Organisational performance.

For each of the statements listed below, indicate the extent to which you agree or disagree on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1-

No Extent

Strategic thinking strategies	1	2	3	4	5
Intent Focus					
The leaders encourage shared values to focus the team towards a common goal.					

Organisational leaders clearly define and communicate the Organisational goals.					
Major decisions in the company are guided by attentive deliberations by the Organisational leaders.					
Intelligent opportunism					
The leaders respond to available opportunities to enhance performance.					
The leaders listen to feedback from the various stakeholders which leads to performance improvement.					
The leaders take quick advantage of changes in the environment.					
Timely decisions					
Organisational leaders use past experiences to predict the future.					
Organisational leaders demonstrate the future they desire to see.					
The organisation leaders create a conducive environment for making decisions.					

10) How does strategic thinking affect performance in the agribusiness company?

.....

.....

.....

.....

Part 3: Strategic Implementation

11) This section seeks to get your view on how the agribusiness company implements decisions and strategic plans.

For each of the statements listed below, indicate the extent to which you agree or disagree with the aspects of the management of this agribusiness company on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1- No Extent

Strategic implementation aspects	1	2	3	4	5
Information technology					
Information and technology enable the management to implement decisions effectively.					
The leaders emphasise constant innovation to bring about the required performance.					
The leaders are receptive to new technology.					
The leaders leverage technology to envision the future.					
Organisational structure					
The company's units are well coordinated for the effective implementation of strategies.					
Creativity is encouraged and rewarded.					
The Organisational structure allows for effective communication.					
The management involves all the staff in the implementation process.					

12) In your own opinion, how does strategic implementation affect performance in the agribusiness company?

.....

Part 4: Strategic Control

13) This section seeks to obtain your opinion on the ability of managers in the company in managing the formulation and implementation of strategic decisions.

For each of the statements listed below, indicate the extent to which the agribusiness company undertakes to apply each on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1- No Extent

Strategic Control aspects	1	2	3	4	5
Financial control					
The managers are efficient in managing and allocating financial resources.					
The management involves all staff in capacity building in areas of financial management.					
Behavior Control					
Ethical behaviour is rewarded by the management.					
Managers ensure that staff are adequately skilled for better performance.					
The management has installed a culture that promotes ethical behaviour.					
Output Control					
Management effectively monitors staff performance through the use of the balanced scorecard.					
Clear and measurable targets are given to all the staff in the company by the management.					
The Organisational structure allows for effective performance monitoring.					

14) In your own opinion, how does strategic control affect performance in the agribusiness company?

.....

Part 5: Strategic Resources

15) This section seeks to obtain your opinion on the ability of managers to match resources with the needs of the company.

For each of the statements listed below, indicate the extent to which the agribusiness company undertakes to apply each on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1- No Extent

Strategic Resources aspects	1	2	3	4	5
Enterprise knowledge					
Technology is used in the company to preserve intellectual capital.					
The management prioritises skill-building among the existing staff.					
Management ensures that information is effectively transferred among staff.					
The management has created an environment where feedback is received and acted upon.					
Financial strength					
The management has ensured that the company has adequate cash flows.					
Human capital					

The management aligns every staff in their proper area of expertise.					
The management has a genuine commitment to the staff and farmers.					
The management of the company takes time to source the right human skills.					

16) In your own opinion, how do strategic resources affect performance in the agribusiness company?

.....
.....
.....

Part 6: Organisational Transformation

15) This section seeks to obtain your opinion on the ability of managers to carry out Organisational transformation geared towards the company's performance.

For each of the statements listed below, indicate the extent to which the agribusiness company undertakes to apply each on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1- No Extent

Organisational transformation aspects	1	2	3	4	5
Cultural Change					
The company leadership has adopted a culture of continuous improvement					
Learning and development is a continuous process in the company					

The feedback from the staff and other stakeholders is received and appreciated					
The staff are well motivated to work towards the overall good of the company					
Shared values are communicated and promoted in the company					
Structural change					
The managers have the ability to implement change in the company					
The company's Organisational structure allows for effective communication					
The management has enacted policies and procedures for effective change management					
The management has created an environment that promotes creativity and innovation					

16) In your own opinion, how does strategic transformation affect performance in the agribusiness company?

.....

.....

.....

Part 7: Performance of agribusiness companies in Kenya that are listed in the Nairobi Securities Exchange (NSE)

19) This section seeks to obtain your opinion on how well the company has met its goals in the last ten years.

For each of the statements listed below, indicate the extent to which the agribusiness company undertakes to apply each on a scale of 1-5 where:

5- Very Large Extent 4- Large Extent 3-Moderate Extent 2- Little Extent 1-
No Extent

Performance aspects	1	2	3	4	5
a) Profitability					
The company has been profitable for the last ten years					
The company has adequate cashflows to manage daily financial obligations					
The company's debt/asset ratio is good					
b) Efficiency					
Company resources (staff, buildings, equipment, etc.) are used optimally					
The processes and procedures in the company are cost-effective					
There has been a remarkable decrease in the wastage of resources in the last ten years					
c) Customer					
The leadership promotes staff welfare					
Mechanisms for grievance redress are in place					
Staff are encouraged to treat each other and other stakeholders with dignity					
Customer and staff satisfaction is measured and addressed continually					

20) a) Does your agribusiness company process all the agricultural produce received in a day? Yes [] No []

(b) If no, how many kgs of produce go to waste in a day on average?

21) Indicate your company's Net Profit Margin for the past five years; 2017 to 2021 on a scale of 1-5 where:

1- (Less than 1%) 2- (1% - 10%) 3-(11% - 20%) 4-(21% - 30%) 5- (Above 30%)

Year	Less than 1%	1% -10%	11%-20%	21% -30%	Above 30%
2017					
2018					
2019					
2020					
2021					

22) Indicate your firm's market share for the past five years; 2017 to 2021 on a scale of 1-5 where:

1- (Less than 1%) 2- (1% - 10%) 3- (11% - 20%) 4- (21% - 30%) 5- (Above 30%)

Year	Less than 1%	1% -10%	11%-20%	21% - 30%	Above 30%
2017					
2018					
2019					
2020					
2021					

Thank you very much for participating.

Appendix III: Introduction Letter from Pan Africa Christian University



**Pan Africa
Christian University**

Thika Road Campus Valley Road Campus
P.O. BOX 56875 - 00200 +254 730955000 +254 730955501/2
enquiries@pacuniversity.ac.ke www.pacuniversity.ac.ke

2nd October 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

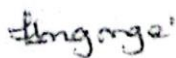
**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
KAMAU JOYCE WANGUI REG. NO: POLD/16533/0/20**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

She is at the final stage of the programme and she is preparing to collect data to enable her finalize on the dissertation. The dissertation title is ***"Strategic Leadership, Organisational Transformation, and Performance of Agribusiness Companies Listed at Nairobi Securities Exchange in Kenya."***

We kindly request that you allow her obtain a research permit so as to proceed and collect data to inform her research amongst the Agribusiness Companies Listed at Nairobi Securities Exchange in Kenya.

Warm Regards,



**PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR**
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
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Email: registrar.aa@pacuniversity.ac.ke
Website: www.pacuniversity.ac.ke

Where Leaders are Made

Appendix IV: NACOSTI Research License

 REPUBLIC OF KENYA	 NATIONAL SCIENCE, TECHNOLOGY & INNOVATION COMMISSION
Ref 911218	Date of Issue: 08/October/2022
RESEARCH	
	
This is to Certify that Ms. Joyce Wangui Kamau of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu, Murang'a, Nairobi on the topic: Strategic leadership; organizational transformation, and performance of Agribusiness companies listed at Nairobi Securities Exchange in Kenya, for the period ending: 08/October/2025.	
License No: NACOSTI/P/24/409 22	
Applicant	Identification
911218	
	 Director General NATIONAL COMMISSION SCIENCE, TECHNOLOGY INNOVATION
	Verification QR 
NOTE: This is a computer generated License. To verify the authenticity of this Scan the QR Code using QR scanner 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 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 Organisation (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. The license any rights thereunder are non-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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