INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF AGRIBUSINESS FIRMS IN TRANS-NZOIA COUNTY, KENYA

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DECLARATION AND APPROVAL

Declaration by the Student

I attest that this research project is entirely my own work and has never been submitted to any other university or award for consideration.

Signature ....  **Date** 12/7/2025

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Approval by the Supervisor

I can attest that the student successfully completed this research project while I was supervising her.

Signature ..... Date 12/07/2025

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DEDICATION

This research project is dedicated to my loving husband Mr. James Mogaka, my children Nyambane, Moraa, Nyamari, and Kerubo for their steadfast support.

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First, I would want to offer my most heartfelt appreciation to the Almighty God for the compassion and mercy that He has shown to me throughout my life. I was able to write this entire project because of His kindness and mercy. From the bottom of my heart, I would want to express my thanks to my supervisor **Dr. Peter Simotwo** for his support during the process of developing this project.

ABSTRACT

This study explored the influence of strategic management practices on the performance of agribusiness firms in Trans-Nzoia County, Kenya. The research specifically examined the influence of four key strategic management components: environmental scanning, strategy formulation, strategy implementation, and strategic evaluation on the overall performance of agribusiness firms. The study was grounded in the understanding that effective strategic management is essential for organizational success, especially in the competitive and dynamic agribusiness sector. This study was anchored on Resource Based View, Agency and Decision Theories. A mixed methods approach using an embedded research design was adopted to integrate both qualitative and quantitative data. The target population comprised 106 employees from five selected agribusiness firms, categorized into top (10), middle (33), and lower (63) management levels. Using Slovin's formula, a sample size of 84 respondents was determined, proportionately drawn from each management tier (8 top, 26 middle, and 50 lower-level staff). Data collection involved the use of interview schedules for top management and semi-structured questionnaires for middle and lower-level staff. The instruments were piloted to ensure validity and reliability, with a reliability coefficient of 0.7 set as the benchmark. Data from top management provided qualitative insights, while data from middle and lower-level staff included both qualitative and quantitative responses aligned to the study's objectives. Quantitative data were analyzed using descriptive statistics (frequencies, means, and percentages) and inferential statistics (correlation and regression analysis), while qualitative data were analyzed thematically and reported narratively. The findings revealed that environmental scanning significantly contributes to improved performance by enabling firms to anticipate market trends, challenges, and opportunities. Strategy formulation was found to align organizational goals with internal capabilities, resulting in more focused and effective planning. Strategy implementation played a crucial role in translating strategic plans into actionable outcomes, with a strong emphasis on leadership, communication, and resource allocation. Strategic evaluation was identified as essential for monitoring performance, learning from past outcomes, and adapting strategies in response to internal and external changes. The study concluded that strategic management practices have a significant and positive influence on the performance of agribusiness firms in Trans-Nzoia County. It recommended that agribusiness firms institutionalize strategic management frameworks that incorporate continuous environmental analysis, participatory strategy development, efficient implementation structures, and regular performance evaluations. By adopting such practices, agribusiness firms can enhance productivity, service delivery, and profitability. The study contributes to the body of knowledge on strategic management in the agribusiness sector and offers practical implications for managers and policymakers seeking to improve organizational performance in similar contexts.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CEO	Chief Executive Officer
CSC	Centre Star Company
DTB	Diamond Trust Bank
HR	Human Resource
IHLs	Institutions of Higher Learning
KCB	Kenya Commercial Bank
MKU	Mount Kenya University
MNCs	Multi National Company
PLC	Public Limited Company
RBV	Resource Based View
SCAC	State Corporations Advisory Committee
SPSS	Statistical Package for Social Science
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management practices are necessary for improved Organizational performance. Research studies attribute productivity, service delivery and profitability of organizations to the quality of management at top, middle and low-levels. Strategic management involves environmental scanning, strategy formulation, strategy implementation and strategy evaluation (Johnson & Scholes, 2003). The strategies would further be the blue print the leadership needs in utilizing making sure the firm gains an advantage position in the market hence competing favorably with others hence meeting the demands of their clients for positive business results attainment (Thompson & Strickland, 2019).

The perception of identifying the prolonged objectives of an institution is to impellent actionable plans and distributing utilities further. The choices are relevant in institutions if through examinations they found connections among the strategic management and the results of the institutions the strategic management is an overall traditional promise that ensures institutions yields better results. Strategic management comes as a round of talks with processes and commitments that a company requires to approach with the respect to its plans to attain an advantaged competitiveness and to sustain it within health market (Hunger & Wheelan, 2002).

While it is a conducted activity, this calls for goals to be developed properly within institutions and define their plans they need to get to their objectives. The plans are what would latter enables them establish best strategies that shall make sure they are implemented. (Mathinji & Waithaka, 2019). Planning as a strategy within the context of this analysis was conducted with respect to scenario planning and institutional strategic goals. Though many still shun it, strategic

management profiling is quite good (Mainardes, et al., 2014). The need of establishing strategic plans as per Gica and Negrusa (2011), has attained universal traction due to the universalization, reduced regulations, growth in technology and the new technologies that are emerging through industrializations and reorganizations in the market. Through observations, the planners of these strategies have had an increased their capability and the relation to their immediate environment, they have proven an increased ability of securing more but crucial human resources, proved increased levels of fulfillment in their jobs and also proved an increased retainment of human labor. Strategic planning has all the details of the activities an organization has conducted so that they can properly make adoptions of the plans (Nedelea & Paun, 2009). Institutions have strategic planning as their focal points. They have built profits within the firms where the economy is majorly relying on the impacts from the meltdowns of the world economies. Therefore, there no chance exists for improper efforts in strategic planning (David, 2016).

With foundation respect of formulations of strategies, there has to be creations of prolonged strategies that would ensure the environmental opportunities are better utilized where a lot of attentions are paid to the risks of strong and week institution's points (Hunger & Wheelen, 2008). The procedure includes making sure the institution's mission is profiled while the attainable goals are outlined, coming up with plans that would ensure there is a framework that regulates policies. Strategic implementations include establishing plans throw-outs the institutions through formulations of both short as well as prolonged goals and also creating ideas that shall be instrumental in operations through the business plans. As an activity, it would help the leadership while determining particular reactions required within organs that are termed critical in making sure the business plans are executed.

Strategic management has practices around them with the consistent process of supervising, conducting evaluations and organizations that shall attain the required intentions. Within the

evolving world where creativity plays very huge role, better performances are always upcoming within good platforms, firms are forced to be reactive and establish competitive plans that shall see the successfulness going forward. For all these to be achievable, there must be dealership that shall see the evaluations of investments that are majorly interrelated before proceeding to investments. Organizations shall therefore be in a position to effectively allocate resources and making core competencies strengthening hence staying competitive in the market (Thompson & Strickland, 1999).

With respect to formulations of strategies, prolonged strategies must therefore be created in order to effectively and better make utilizations of the opportunities available within the environment while managing through the risks by paying keen attention to the weak and strong points of the institutions (Wheelen & Hunger, 2008). The processes are made up of profiling the mission of the institution, shortlisting the goals that are attainable, creating plans and putting regulation policies and regulation frame work in place.

Implementing strategies includes starting plans in the institutions by setting up short and long terms goals and coming up with operational ideas through the business plans. The activity is helpful to the leadership while determine some certain reactions that are needed in the business plan's critical organs implementations (Robinson & Pearce, 2008). Jones and Hill (2013) puts it that evaluation together with control are the activities which makes a better comparison between the set targets and practice results. The process of strategy evaluation is made up of putting regulations in place and the mechanism that would persistently make analysis, access and also make access that offers information concerning the plans to be executed in identifying if the set targets are attainable and if there is need to adjust.

The environment that organizations are working from keeps on changing and therefore the strategies have to be made so that the businesses stand at a better advantage against other

competitors. This is the main reason why across many institutions, performance is greatly viewed including the non-profitable ones. Policy makers together with the scholars over a period of time have shown studying interests for better performance reasons in one institution over others (Ogollah, et al., 2011).

Strategic planning comes with a good productive result in relation with strategic management. Plan creation and adoption comes adoptions of structures. According to the practices and then analysis, strategic planning is a critical driver effective in institutions and their effectiveness because if a plan is badly implemented it could easily give birth to challenges. For leaders and the management to be in a position to embrace effective strategic planning, they must understand well the intuitive and their anticipatory planning where intuitiveness plays a critical role in the imaginative thinking for austerity formal plans development that are systematic. For this activity, institutions must properly come up with goals after they have defined their plans on what objectives they need to attain. With this analysis in the context, scenario planning was the context that directed strategic planning (Ogollah, et al., 2011).

Afonina (2015) conducted an analysis with the reviews that presented strategic management utilizations as a programmed that aimed at finding the impacts of management tools in the results of companies from the Czech Republic's 91 firms using surveys and questionnaires, to date, it remains to be one of the few analyses that had dug deeper in finding out the existing interconnections between strategic management and programs and the results within institutions. The findings have revealed that the levels of strategic management programs and the impacts of the approaches have on the results of the institutions. Therefore, there is an existing positive connection between strategic management applications and the results in the institutions.

Jenster and Søilen (2013) in their analysis on certain number of Chinese firms established strategic management poses positive impacts on the positive results witnessed by the big institutions. There exists a difference between different plans each institution has approached and the outcome they get. A distinction also exists among various processes in strategic management and the results institutions gets and all other processes that are aligned to the competitive intelligence; they become crucial when the results from the institutions are compared other processes involved in planning. An analysis conducted by the Babcock university concerning the impacts of strategic management on the institution's results and other ways, it has affected the leadership success because strategic planning remains to be an important factor in corporate institutions management.

Firms are characterized differently based on scales, sizes, output, growth and also the profits they gain (Heyder and Theuvsen, 2008). Each variation can impact the decisions of status of strategic management practices (STM) and the firm's overall performance. As per Fajnzylber et al. (2006), variations of firms like the managerial experiences and age have made a conclusion that performance in strategies tends to go down with the aging firms. This is because introduction of new practices, the newly established firms are more likely to adopt while the older firms find them to be costlier and would therefore prefer to maintain their old practices. There are others who disagrees that staffs in old firms have great experience and they would therefore get it easier to adapt to new practices. The experience staff has gained greater institutional knowledge that have easily transferred from the previous strategic challenges (Hitt et al., 2009).

Arasa and K'Obonyo (2012) in his explanations states that the process of strategic management like profiling mission of a company, fining the key plans of companies, examining the business setting, creation of decisions and policies, execution programs and the mechanisms used in assessments are connected positively to the results in institutions. It is important for

organizations to satisfy their financial results because if there are reduced profits or financial strength, would appear to compromise their missions, risks their sustainability and prolonged their objectives.

Robertson (2011), points out crucial barriers in strategic management as lack or inefficient utilities, minimized global interactions, fear and the reduced personnel efficiency. Reasons behind failures in strategic management is when they cut down their involvement with crucial players, insufficient briefing important external stakeholders, poor deeper comprehension and when the achievements feedback from strategic plans are not delivered timely. Additionally, there are failures in basing the salaries of the employees and sometimes insufficient resources (Mansor & Tayib, 2012; Lerner, 2015). Agriculture has enabled many economies to offer public services especially the agribusiness firms which offers different services which includes training, education, maritime, research etc. the firms are required to offer the industries needs like offering citizens with participations to the secured employments. The performance of Commercial State Agriculture however has encountered significant setbacks and sometime failures but majorly success (Mwangi et al, 2020).

Empirical studies have previously shown there exists a major network between the performance of an organization and the practices that managements put forward. However, strategic management practices have influences to the organizational performance although elusive and it is what prongs up the empirical studies' debate (Twaissi & Aldehayt 2011). The found blocks describe the actual facts on company objectives and missions that are crucial for making decisions to address issues that are likely impacting organizational performance. With this context in mind, the research set out to apply strategic management strategies that impact the organizational performance of agriculturally-based Kenyan firms.

1.2 Purpose of the Study

This study assessed the influence of strategic management practices on performance of agribusiness firms in Trans Nzoia County, Kenya

1.3 Statement of the Problem

In ideal situation agribusiness firms like any other firms embrace strategic management practices for enhanced productivity, service delivery and profitability. A recent survey of agribusiness firms in Kenya by the Kenya Bureau of Statistics (2021) shows that many firms from the western region record low profitability, productivity and the quality of their services to clients is wanting. The report suggests that strategic management practices such as environmental scanning, strategy implementation, strategy formulation and strategy evaluation can make a difference in bolstering the productivity and profitability of agribusiness firms. If the situation remains as it is agribusiness firms especially in Trans-Nzoia county are likely to collapse causing unwarranted damage to the agricultural sector in the food basket of Kenya, hence, the need for this study.

1.4 Objectives of the research

This study sought to achieve four objectives notably:

i. Determine the influence of environmental scanning on agribusiness firms' performance in Trans-Nzoia County.

ii. Find out the influence formulation strategy on performance of agribusiness firms in Trans-Nzoia County.

iii. Establish the influence of strategy implementation on performance agribusiness firms' performance in Trans-Nzoia County.

iv. Determine the influence of strategic evaluation on performance of agribusiness firms' performance in Trans-Nzoia County, Kenya

1.5 Research Questions

The study answered the following four objectives:

i. What is the influence of environmental scanning on agribusiness firms' performance in Trans-Nzoia County?

ii. What influence does formulation strategy have on agribusiness firms' performance in Trans-Nzoia County?

iii. How does strategy implementation affect agribusiness firms' performance in Trans-Nzoia County?

iv. What is the influence of strategic evaluation on agribusiness firms' performance in Trans-Nzoia County, Kenya?

1.6 Significance of the Study

By means of the study, various research domains have been found for possible future application in improving the knowledge content of strategic management techniques and other areas of specialization. For anyone who want to do more research, this work can be a useful reference and guide. Academic supporters would also find value for the study findings in their strategic management techniques at employment. Developing policies that provide better management strategies to boost the performance of the company would depend much on the conclusions and suggestions.

Administrators would find the concept even more helpful in developing guidelines that fit and complement their approaches of management. The results of the study was useful for the agricultural workers of the country since they highlight the need of strategic management tools and organizational performance.

1.7 Scope of the Study

The primary focus of the research is on the influence that strategic management strategies have on the operations and performance of agricultural businesses. The purpose of this study is to make an effort to find a solution to the issues that have occurred in Trans-Nzoia County about the performance of agribusiness companies. These issues became apparent as a consequence of the managers' utilization of strategic management approaches. The investigation was conducted on five (5) specific agribusinesses located in the county of Trans-Nzoia.

1.8 Limitations of the Study

One problem that surfaced during the research process was participants started wondering how far they could go in answering the researchers and started mistrust of them. The study participants might choose to complete the survey online or in-person. Investigating is much

hampered by the lack of strong protections for participants' personal data. One other is to guarantee that the gathered information would just be applied for statistical analysis.

1.9 Operational Definition of Key Terms

Environmental Scanning	They are all the activities involving information collection with respect to the events in the organization's both internal and external events/
Strategy Implementation	All the operational processes performed for investment at the board levels of an institution I intended for policy implementations.
Strategy Evaluation	Process performed to determine effectiveness of strategy for objectives achievement in an organization conducted through adoption of corrective measures in times of need.
Strategic Management Practices	The decisions, analysis and actions parastatals embrace so that they develop and maintain an advantage in the market.
Organization Productivity	The profitability of the firms for the fiscal year 2024
Agribusiness firm	Business organizations involved in supply of agricultural Products and services to their clientele in trans-Nzoia county and its environment

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The main concentration of the literature review is the theoretical and conceptual framework as well as relevant theories for this investigation. Previously published theoretical literature has been consulted in order to examine and assess accepted theoretical approaches to strategic management. It also provides an outline of the gaps in the previous conducted research together with a thorough explanation.

2.2 Empirical Review

In this field, dependent empirical studies employ strategic evaluation, environmental monitoring, strategy implementation, and formulation as study variables. Microeconomic performance has been the focus of a significant amount of research. The necessity of this activity is demonstrated by the fact that the extent of financial management development is contingent upon the competitiveness of a firm and the quality of its output. There are numerous methods by which economic operators may be assessed. Regression analysis facilitates the examination of a company's performance through the use of modeling. The interdependence function type is a critical component of numerous financial and economic measurements. Effective intervention optimization in iterative learning cycles is the ideal of economic performance modeling (Campbell et al., 2001).

The analysis of the decline in economic performance involves numerous processes. Efficiency is the ultimate goal of models that are designed to investigate the impact of capital allocation and utilization within an organization in terms of profit (Dumbrava, 2010). The financial performance of companies across various countries and regions has been contrasted and

evaluated in more recent works. Numerous investigations have investigated financial success indicators, including the NOP, ROTA, ROIC, and ROA (Rahman et al., 2010; Dong and Su, 2010; Deloof, 2003; Padachi, 2006; Narvare, 2010). In a profitability study, the elements designated as independent variables are financial indicators that represent current assets.

The current ratio, working capital to total assets, trade receivables to current assets, and current assets to total assets are among the microeconomic markers that are employed to evaluate profitability (Singh and Pandei, 2008). An indicator of performance is earnings before interest and taxes (EBIT), while other studies address the hazards associated with utilizing a specific financial structure, economic value added (EVA), return on equity (ROE), operational profit margin (OPM), and earnings per share. akintoie (2008). (2008, Ryan's estimations).

We employed a variety of models to conduct performance analysis on the Romanian economy. Purkaria and Stancu (2011) assert that the performance of a company, as measured by its average market price, price-to-earnings ratio, and earnings per share, is directly correlated with intangible assets for companies that are listed on the Cluj Stock Exchange. The relationship between cash flow and net profit is the basis for certain models that investigate corporate success.

2.2.1 Environmental Scanning and Performance of Agribusiness Firms

Adebisi and Babatunde (2012) conducted a scanning on the environment and released the results of the institutional Nigerian’s market by applying questionnaires while analysis conducted through data interpretations using coefficient regression analysis: there is a strong connection between productivity in an institution and the varying results outside the environmental factors that indicate there is a positive influence in the outcomes. Strategic utilizations of environmental scanning to get access to the forces outside the environment assists in securing opportunities as well as getting risks of the risks that increases the margins of profits.

The 2014 study by Cancelliere et al. connects institutional methods to medium-sized settings in Brazil. Questionnaires were used for the quantitative study. ANOVA was used to find correlations in the data. The study showed that potential customers who don't change to new methods quickly scan information that comes up because of technology and competition and regularly visit publications. When compared to strategic behavior topologies and their signs, data scanning usually gives good results.

While establishing the effects of traditional dynamic environmental scanning and the end results of agricultural firms that are business – minded, Asseret al. (2018) conducted a cross research survey targeting agribusiness firms where he sampled 50 of them. The analysis participants were made up of top managerial leadership from the finance and human resources. The results showed a traditional environmental scan had a great positive impact within the harsh and dynamic competitive settings that emerged advantageous. Pourmohammadi et al. (2020) in his case study made an adaptation to mixed methods. Interviewed guide was applied in data collection and revealed a strategic analysis. In order to gather information, an interview guide was used. With the help of the study, we would show how environmental scanning affects strategy analysis.

Adebisi and Babatunde (2012) through their organizational performance versus the Strategic Environmental Scanning within competitive environments in business revealed proportional relationship to environmental scanning. As an indication, making use of strategic environmental scanning in order to make access to the exterior factors of an environment like opportunities a s well as threats, they are helpful in ensuring the available opportunities are used for the organizational advantage such as getting to know how to maneuver around threats hence maximizing all the profitability within the organization.

Wambua and Ali (2019) conducted an analysis in Kenya to examine if Mandera County Government's performance gets influenced from the strategic management practices. With a descriptive design of survey, it adopted a targeted population of 70 employees. Interferential and descriptive statistics was applied in coming up with the association between practices in strategic management and performance within organizations. Study indicates in its conclusion that organic performance has a greater influence to organizations strategic management practices.

Azahari, et al. (2021) made a sample of 268 Palestinians respondents who were obtained from a population size of 881. The study indicated there is an influence of social relations to the management crisis. The study suggested through recommendations that both environmental scanning; external and internal have to be conducted permanently for UNRWA to develop its strategic planning.

Organization must have a better understanding of the environment they are trading in Rajasekar (2014). Knowledge of the environment shall enable them to gain competitive advantages against their competitors. In his suggestions, the author says the influence from theories and traditions are not as effective as they used to be before and in firms, the knowledge – based theory is the major incardinate of knowledge. Organizations have varying structures and there is no valid assumption sets. In 2014, Moronge and Rinta conducted a case study on public commissions in Kenya to examine how strategic planning affected the effectiveness of these organizations. The study found that environmental scanning was positively correlated with organizational performance. Environmental scanning is responsible for a more substantial pace of growth, according to the study.

Through analysis to determine if indeed there exist strategic partnership and performance of TVETs in the Kenya's capital – Nairobi Muthaka (2019) adopted a descriptive design. The

author used a descriptive approach and interventions in data analysis. The study revealed there is a competitive advantage brought up by a strategic partnership where all the needs of the customers are meet. In another study conducted by Wanjiku (2026) within commercial banks to find if strategic partnership influences performance within organizations. Using a sample size of forty-two banks, he carried out a study in which he distributed questionnaires in order to evaluate the correlation between various characteristics and the predictive capacity of those variables. According to the findings of the study, there is a connection between the strategic leadership of a business and its overall success.

2.2.2 Strategy Formulation and Performance of Agribusiness Firms

Strategies formulations is the process where the right choices are made so that objectives and the goals of an organization are realized. Thorough strategies formulation, workplace productions is ensured with objective justifications to enable strategies are accomplished (Santura et al., 2017). Strategies are modified during formulations so that it becomes easier attracting prosperity in the organization.

The world's organization in public sector is still dependent of strategic plans during processes of formation of strategies. There is however a drawback as per the Yazici (2014) scholars who made the conclusion that the approaches applied in strategic planning that the organizations public sectors have adopted as concepts of formalization (Bryson, et al, 2010). Several other studies have been done in the management of public sector to find the relationship in organizational performances. Andrews et al. (2011) conducted seven empirical studies to assure the impact posed by formulations of strategies on organizational performances. Walker (2013), in his studies meant to establish how organizational performance relates with logical incrementalism concluded that internal formations do not pose any influence to organizational performance.

To find out if strategy formations in the UAE impact organizational operations, AlDhaheri et al. (2020) utilized a quantitative study approach. The majority of the data came from people working for the UAE government. Organizational performance was found to be directly affected by strategy implementations as observed through human strategies and structures, according to the study. Chijioke and Olatunji (2018) investigated the possibility of a connection between the development of strategies and their subsequent effectiveness in Nigeria. In their investigation, they employed a quantitative approach. Strategic performance is directly affected by the drivers involved in strategy formation, according to the conclusion.

Njeru in his (2018) study made a study to establish the effects posed by the scanning of traditional dynamic environment towards the results of firms which are specifically business minded. The survey was conducted on a target population of 55 whom all are from the agribusiness firms. As a final sample, the 48 agribusiness firms were selected in a random stratified sampling. All of the participants were top managers in human resource and finance. The findings showed the traditions of dynamic environmental scan has a very positive significant but great impacts outcomes that forces the firms to place themselves in a position of positive change. The harsh settings carry a competitive advantage that indicates an improved but still promising results.

Formulation of strategies have impacts on the strategic performance Nwachukwu, et al. (2019). With leadership's advancing projects as the main analysis roles, the summary was conducted with the Nigeria's multinationals intending to come up with ways of maintaining and also improving strategic performance according to strategy assessment formulation drives. From the analysis, it was found that TELCO's strategic performance is impacted by the strategies that the management formulates. The focus was on the goals of the firm as well as the prolonged plans that are there to offer positive influence on performance resulting from strategies put in place.

2.2.3 Implementation Strategy and Performance of Agribusiness Firms

Mathore (2016) conducted an analysis to find the effects that strategies implementations pose on institutional results – a study case of Kenya's Diamond Trust Bank. Interview guide was applied and the content analysis proving the existence of positive connection within implementations of strategies and the bank results. The analysis findings indicated the staff in different departments are individually aware of the processes of execution and their factors is what might be posing a barrier. The distractions might end up becoming overwhelmingly huge if the dealership is not paying attention to the current situation or state of the institution.

Somi (2017) through his strategic implementations' effects on the Kenyan government parastatals, using descriptive survey design research on a sample size of 42 parastatals all located in the capital city – Nairobi. The findings showed the existing relationship between the results from these parastatals and strategic evaluation. It also indicated that there was a connection within the results of the parastatals and their result's structures.

Strategic evaluation has an impact on institutional results Mathore (2016). A study conducted in the Star limited Company with the aim of finding the strategic evolution's effects on the results of an institution. The analysis made use of descriptive research approach within a sample size of 200 employees of the company but within different departments. With a random stratified manner of sampling within the first 60 employees of the 200 taking part in the analysis. The survey findings indicated that the evaluation of strategies is what gives the institution a guidance because it makes sure there is respect to the goal alignment, functioning to meet targets while meeting common cause and traditions.

Since the uncertainty and complexity of political environment keeps on changing all over the globe, the implementation context of strategic policies has forced the governments of the day to come up with performance capacities and standards. In order to implement these strategies,

there is need to have them practical collected together such as delivering service plans for them to be efficiently and effectively developed in a design that is organized making them operational with respect to evaluations of existing cultural systems.

Drumaux and Joys (2014) in their universally investigated and accepted concept, there exists a strategic management research mismatch. Through effectiveness of an organization as another focused objective. Decisions on strategic implementations are considered to be crucial in attaining organizational performance. Public service delivery relies upon the expected outcomes Boyne et al (2010). In the public sector, agencies have embraced strategic or document's preparations for them to adequately implement their policies

A Nigerian Adebisi (2011) while looking for environmental scanning and institutional results in their research applying questionnaires for data analysis as well as interpretations with correlations of coefficient regressions. The study indicated that within institutions, there is productivity dependency since there are varying outside factors and hence the positive influence to the results. The strategic environmental scanning should be fully utilized in the process of making access to the environment outside that assists in opportunity securities and handling the risks which gives a good promise to profit margins.

Research by Magambo (2012) in Kenya looked at the challenges faced by public enterprises as they try to put their strategies into action. In accordance with what Wellas recommended, the purpose of the research was to discover the problems and possible remedies. Using a descriptive study methodology, a cohort of 189 people was sampled. Because of their superior knowledge of the strategy's implementation obstacles, the research concentrated on senior managers.

Magambo, (2012) conducted a study on the effects and the implementations of strategies in obtaining institutional results in an IHL, Kiambu. The analysis results pointed out that there exists strategic disbursement utility impact, plans regulations and supervision, communication

and strategic management. Additionally, there is a very little impact from strategic leadership on the IHL's results unlike others. On the analysis of associations between the Kenyan insurance industry's organized performance and expensive strategies Ouma (2016).

The study opted to find out if deliver cations, penetrations and the strategies applied in developing products have influences on how insurance companies performs. The study embraced sensors as a technique. From the study, it was realized that there is a lot of influence from expansion strategies on organization performance. Kyalo (2025) conducted the same study, but focused on the KCB group. He wanted to know if growth strategy has an impact on organizational performance. Data was obtained using an interview guide, and content analysis was used to analyze the data. According to the studies, KCB's bottom-up approach to implementing their plans has had a good impact on their organizational performance.

Karugu and Gure (2018) conducted a study to determine the correlation between leadership costs and SMEs' organizational effectiveness in Kenya's capital. The study used a descriptive research design, with data collected via questionnaires. Data analysis was carried out utilizing descriptive and differential statistics. Differential strategies, cost leadership, and focus have all been shown to influence organizational performance.

2.2.4 Strategy Evaluation and Performance of Agribusiness Firms

While conducting an analysis of the effectiveness of strategy evaluation on the outcomes of institutions, Abdalla (2015) conducted research on Star Limited Company. The primary objective was to determine the impact of strategic evaluation on institutional outcomes. Descriptive research was implemented in the analysis, which included a sample of 200 employees from various departments of the organization. The survey results suggested that strategic implementations provide institutions with opportunities by ensuring that the

organization remains aligned with its objectives, thereby allowing it to operate in accordance with its traditions and causes.

Evaluation and implementations of strategies have a positive impact on the results of institutions although with inability of accessing, indicating and relating the results leads to performance – based traditions Chepkwony (2016). A notable number of organizations have not put in place meaning full strategies usable in evaluation processes because within those organizations, there is a discount between different levels and how decisions and formulated. This calls for starting comprehensive strategies in evaluating how effective organizations are. Apart from offering control, in organizations strategies evaluates the management and informs them reasons that prone or brings up failure results. Therefore, to formulate and implement strategies there is a call for learning tool that shall be used in its formulations as well as implementations.

Nyariki (2016) in his publications gave a suggestion that strategic evaluations when applied is an important tool in finding out the current organizational strategic position. It was gives organization the guidelines of leading their business to the right directions while observing the correct actions they should embrace. The top management is therefore required to keep on accessing performance strategies and responding to the failure indicators within the firms.

Somi (2017) while finding the present interconnections between performance and strategic implementations in an organization in Kenya's co – operative bank adopted a descriptive survey and adopted a descriptive survey. The conducted study sampled 42 entities that are all government – owned. It was found an existing positive relationship of strategic evaluation to the government entities and how they perform.

At KCB Nyariki (2016), we analyzed evaluation strategy ways to acquire the findings. Finding out which evaluation techniques were most essential to KCB Bank and how successful strategic

evaluation is in generating results was the primary motivation for this research. The analysis relied on a content analysis research strategy and an interviewing guide to compile its results. According to the reviews, the bank has a long history of using tried-and-true methods for evaluating strategies, such as accounting audits, benchmarking, performance reviews, balanced scorecards, customer satisfaction surveys, and the use of established information and communication technologies.

2.2.5 Performance of Agribusiness Firms

Globally, performance is perceived to be the way of ascertaining certain obligations, commitments or even goals that have been set. Performance is mainly translated with respect to success. Performance within organizations are processes that firms uses to attain success with respect to the goals they have set and how committed they are. Performance is an important component of how firms make their performance strategies. The meaning and dimensionality of performance remains to be a debatable topic with respect to the concentration of the business. The earlier reviewed publications indicate the existence of different reviews concerned with organizational performance ranging from market growth, profitability, client fulfillment, product value, social scanning and environmental objectives (Santos &Brito, 2009).

The traditions within the performance of an organization is made up of the processes done to examine how a firm performs by making a comparison of intended results and those obtained Dressler (2012). Performance is described as a group of tasks, efficiency, instrumental tasks, their indications and what results are to be achieved Institutions individually crafts models that are sustainable and would indicate the extend of performance as it keeps on changing hence coming up with an assessment platform that assess the current state and also the previous ones in respect to those organizations desired to attain.

With respect to performance indications, the methodology is in line with what the institutions has been designed to function while putting into considerations important goals. While measuring the performance, the focused area depends from one organization to the next and time (Akinyi, 2012). Within institutions, performances are indicated using several approaches like Norton and Kaplan approaches. Performance from various approaches within institutions like Kaplan and Norton (1993) shows how the results are oriented both monetarily and non – monetarily. Components with monetary includes business perspectives that are internally, client's indications and analysis which have all stood as enhancements in the results within institutions.

2.3 Theoretical Literature Review

The main aims of theories in giving explanations to certain phenomenon and presenting projects that if observed shall usher in positive changes. They are instrumental in explaining why situations are existing and give foresees of certain behaviors in some conditions. They further give research directions while looking for modifiable factors like attitudes, knowledge, guidelines and interactional developments. The study observes a theoretical Resource according to the Decision Theory (1976), Theory RBV (1959) and the Agency theory (1980).

2.3.1 Resource Based View Theory

In the year 1959, Penrose coiled a theory suggested an institutional pool resources of assets, backed by the fact that theory protects institutional assets and their competences. As per the principles, institutions with resources stands a better possession chance of an edge in competitions hence having a security in their results. The deep utilities pool is what enables them to maintain the edge over a long period. It is therefore possible to create a summary of strategic management like a platform which offers sustainable competitive advantage that cannot be substituted to anything else or even duplicated (Saqib & Rashid, 2013).

Accumulated resources are the foundation of competitive advantage and organizational performance (Barney 1995). Rare resources, valuable and non – sustainable but still important and not initiated easily and need be established by the organization so that they can increase efficiency as well as efficiency. Resources catalyzed and related to performance have to be pointed out in the organizational program (Hunt & Morgan, 1995). RBT in his advice suggest that, in an organization, value creation is a formation based on the alliance together with resources within the organization.

The theory is critical to this study since the focus of the study is adequate resources objective requirement that should be executed to subsequently improve performance. Hooley et al. (1996) states the acceptance of the theory within strategic management's analysis. Organizations therefore, gain a better performance. The metrics of customer's satisfaction is what is used to measure performance improvement. The theory is important in studies and can be proved through evaluations, formulation of strategies and other controls that calls for resources from the organizations to give room for efficient execution. The theory is also helpful when it comes to determining how effective performance metrics can be determined including growth sales, profitability and growing employee's numbers. There is a competitive advantage that an organization without adequate dynamic capabilities enjoys. As per Mugera (2012), there has been a continuous use of resource – based theory in explaining human resources within practices implementations of strategic management.

The relevance of the theory in long terms has one of the best in the management as a theory which has gave deep explanations to organizational performances. In theory, the institution's utility was able to give it a long-term economic edge as long as the utilities are not changed or limited. The theory goes into the techniques of strategic management and finds independent factors that should be used in resource organization in order to get a competitive edge. The

study is therefore important in giving explanations to how dependency impacts practices in management and their resources.

2.3.2 Agency Theory

Agency theory has shown an existing reliance owner of the organization who are responsible for work delegations to the agents who handles the work – also called principal agency problem (Mijovski & Lindquist, 2013). Developed from the human beings' elements, the theory is the reason behind the competitiveness of the company since they stress on the crucial relationships between business owners who are the managers or agents and the shareholders responsible for the organizations' prosperity (Omari, et al., 2011). Highlighting the basic misunderstanding between the manager's self – interests and the owners whom the organizations control is in their hands but still agrees with major effects of the wealth.

Namazi (2012) states that agency theories have been in use for long in getting contingencies goals if there are applications of managerial accounting. The situational concerns of the principle where parties engage agents to secure decisions for them at agreed costs. The theory resonates with this since their processes in strategic management are upon the agents to make implementations. The theory gives the relationship between the managers who are the agents and the principal shareholders and how influential their relationship is on the processes of strategic management leading to the overall performance within the organization.

2.3.3 Decision Theory

The theory is aiming concerned with the way human judgement are designed and how they affect decision making. The approach takes a probability form in determining the problems then mining important problem's data and creating possible solutions to solve them. The next step

afterwards is solutions evaluations to find out the one that best fits then identifying a result plan and then adapting the best solution that has been agreed upon.

When companies have a well-informed decision, they shall make proper preparations before they have implemented those decisions hence placing themselves at a better position in case a risk arises – in terms of resources allocation (Dabara, et al., 2014). Through decisions theory, organizations can come up with better decisions from a principled and rationale stand in those times of risky and uncertainty (Joyce, 1995). A coherent and advanced explanations of the theory was made by North (1968). From his interpretational context, the individual choices from the several options available are characteristically expected outcomes that are all subjects to unsurely and future different points.

Figure 1: **Framework of the Theory**

There exist four types of decision theories Ahmed and Omutunde (2012). From rational choices principles there is casual decision theory that suggest the results of the choices made are the outcome of what the management chose. In relation to this study, it is instrumental in management strategic practices that calls for key decisions to be made and enacting selective decisions.

2.4 Conceptual Framework

Mugenda and Mugenda (2006) say that the conceptual framework is a type of design hypothesis that is meant to find the analysis goal as well as the independent variables and the links between the variables. The study in its research captures the variables connections and puts them in a structured connection.

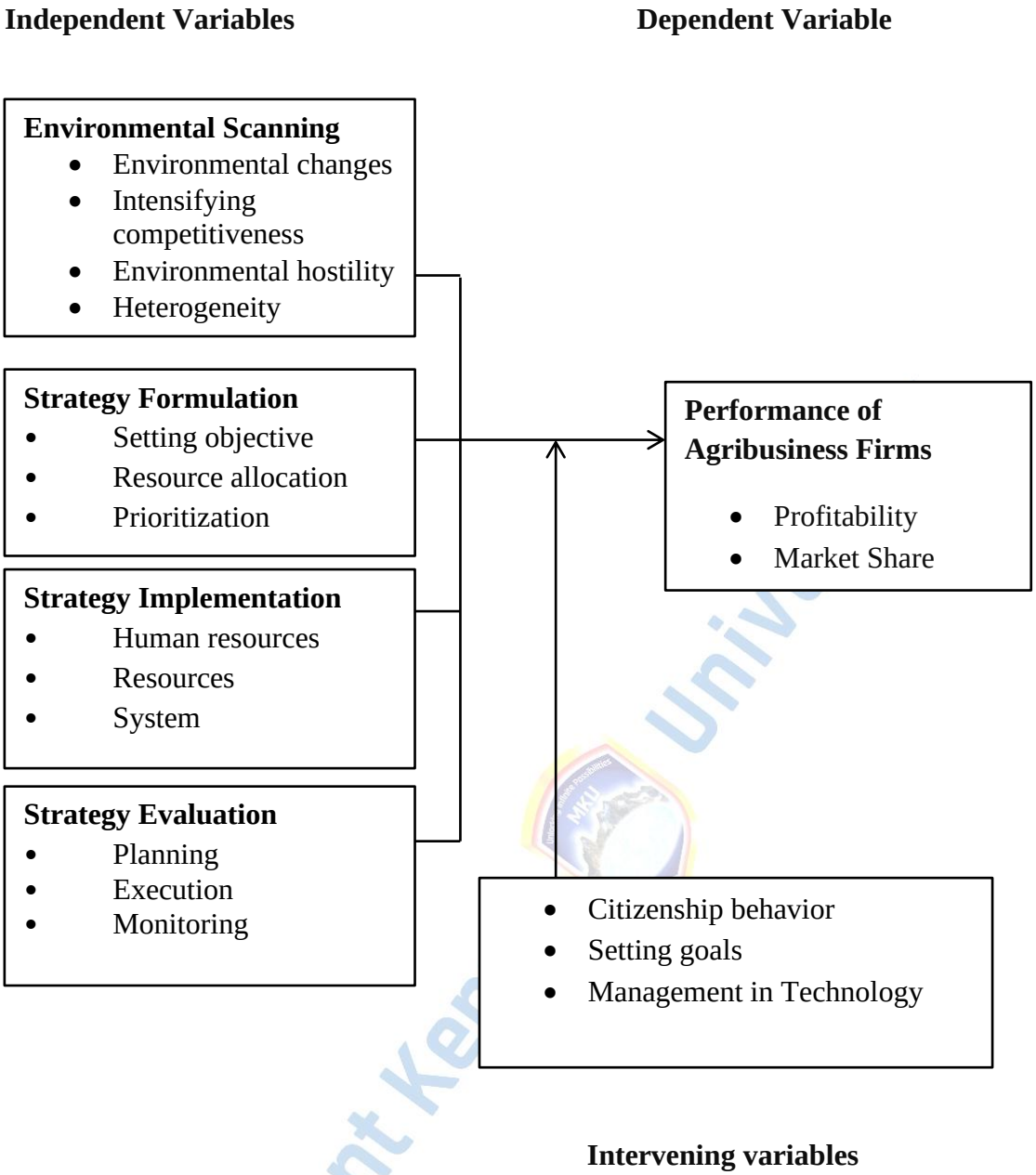

Figure 2: Conceptual Framework

Source: **Researcher (2024)**

Strategic planning provides agribusinesses with clear long-term objectives and roadmaps for aligning resources and activities, which has been shown to significantly enhance organizational performance (Muhsin, Mandere, & Onyango, 2020). Efficient resource allocation—here operationalized as rigorous cost management—drives productivity and cost-effectiveness by

ensuring that financial, human, and material assets are deployed where they yield the highest returns (Gitau, 2021). Transformational leadership fosters an organizational culture of innovation, employee empowerment, and adaptability, translating into improved operational outcomes in agribusiness settings (Roosganda et al., 2023). Finally, robust monitoring and control mechanisms—exemplified by sound working-capital management practices—enable firms to track performance metrics, detect deviations early, and implement corrective actions, thereby supporting continuous improvement (Githiga & Koori, 2023).

However, the magnitude of these direct effects is subject to prevailing contextual conditions. Market dynamics—particularly commodity price volatility—can amplify or attenuate returns on strategic initiatives, as firms operating in highly unstable markets may struggle to realize planned gains (Muflikh & Smith, 2021). Firm size and capacity further determine an enterprise's ability to marshal resources and implement complex controls, with larger operations generally better positioned to leverage strategic practices effectively (Muflikh & Smith, 2021). Regulatory requirements impose compliance costs and shape the flexibility of strategic actions, often necessitating additional allocation of resources toward monitoring and reporting (Mbithe, 2023). Access to finance critically influences the feasibility of growth-oriented strategies; agribusinesses with strong credit access can invest in new technologies and expand operations more readily than under-capitalized competitors (Mbithe, 2023).

2.5 Research Gap

Literature review indicates the evidence showing the number of reviews that have been conducted outside Africa especially pertaining strategic management influence and its organizational practices on performance. It is worth to note that Unites States of America and Brazil have conducted a lot of research in this area because it is a very significant study that

gives managers opportunities of getting to know which independent variables affects the performance of an organization. From the literature review, it indicates that studies have concentrated on strategic practices in management and the outcomes from the performances which has been carried out in developed nations.

In Kenya, the studies on the influence of strategic management practices within organizations have concentrated on financial institutions rather than firms that are in the business to make profits. This study would focus on agribusiness firms in Trans-Nzoia County which is considered to be the country's food granary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Within the scope of this chapter, the researcher would outline the study methodology that they would implement in order to carry out the research. The design of the study, the population that was studied, the sample size and the method by which it was determined, the procedure for sampling, the tool and procedure for data collection, validity and reliability, analysis of the data, and presentation would all be presented, and lastly, the ethical concerns was brought to light.

3.2 Research Methodology

This study would embrace the mixed methods research approach. This approach would facilitate the collection of both quantitative and qualitative data to provide a complete view of the relationship between the study variables.

3.3 Research Design

This study would employ descriptive research design as defined by Kothari in 2004. Descriptive research design examines, interprets and elucidates past or present conditions. The descriptive research collects data by observing participants in their natural surroundings without external interference hence gives accurate insights individuals' thoughts and perspectives (Mugenda & Mugenda, 2003). Employing this research design was an efficient approach to gather information and data regarding the influence of strategic management practices on the performance of agribusiness enterprises in Trans-Nzoia County, Kenya.

3.4 Target Population

The target population of this study was 106 comprising of 10 top managers, 33 middle level managers and 63 low-level managers respectively as shown in Table 1.

Table 1:*Target Population*

Category	Target population (Employees)
Operational level	63
Middle management	33
Top management	10
Total	**106**

Source: Ministry of Trade, County Government of Trans-Nzoia (2018).

3.4 Sampling and Sampling Techniques

Stratified sampling technique was used to identify the sample for middle and low-level managers while top level managers was selected purposively. The top-level managers would provide qualitative data through interview schedules while middle and low-level managers would provide both quantitative and qualitative data using unstructured questionnaires.

3.5 Sample Size

The sample size was 84 as determined using Slovin's formula as shown.

$$n_o = \frac{N}{1 + N(e^2)}$$

Where:

n_o – desired sample size

N – Population

e– Margin of error level (95% confidence level = 0.05)

The sample size was distributed in a representative manner using the proportional allocation method as shown in table 2.

Table 2: ***Sample Size***

Target Population	Proportion	Sample Size
Top management	10/106*84	8
Middle management	33/106*84	26
Operation level	63/106*84	50
Total		**84**

Source: Researcher (2024)

3.6 Data Collection Instruments

To collect primary data for this study, semi-structured questionnaires were utilized. This data collection method is advantageous for balancing structure with flexibility, as it allows the researcher to obtain standardized responses while also capturing rich, in-depth insights (Creswell & Creswell, 2023). Semi-structured questionnaires enhance confidentiality and encourage honest responses, which is vital in assessing participants' preferences, perceptions, attitudes, and opinions (Bryman, 2016).

The questionnaires comprised both closed-ended (structured) and open-ended (unstructured) questions. Closed-ended items, particularly those using a Likert scale, were employed to facilitate quantitative analysis and measure the extent of agreement or disagreement with various statements related to strategic management practices. This format is especially effective in capturing attitudes and opinions in a form (Boone & Boone, 2012).

Conversely, open-ended questions were included to allow respondents to express themselves freely, offering deeper insight into their experiences and perspectives. Such flexibility is essential when investigating complex, context-specific issues, especially under constraints of

time and budget (Saunders, Lewis, & Thornhill, 2019). Moreover, allowing respondents to complete the questionnaire at their convenience increases response rates and data reliability.

3.7 Data Collection Procedure

The researcher carried a formal letter of introduction from the host institution to reassure participants that all information would remain strictly confidential and be used solely for academic purposes (Dillman, Smyth, & Christian, 2024). To maximize response rates, the study leveraged existing professional and community networks, whereby network coordinators personally encouraged selected respondents to complete and return the questionnaires promptly (Fan & Yan, 2010). Participants were invited without disclosing specific study hypotheses, minimizing respondent bias (Bryman & Bell, 2015). A drop-off and pick-up procedure was employed to deliver and retrieve paper questionnaires directly at respondents' workplaces, which has been shown to improve turnaround time and overall response (Fowler, 2014).

3.8 Validity and Reliability of Research Instruments

Validity and reliability are critical to ensuring that the research instruments accurately capture the constructs of interest and yield consistent results over time. Validity was addressed through multiple approaches. First, content validity was established by convening a panel of five subject-matter experts in agribusiness management, who rated each questionnaire item for relevance and clarity; items with an item-level Content Validity Index (I-CVI) of at least 0.78 were retained (Polit & Beck, 2006). Second, construct validity was assessed via exploratory factor analysis (EFA) on pilot-study data (n = 30), with the Kaiser–Meyer–Olkin measure exceeding 0.70 and Bartlett's test of sphericity reaching statistical significance, and factors retained based on loadings ≥ 0.40 (Costello & Osborne, 2005; DeVellis, 2016).

Reliability focused on the internal consistency and stability of the questionnaire. Internal

consistency was evaluated using Cronbach's alpha, with coefficients ≥ 0.70 considered acceptable for research purposes (Tavakol & Dennick, 2011). Preliminary analysis of the pilot data produced alpha values ranging from 0.72 to 0.88 across subscales. Test–retest reliability was established by re-administering the instrument to the same pilot group after a two-week interval; intra-class correlation coefficients (ICCs) above 0.75 indicated good temporal stability (Koo & Li, 2016). Together, these steps ensured that the instrument both measured the intended strategic-management constructs and yielded reproducible data.

3.8.1 Validity of Research Instruments

In order to determine the extent to which the explanation of a test's results is actual and justifiable, validity is established. The extent to which this is established was contingent on the particular use that the test is intended to serve. In addition, it refers to the degree to which a research instrument delivers the results that it claims to deliver. According to Kuada (2012), it is essential for an instrument to possess sufficient reliability. The research supervisor would read through the questionnaire and provide comments, which the researcher would go ahead and implement in order to guarantee the validity of the research.

3.8.2 Reliability of Research Instruments

In order to carry out a pilot study, eleven questionnaires were distributed to participants. It has been determined by Gunasekaran, and Mcgaughy (2011) that a pilot study should consist of between 5 and 10 percent of the total sample size. 10% of the total sample size was used for the pilot study. Those respondents that take part in the pilot study would not be included in the main survey. Pilot studies provide the researcher with the opportunity to make any necessary adjustments to the research instruments in order to guarantee that the instruments accurately assess the desired outcomes (Kuada, 2012). Following the completion of the preliminary examination, the researcher would next go on to the actual data collection process. The most

frequent method for determining reliability is known as internal consistency, and for the purpose of this investigation, Cronbach's Alpha was utilized. A number of related objects are evaluated using this method to determine their internal consistency. The Cronbach's Alpha statistic, in particular, provides a summary of the extent to which the various aspects of the study are connected. A coefficient that ranges from 0 to 1 is used for the measurement, and a number that is lower than 0.7 is typically indicative of an internal consistency that is not satisfactory. According to Nguyen (2010), the Alpha value provides a reliable estimate of consistency. Values that fall between 0.7 and 1 are seen as dependable, while values that fall between 0.5 and 0.8 are regarded as acceptable. Values that fall below 0.5 are regarded as unsatisfactory since they are regarded as being less reliable. As a result of this investigation, it was discovered that all of the variable items have alpha values that are higher than 0.7, and as a result, they were dependable

3.9 Data Analysis and Presentation

Data analysis was guided by a convergent mixed-methods research design, in which both quantitative and qualitative data were collected concurrently, analyzed separately, and then integrated during interpretation to provide a comprehensive and corroborated understanding of the research problem (Creswell & Plano Clark, 2018). This approach allowed for the strengths of both numerical measurement and contextual insight to be combined, thereby enhancing the credibility and depth of the findings (Fetters, Curry, & Creswell, 2013).

Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) Descriptive statistics including frequencies, percentages, means, and standard deviations were used to summarize the demographic characteristics and key study variables (Field, 2018). To explore relationships between the independent and dependent variables, inferential statistics such as Pearson’s correlation coefficient and multiple regression analysis were conducted.

These techniques enabled the researcher to assess the strength, direction, and predictive significance of associations among variables (Pallant, 2020).

Qualitative data were analyzed using thematic analysis, following the six-step process outlined by Braun and Clarke (2021). This involved familiarization with the data, generation of initial codes, identification and review of themes, definition and naming of themes, and final write-up. Themes were presented in narrative form, supported by representative excerpts, to capture participants' perspectives and contextual insights.

Findings from the quantitative and qualitative analyses were presented using clearly labeled tables, charts, and narrative descriptions. During the integration phase, results from both strands were compared, contrasted, and merged to identify points of convergence, divergence, and complementarity (Plano Clark & Ivankova, 2016). This integration enhanced the study's explanatory power and contributed to a more holistic interpretation of the research problem. The regression model constructed for the purpose was:

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

Where:

Y = Agribusiness performance

β_0 = Constant term

X_1 = Provision of services

β_1 = Effect of provision of services on agribusiness performance

X_2 = Information and communication technology (ICT) sector

β_2 = Effect of ICT sector on agribusiness performance

X_3 = Customer service sector

β_3 = Effect of customer service on agribusiness performance

ε = Random error or residual term

3.10 Ethical considerations

Ethical integrity was a key priority throughout the research process to ensure that the rights, dignity, and welfare of participants were upheld. In alignment with established research ethics protocols, a high level of confidentiality was maintained regarding all information obtained during the study (Resnik, 2020). Data were securely stored, and access was limited to the researcher alone. No personally identifiable information was collected in the research questionnaire, thereby ensuring the anonymity of respondents (Saunders, Lewis, & Thornhill, 2019).

Prior to participation, respondents were clearly informed about the purpose of the study, the voluntary nature of their involvement, and their right to withdraw at any stage without penalty. This process ensured that informed consent was ethically obtained (Bryman, 2016). The research instrument included a consent statement that participants were required to agree to before proceeding.

The researcher also upheld the principles of respect, dignity, and courtesy in all interactions with participants. Ethical approval was sought and obtained from the relevant institutional review board before data collection commenced, in accordance with national and institutional guidelines for research involving human subjects (Israel, 2015). By adhering to these ethical standards, the study sought to foster trust, minimize harm, and contribute responsibly to the body of academic knowledge.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the analysis, interpretation, and presentation of data collected to examine the impact of strategic management practices on the performance of agribusiness firms in Trans-Nzoia County, Kenya. The chapter addresses several key areas notably: Response rate, demographic characteristics of respondents, research findings on: influence of environmental scanning on firm performance, influence of strategy formulation on firm performance, influence of strategy implementation on firm performance and influence of strategic evaluation on firm performance and discussions of findings respectively.

4.2 Response Rate

The study attained a high overall response rate of 92.3%, reflecting strong engagement from managers across all levels in the selected agribusiness firms in Trans-Nzoia County. Out of the 84 targeted respondents, 77 completed the research instruments, including interview schedules for top management and semi-structured questionnaires for middle and lower-level managers. The response rate was well-distributed among the categories, with all 8 top-level managers (100%) participating, 24 out of 26 middle-level managers (92.3%), and 45 out of 50 lower-level managers (90%) responding.

High response rates such as this are crucial in enhancing data reliability and reducing the risk of non-response bias (Baruch & Holtom, 2008; Saunders et al., 2019). Factors contributing to the high participation included effective communication, the relevance of the study to the respondents' roles, and diligent follow-up by the researcher, which are known to improve

response rates in organizational research (Dillman et al., 2014). This robust response rate strengthened the validity and generalizability of the study's findings.

4.3 Demographic Characteristics of Managers

Table 3 illustrates the gender distribution of managers in agribusiness firms, showing a predominance of males (65%) over females (35%). This gender imbalance reflects common trends in managerial roles within agricultural and business sectors, where male dominance persists due to socio-cultural and structural barriers limiting female advancement (ILO, 2022).

Table 3**.** ***Distribution of Managers by Gender with Age Descriptive Statistics***

Gender	**Frequency (f)**	**Percentage (%)**	**Mean Age (years)**	**Mean Deviation**	**Standard Deviation (SD)**
Male	50	65.0	38.2	5.1	5.8
Female	27	35.0	37.1	5.8	6.7
Total	**77**	**100**	**37.8**	**5.4**	**6.2**

Source: Research Data; N=77

Table 3 shows that the mean age of male managers (38.2 years) is slightly higher than that of female managers (37.1 years), with moderate variability indicated by standard deviations. These findings suggest that both genders occupy mid-career managerial positions, consistent with research showing managers in agribusiness are often in their late 30s to early 40s, an age range associated with peak professional productivity and leadership readiness (Nguyen et al., 2021). Understanding gender and age dynamics is critical for designing inclusive leadership development programs that address existing disparities and leverage diverse managerial experiences (Smith & McLaughlin, 2023).

Table 4 presents the age distribution of managers, with the largest group (45.5%) aged between 31 and 40 years. This concentration aligns with global studies indicating that agribusiness management tends to attract younger professionals during early and mid-career stages (FAO, 2023).

Table 4**.** ***Age Distribution of Managers in Agribusiness Firms***

Age Group (years)	Frequency (f)	Percentage (%)	Mean Deviation	Standard Deviation (SD)
21–30	19	24.7	4.2	2.9
31–40	35	45.5	5.6	3.5
41–50	23	29.8	6.1	4.1
Total	**77**	**100**	**5.4**	**3.6**

Source: Field Data

Table 4 shows that the mean deviation and standard deviation values show moderate variation in ages within each bracket, reflecting diversity in career progression timelines. The 21–30 age group, although smaller, represents emerging young managers, highlighting opportunities for succession planning and innovation adoption in agribusiness firms (Kim & Park, 2022). The 41–50 group (29.8%) indicates experienced managers who likely contribute strategic insights and organizational stability. These age dynamics emphasize the need for tailored training and mentoring approaches that cater to the distinct developmental needs of each age cohort to sustain firm performance (Johnson et al., 2021).

4.4 Profitability of Agribusiness Firms in Trans-Nzoia County

The profitability of five firms with varied capital bases was determined according to their profitability statistics. Table 5 presents a clear disparity in financial performance among

agribusiness firms in Trans-Nzoia County for the year 2024.

Table 5**. Agribusiness Firms' Profitability in Trans-Nzoia County (2024)**

Agribusiness Firm	N (Managers)	Mean Profit (KES Million)	Median Profit (KES Million)	SD (KES Million)	Min Profit	Max Profit	Mean Deviation
Firm A	17	32.40	32.10	3.50	28.20	38.10	2.88
Firm B	15	6.80	6.60	1.10	5.10	8.40	0.89
Firm C	13	13.90	13.60	2.20	10.00	17.50	1.78
Firm D	16	31.80	31.50	3.20	27.40	36.50	2.73
Firm E	16	14.50	14.20	3.00	10.80	19.30	2.01
Overall Mean	**77**	**19.88**	**19.30**	**9.65**	**5.10**	**38.10**	**2.46**

Source: Field Data

Table 5 shows that Firms A and D emerged as high performers, each recording mean annual profits above KES 30 million—KES 32.4M and KES 31.8M respectively. These firms demonstrate the benefits of effective strategic management, likely characterized by robust environmental scanning, clear strategic formulation, and efficient implementation. Their low standard deviations (Firm A = 3.50M; Firm D = 3.20M) and high minimum profitability further indicate consistent and stable financial outcomes.

In contrast, Firm B recorded the lowest mean profit at KES 6.8 million, with a relatively narrow standard deviation (KES 1.10M), suggesting uniformly low performance across the reporting year. This could imply underlying weaknesses in strategy execution or adaptation to market dynamics, as supported by Wambua and Kinyua (2024), who noted that strategic misalignment leads to poor profitability in agribusiness.

Firms C and E maintained moderate profitability (KES 13.9M and 14.5M, respectively), reflecting average performance levels likely influenced by partial application of strategic

practices. Their mid-range variability and profitability indicate potential for growth if management interventions are reinforced.

Overall, the mean profitability across all five firms was KES 19.88 million, with a standard deviation of KES 9.65 million, highlighting substantial variability in firm performance. The wide range—from KES 5.1 million to KES 38.1 million—demonstrates the tangible impact that strategic management approaches can have on firm productivity in the agribusiness sector. These results reinforce findings by Kamau and Chege (2023) and Omondi et al. (2023), who emphasized that firms engaging in comprehensive strategic planning tend to achieve superior financial outcomes in dynamic environments.

4.5 Influence of Environmental Scanning on Firm Profitability

To measure the influence of managers' environmental scanning on the profitability of agribusiness firms in Trans-Nzoia County, data were collected using semi-structured questionnaires administered to middle- and lower-level managers, and interviews conducted with top-level managers. The questionnaires included Likert-scale items assessing how frequently managers engaged in activities such as analyzing market trends, monitoring competitors, assessing technological changes, and evaluating regulatory policies. Interview schedules captured in-depth qualitative insights from top managers regarding how external information informed strategic decisions. The collected data were validated through pilot testing to ensure reliability, with a Cronbach's alpha value above 0.7 confirming internal consistency. Quantitative data were analyzed using descriptive and inferential statistics, specifically multiple linear regression, to determine the extent to which environmental scanning predicted firm productivity. The qualitative data were thematically analyzed to provide context and explain patterns observed in the quantitative results, offering a comprehensive understanding of the scanning-performance link.

4.5.1 Descriptive characteristics of managers' environmental scanning

The analysis of environmental scanning practices among managers in agribusiness firms in Trans-Nzoia County revealed a generally mild engagement with external environment assessment activities. Managers moderately engaged in tracking competitor actions, customer preferences, and market trends but showed limited use of advanced tools such as environmental forecasting models and benchmarking techniques. This indicates a cautious and surface-level approach to environmental scanning, potentially limiting proactive strategic responses. Table 6 shows the descript statistics of managers' environmental scanning practices.

Table 6 shows that the composite mean score of 3.04 on a 5-point Likert scale indicates a moderate but not robust level of engagement in environmental scanning. The relatively high standard deviations (ranging from 0.88 to 0.98) suggest notable variability in how managers apply these practices. Practices such as formal scanning tools and benchmarking were the least utilized, highlighting potential areas for training and development. These findings align with prior research indicating that while agribusiness managers often understand the importance of environmental scanning, actual implementation tends to be inconsistent, especially in small- to mid-sized firms (Nguyen et al., 2021; FAO, 2023).

Table 6. Descriptive Statistics for Environmental Scanning Practices

Environmental Scanning Practice	Frequency (f)	Percentage (%)	Mean (1–5 scale)	Mean Deviation	Standard Deviation (SD)
Monitoring customer trends	45	58.4	3.21	0.62	0.88
Analyzing competitor activities	48	62.3	3.28	0.67	0.91
Tracking regulatory or policy changes	43	55.8	3.10	0.69	0.89
Scanning for technological advancements	41	53.2	2.95	0.72	0.93
Using formal scanning tools (e.g., PESTEL, SWOT)	39	50.6	2.87	0.75	0.96
Conducting industry benchmarking	37	48.1	2.80	0.77	0.98
Overall Environmental Scanning Index (Composite)	—	—	**3.04**	**0.70**	**0.92**

Source: Field Data (N=77).

Analysis of data based on the managers' demographics of gender, age and management level revealed that male managers (mean = 3.12) engaged slightly more in environmental scanning than female managers (mean = 2.90). This reflects a tendency observed in some organizational cultures where male managers are more externally oriented in strategy (Smith & McLaughlin, 2023). However, the standard deviations suggest moderate variability, indicating diverse scanning engagement within each gender.

In terms of age, managers aged 31–40 showed the highest environmental scanning mean (3.18), suggesting this group is most actively engaged in monitoring external trends. Managers aged 21–30 had lower scanning means (2.84), possibly due to limited experience or lower decision-

making authority (Kim & Park, 2022). Those in the 41–50 bracket had a slightly lower mean (3.00), focusing more on strategic evaluation and internal processes.

Consequently, top managers reported the highest mean score (3.25), reflecting their strategic responsibility in assessing the external environment. Middle managers followed closely (3.15), while lower managers reported the lowest mean (2.85), indicating their operational focus limits active scanning efforts (Nguyen et al., 2021). Table 7 presents descriptive statistics of managers' environmental scanning practices based on their demographics.

4.5.2 Environmental scanning by gender, age, and managerial category

The analysis of environmental scanning practices across gender, age, and managerial categories in agribusiness firms in Trans-Nzoia County revealed notable patterns. Male managers demonstrated slightly higher engagement in environmental scanning than their female counterparts, suggesting possible differences in strategic exposure or decision-making roles. Age-wise, managers aged 36–45 exhibited the highest mean scores in environmental scanning activities, indicating that mid-career professionals may have developed stronger analytical and situational awareness skills. Younger managers (below 35) showed moderate involvement, possibly due to limited experience, while older managers (above 46) had slightly reduced scores, potentially reflecting a shift toward strategic oversight rather than operational scanning. When disaggregated by managerial level, top managers reported the most frequent use of environmental scanning tools, followed by middle managers, with low-level managers exhibiting the least involvement. This trend aligns with their respective roles in strategic planning and execution. These findings support prior research that links seniority and experience to proactive environmental analysis (Wambua & Kinyua, 2024).

Table 7. **Environmental Scanning by Gender, Age, and Managerial Category**

Group	N	Mean	Mean Deviation	SD	Interpretation
Gender					
Male	50	3.12	0.65	0.88	Moderate scanning
Female	27	2.90	0.71	0.91	Mild scanning
Age Group					
21–30 years	15	2.84	0.74	0.93	Mild scanning
31–40 years	35	3.18	0.62	0.85	Stronger engagement
41–50 years	27	3.00	0.68	0.89	Moderate scanning
Managerial Level					
Top Management	8	3.25	0.58	0.81	High scanning intensity
Middle Management	26	3.15	0.63	0.86	Moderate scanning
Lower Management	43	2.85	0.72	0.94	Mild scanning

Source: Field Data (N=77)

This analysis indicates that environmental scanning practices vary meaningfully by demographic subgroup. Seniority and experience correlate with higher scanning engagement, consistent with strategic responsibility and maturity. These differences suggest a need for customized training interventions that build environmental awareness, especially among younger and lower-level managers to foster a proactive organizational culture (FAO, 2023).

4.5.3 Inferential statistics of environmental scanning on firm profitability

The linear regression analysis conducted to examine the relationship between managers' environmental scanning practices and the profitability of agribusiness firms in Trans-Nzoia County yielded statistically significant results. The simple regression model was:

Profitability (Profit in KES Million) = $\beta_0 + \beta_1$ (Environmental Scanning Score) + ε

The model demonstrated a strong explanatory power, with an R^2 value of 0.412, indicating that approximately 41.2% of the variation in firm productivity can be attributed to environmental

scanning practices alone. The F-value of 53.12 ($p < .001$) confirms that the model is statistically significant and not due to random chance. Table 8 presents the model regression summary.

Table 8**. Regression model summary on environmental scanning and firm profitability**

Statistic	Value
R	0.642
R^2	0.412
Adjusted R^2	0.405
Std. Error of Estimate	6.85
F-value	53.12
Sig. (p-value)	< .001

Source: Field Data

Table 8 shows R^2 of 0.412 which indicates that 41.2% of the variability in firm productivity is explained by environmental scanning practices. The model is statistically significant ($F(1, 75) = 53.12$, $p < .001$), suggesting a meaningful relationship. Table 9 presents the regression coefficients for environmental scanning.

Table 9**. Regression Coefficients for Environmental Scanning**

Predictor	B	Std. Error	Beta (β)	t-value	Sig. (p-value)
(Constant)	7.45	2.12	—	3.51	.001
Environmental Scanning	1.15	0.16	0.642	7.29	< .001

Source: Field Data

The regression coefficient for environmental scanning was B = 1.15, suggesting that a one-unit increase in environmental scanning score corresponds to an increase of KES 1.15 million in average annual firm profitability. Additionally, the standardized beta coefficient (**β** = 0.642)

reflects a strong positive relationship, underscoring the importance of proactive environmental analysis.

These findings are consistent with prior research by Kamau and Chege (2023) and Wambua and Kinyua (2024), which emphasized that environmental scanning enables agribusinesses to anticipate market trends, understand customer needs, and identify emerging threats and opportunities. Such insights support timely strategic decisions that enhance firm competitiveness and financial performance.

The results also affirm the critical role that managers—especially those in decision-making positions—play in shaping firm outcomes through continuous monitoring of internal and external environments. This validates the strategic management theory that places environmental scanning as a foundational phase in the strategic planning process. Firms that regularly scan their environment are better positioned to align resources and capabilities with market demands, thereby achieving superior performance outcomes.

In summary, the analysis confirms that environmental scanning is not merely an administrative task, but a strategic necessity for agribusiness firms striving to improve their productivity in dynamic and competitive markets. This underscores the need for building managerial capacity in strategic intelligence gathering and analytical thinking as part of a comprehensive performance improvement framework.

4.6 Influence of Managers' Strategy Formulation on Firm Profitability

To evaluate the influence of managers' strategy formulation on the profitability of agribusiness firms in Trans-Nzoia County, data were collected using structured questionnaires administered to managers at various organizational levels. The questionnaire included Likert-scale items assessing how often managers developed clear strategic goals, conducted SWOT analyses,

aligned organizational objectives, and reviewed strategic plans. Supplementary interviews with top-level managers were conducted to explore the practical challenges and outcomes of strategic planning processes. Instrument reliability was confirmed through a Cronbach's alpha of 0.76, indicating acceptable internal consistency.

Quantitative data were analyzed using descriptive and inferential statistics, specifically linear regression, to assess the degree to which strategy formulation predicts firm profitability. Qualitative responses were thematically analyzed to contextualize quantitative trends, highlighting practical dynamics and barriers to effective strategy formulation.

4.6.1 Descriptive Characteristics of Strategy Formulation Practices

Descriptive analysis showed that strategy formulation practices were moderately implemented among agribusiness firms in Trans-Nzoia County. While many managers reported setting broad goals and conducting SWOT analyses occasionally, few engaged in regular strategy reviews or involved lower-level teams in the planning process. The composite mean score was 2.89, reflecting a below-moderate engagement with structured strategic planning.

Notably, standard deviations ranged from 0.84 to 0.97, suggesting wide variation in practice. This inconsistency may be attributed to the absence of formal strategic frameworks in smaller firms or a reliance on reactive rather than proactive planning approaches. These results align with findings by Oduor and Barasa (2022), who noted that many agribusinesses lack structured strategic departments, thereby weakening firm direction and competitiveness.

Table 10 presents the influence of managers' strategy on firm performance across gender, age groups, and managerial levels. The findings indicate that male managers reported a slightly higher mean influence score (M = 3.35, SD = 0.83) compared to their female counterparts (M = 3.10, SD = 0.87), suggesting a moderately stronger strategic impact among male managers.

Age-wise, managers aged 31–40 years demonstrated the strongest perceived influence on firm performance (M = 3.42, SD = 0.79), followed by those aged 41–50 years (M = 3.25, SD = 0.85), indicating increased strategic impact with experience.

Table 10**: Descriptive Statistics for Strategy Formulation Practices**

Group	N	Mean	Mean Deviation	SD	Interpretation
Gender					
Male	50	3.35	0.61	0.83	Moderate to strong influence
Female	27	3.10	0.67	0.87	Moderate influence
Age Group					
21–30 years	15	2.95	0.72	0.90	Mild influence
31–40 years	35	3.42	0.58	0.79	Strong influence
41–50 years	27	3.25	0.64	0.85	Moderate to strong influence
Managerial Level					
Top Management	8	3.60	0.52	0.75	High strategic influence
Middle Management	26	3.40	0.60	0.81	Strong influence
Lower Management	43	3.05	0.69	0.88	Moderate influence

Note. Mean scores are based on a 5-point Likert scale assessing strategic influence. **Source.** Field Data (N = 77)

The youngest group (21–30 years) had the lowest mean (M = 2.95), suggesting limited strategic influence. At the managerial level, top management reported the highest influence (M = 3.60, SD = 0.75), followed by middle management (M = 3.40), while lower management had a

moderate influence (M = 3.05). These results highlight that strategic influence increases with position and experience in the organizational hierarchy.

4.6.2 Inferential Statistics of Strategy Influence of Firm Productivity

A linear regression analysis was performed to assess the extent to which strategy formulation practices influence the profitability of agribusiness firms in Trans-Nzoia County. The regression model used was:

Profitability (Profit in KES Million) = $\beta_0 + \beta_1$ (Strategy Formulation Score) + ε

The analysis yielded an R^2 value of **0.325**, suggesting that **32.5%** of the variance in firm profitability is explained by the strategic formulation practices employed by managers. This indicates a moderate but meaningful relationship. The **F-statistic** was **38.47** with a **p-value < .001**, confirming that the regression model is statistically significant and that strategy formulation contributes meaningfully to explaining profitability. However, its effect is slightly less pronounced than that of environmental scanning.

Table 11**. Simple Linear Regression of Strategy Formulation Practices on Profitability**

Model	**B**	**SE B**	**β**	**t**	**p**
(Constant)	12.37	2.11	-	5.86	<.001
Strategy Formulation Score	4.22	0.68	.570	6.20	<.001

Model Summary: R = .570, R^2 = .325, Adjusted R^2 = .316, F (1,75) = 38.47, **p < .001**

Source: Field Data. **(N=77)**

A multiple regression analysis was conducted to evaluate the joint and individual predictive power of *environmental scanning* and *strategy formulation* practices on the profitability of agribusiness firms in Trans-Nzoia County. The regression model is as follows:

Profitability (Profit in KES Million) = $\beta_0 + \beta_1$ (Environmental Scanning Score) + β_2 (Strategy Formulation Score) + ε

The overall model was statistically significant, yielding an **R^2** of **0.524**, indicating that **52.4%** of the variance in firm profitability is jointly explained by environmental scanning and strategy formulation practices. The **F-value** of **41.09** ($p < .001$) confirms the model's statistical significance. Notably, both predictors made unique contributions, with environmental scanning having a slightly higher standardized beta coefficient as sown on Table 12.

Table 12**. Multiple Linear Regressions of Environmental Scanning and Strategy Formulation on Profitability**

Predictor	**B**	**SE B**	**β**	**t**	**p**
(Constant)	10.24	1.88	—	5.45	<.001
Environmental Scanning	3.18	0.59	.476	5.39	<.001
Strategy Formulation	2.74	0.61	.370	4.49	<.001

Model Summary: $R = .724$, $R^2 = .524$, Adjusted $R^2 = .512$, $F(2,74) = 41.09$, **$p < .001$**

Source: Field Data. (N=77).

The multiple regression results reveal that both environmental scanning and strategy formulation are statistically significant predictors of profitability, jointly accounting for over half of the variance in firm performance. *Environmental scanning* has a slightly stronger influence ($\beta = .476$) compared to *strategy formulation* ($\beta = .370$), suggesting that while both

are important, proactive scanning of external conditions offers greater leverage in enhancing agribusiness profitability.

The results of the multiple regression analysis revealed that both *environmental scanning* and *strategy formulation practices* significantly influence the *profitability of agribusiness firms* in Trans-Nzoia County, jointly accounting for **52.4%** of the variation in firm performance. This finding supports the strategic management perspective that effective internal and external analyses are essential for organizational success (Wheelen & Hunger, 2017).

The stronger standardized coefficient of *environmental scanning (***β = .476)** suggests that the ability of managers to monitor, interpret, and respond to changes in the external environment (e.g., market trends, competitor actions, regulatory changes, and technological advancements) has a more pronounced effect on profitability than strategy formulation alone. This aligns with the views of Daft et al. (2010), who argued that scanning is a core input into strategic decision-making and allows firms to adapt more dynamically to environmental volatility.

On the other hand, *strategy formulation* **(β = .370)** also made a statistically significant contribution, underscoring the importance of setting clear goals, aligning departmental objectives, and developing coherent strategic plans. As Hill, Jones, and Schilling (2015) explain, well-formulated strategies provide a roadmap for resource allocation, competitive positioning, and long-term sustainability.

These findings are consistent with previous empirical studies. For instance, Aosa, Machuki, and Letting (2012) found that Kenyan firms that integrated environmental analysis with structured strategic planning achieved superior performance outcomes. Similarly, Mutunga and Minja (2014) emphasized that strategic formulation—especially when participatory—was a key determinant of organizational effectiveness in Kenyan agribusinesses.

Overall, the combined impact of environmental scanning and strategy formulation practices reinforces the necessity of a *holistic strategic management approach*, where *diagnosis (scanning)* and *direction-setting (formulation)* are equally emphasized. Firms that excel in both dimensions are better positioned to anticipate market shifts, allocate resources effectively, and ultimately achieve *higher profitability.*

4.7 Influence of Managers' Strategy Implementation on Firm Profitability

To assess the influence of managers' strategy implementation practices on the profitability of agribusiness firms in Trans-Nzoia County, data were gathered through structured questionnaires targeting middle- and lower-level managers who are directly involved in operationalizing strategic plans. The questionnaire included Likert-scale items measuring the extent to which managers translated strategic plans into actionable programs, allocated resources effectively, monitored execution timelines, and conducted follow-ups on performance indicators.

Additionally, qualitative data were collected through semi-structured interviews with top-level managers to explore real-life experiences, implementation bottlenecks, and organizational support mechanisms during strategy execution. This dual approach ensured triangulation of data sources, enhancing the depth and validity of findings. Reliability testing of the implementation subscale yielded a Cronbach's alpha of **0.72**, indicating acceptable internal consistency for measuring managerial implementation practices.

4.7.1 Descriptive Statistics of Strategy Implementation and Firm Profitability

The descriptive analysis revealed that the average *strategy implementation score* among agribusiness firms was **3.04** (on a 1–5 scale), indicating a *moderate level of implementation* across firms. The standard deviation of **0.88** suggests a fair degree of variability in how

consistently strategic plans are executed among managers. On the profitability side, the firms recorded an average annual profit of **KES 24.32 million**, with a minimum of **KES 6 million** and a maximum of **KES 42.5 million**. The relatively high **standard deviation (KES 10.63 million)** and mean deviation (**KES 8.75 million**) imply significant disparity in profit performance across firms.

Table 13**. Descriptive Statistics of Strategy Implementation and Profitability**

Variable	Minimum	Maximum	Mean	Mean Deviation	Standard Deviation	Interpretation
Strategy Implementation Score	1.90	4.50	3.04	0.71	0.88	Moderate implementation
Profitability (KES Million)	6.00	42.50	24.32	8.75	10.63	Moderate profitability

Source: Field Data (N=77)

These variations may reflect differences in firm size, resource capacity, and execution efficiency. The findings highlight the importance of consistent and structured implementation mechanisms in enhancing financial outcomes in the agribusiness sector.

4.7.2 Inferential Statistics on Influence of Strategy Implementation on Profitability

A simple linear regression model was used to determine the extent to which strategy implementation predicted firm profitability. The results showed a moderate but statistically significant relationship, with an $\mathbf{R^2}$ value of **0.294**, implying that **29.4%** of the variation in profitability could be attributed to strategy implementation practices. The regression model was statistically significant ($F = 31.52$, $\mathbf{p < .001}$), although its predictive strength was slightly lower than that of strategy formulation as sown in Table 14.

Table 14**. Simple Linear Regression of Strategy Implementation Practices on Profitability**

Predictor	**B**	**SE B**	**β**	**t**	**p**
(Constant)	11.02	2.05	—	5.38	<.001
Strategy Implementation	3.05	0.54	.542	5.61	<.001

Model Summary: R = .542, R^2 = .294, Adjusted R^2 = .284, F (1,75) = 31.52, **p < .001**

Source: Field Data (N=77)

The regression model reveals that strategy implementation practices significantly influence firm profitability, explaining **29.4%** of the variance. Although the beta coefficient **(β = .542)** indicates a strong individual contribution, this effect is slightly lower than strategy formulation **(R^2 = 0.325)** and substantially lower than environmental scanning **(R^2 = 0.412)**.

Thematic analysis of the qualitative interviews revealed recurring issues such as inconsistent resource allocation, lack of clear execution accountability, and challenges in monitoring strategic KPIs. Despite these constraints, managers emphasized that effective implementation was critical in converting well-designed strategies into tangible performance outcomes. These findings suggest that while strategy implementation is essential for achieving profitability, its effectiveness is often dependent on internal alignment, resource sufficiency, and continuous performance monitoring.

The results from the simple linear regression model reveal that strategy implementation has a statistically significant influence on firm profitability, accounting for 29.4% of the variance (R^2 = 0.294, F = 31.52, p < .001). This moderate level of influence underscores the critical role that effective strategy implementation plays in translating organizational plans into tangible performance outcomes. These findings are consistent with prior studies which assert that even the most well-crafted strategies may fail to yield results if not properly executed (Hrebiniak, 2006; Okumus, 2003).

Although strategy implementation significantly contributes to profitability, its predictive power appears slightly weaker compared to strategy formulation, suggesting that while execution is vital, the quality of the formulated strategy might be even more decisive in shaping firm performance. According to Kaplan and Norton (2008), firms often struggle not because of poor strategies but due to ineffective implementation mechanisms such as lack of clear communication, insufficient resource allocation, or inadequate monitoring systems.

Furthermore, the moderate R^2 value may indicate that profitability is influenced by multiple factors beyond strategy implementation, including market dynamics, innovation capacity, managerial competencies, and external environmental factors (Pearce & Robinson, 2013). Therefore, while implementation remains essential, firms should adopt a holistic approach that integrates strategic planning, capacity building, and continuous evaluation to enhance overall effectiveness.

In the context of agribusiness firms in Trans-Nzoia County, the findings emphasize the need for institutional support and managerial training focused on implementation competencies. Ensuring that lower and middle-level managers are aligned with strategic goals and equipped to execute initiatives is key to improving firm outcomes (Bryson, 2018).

4.8 Influence of Strategic Evaluation on Firm Profitability

Strategic evaluation is a critical phase of the strategic management process that ensures that strategies are not only well-formulated but also effective in achieving desired organizational outcomes. It entails the systematic monitoring of key performance indicators (KPIs), review of strategic goals, feedback collection, and adjustments to ongoing strategies. In dynamic sectors such as agribusiness, where market, environmental, and policy conditions frequently shift, strategic evaluation plays a vital role in maintaining competitiveness and improving profitability (Hill et al., 2021; Nwachukwu & Chladkova, 2022).

In this study, strategic evaluation was examined as a predictor of firm profitability in agribusiness firms in Trans-Nzoia County. Managers were surveyed on their engagement in four major evaluation practices: monitoring performance against set targets, reviewing KPIs, adjusting strategies, and incorporating feedback into decision-making. As evidenced in recent literature, organizations that institutionalize routine strategic evaluations are better positioned to detect misalignments and optimize performance outcomes (Bryson, 2018; Mugo & Njuguna, 2023).

4.8.1 Descriptive Statistics of Strategic Evaluation on Profitability

Out of 77 respondents, 47 managers indicated they frequently monitored performance against targets, making it the most practiced evaluation activity. Conversely, only 35 reported consistent use of feedback in strategic decision-making, highlighting a potential area for improvement as sown in Table 15.

Table 15. Descriptive Statistics of Strategic Evaluation Practices

Strategic Evaluation Practice	Frequency (f)	Mean	Mean Deviation	Standard Deviation (SD)	Interpretation
Monitoring performance against targets	47	3.18	0.68	0.88	Moderately practiced
Reviewing key performance indicators	42	3.07	0.70	0.91	Moderately practiced
Adjusting strategic plans	39	2.98	0.72	0.90	Occasionally practiced
Using feedback for strategic decisions	35	2.85	0.74	0.93	Less frequently practiced

Source: Field Data **(N=77)**

These results align with studies showing that while performance monitoring is embedded in many firms' processes, feedback mechanisms are often underutilized (Mugo & Njuguna, 2023; Okafor et al., 2020).

4.8.2 Inferential Statistics on Influence of Strategic Evaluation on Firm Profitability

To assess the predictive capacity of strategic evaluation on the profitability of agribusiness firms in Trans-Nzoia County, a simple linear regression analysis was conducted. This statistical method was appropriate because it enabled the researcher to determine the extent to which variation in firm profitability could be explained by managers' strategic evaluation practices. Strategic evaluation, which encompasses performance monitoring, reviewing key performance indicators (KPIs), and incorporating feedback into strategic decision-making, was used as the independent variable, while firm profitability was the dependent variable.

The regression analysis aimed to establish whether a statistically significant relationship exists between strategic evaluation and profitability, and to estimate the strength and direction of this relationship. The results are presented in Table 16 and include the model summary, ANOVA, and coefficients. This analysis provides empirical evidence on the importance of strategic evaluation in driving financial outcomes in the agribusiness sector. The linear regression model indicates that strategic evaluation significantly predicts firm profitability, explaining **28.7%** of the variance ($R^2 = .287$). The model is statistically significant, $F(1, 75) = 26.82$, $\mathbf{p < .001}$.

Table 16. Linear Regression Results for Strategic Evaluation Predicting Firm Profitability

Model	R	R^2	Adjusted R^2	F	df	Sig.	B	Std. Error	Beta	t	p-value
1	.536	.287	.278	26.82	1, 75	.000	3.215 (SE as predictor)	0.621	.536	5.18	.000
Constant							11.274	2.389	—	4.72	.000

Source: Field Data

Note: SE = Strategic Evaluation; Dependent Variable = Firm Profitability

The unstandardized coefficient for strategic evaluation (B = 3.215, p < .001) means that for every one-unit increase in the strategic evaluation score (based on the Likert scale), profitability increases by an estimated **3.215 million** units. The standardized beta coefficient (β = .536) suggests a moderate to strong positive effect of strategic evaluation on profitability. This finding reinforces the argument that systematic review, performance monitoring, and feedback-based strategic adjustments are key contributors to organizational financial success, especially in dynamic agribusiness environments (Mugo & Njuguna, 2023; Okafor et al., 2020).

4.8.3 Multiple Linear regression of the influence of strategic management practices on firm profitability

To comprehensively assess the combined influence of strategic management practices on the profitability of agribusiness firms in Trans-Nzoia County, a *multiple linear regression analysis* was conducted. The independent variables were *strategy formulation, strategy implementation, and strategic evaluation,* while the dependent variable was *firm profitability.*

This method was appropriate because it allowed for the estimation of the *individual and collective contributions* of the four strategic practices toward predicting profitability, while

controlling for inter correlations among the predictors (Tabachnick & Fidell, 2019). The analysis tests the hypothesis that strategic management practices significantly predict firm performance in the agribusiness sector. Table 17 sows the multiple linear egression summary results.

Table 17**: Multiple Linear Regression Results for Strategic Management Practices and Environmental Scanning Predicting Firm Profitability**

Model Summary	**R**	**R^2**	**Adjusted R^2**	**F**	**df**	**Sig.**
Model 1	.773	.597	.576	28.00	4, 72	.000
Predictor	**Unstandardized B**	**Std. Error**	**Standardized Beta (β)**	**t**	**Sig. (p-value)**	
(Constant)	5.987	1.958	—	3.06	.003	
Environmental Scanning	2.127	0.511	.394	4.16	.000	
Strategy Formulation	1.942	0.507	.331	3.83	.000	
Strategy Implementation	1.473	0.456	.286	3.23	.002	
Strategic Evaluation	1.008	0.428	.242	2.36	.021	

Source: Field Data. (**N**=77)

The regression model is statistically significant, **F (4, 72) = 28.00**, **p < .001**, indicating that the four strategic variables together significantly predict firm profitability. The **R^2 = .597** implies that the model explains **59.7%** of the variance in firm profitability, which demonstrates a strong predictive capacity. All four predictors were statistically significant:

- **Environmental scanning** (β = .394, p < .001) is the **strongest predictor**, suggesting that firms that frequently assess external factors such as markets, competition, and regulations experience higher profitability.
- **Strategy formulation** (β = .331, p < .001) also shows a strong positive influence, underscoring the importance of clearly defined goals and well-structured plans.

- **Strategy implementation** (β = .286, p = .002) contributes significantly, affirming that execution determines strategic success.

- **Strategic evaluation** (β = .242, p = .021) has a moderate but still significant effect, reflecting the importance of continuous performance monitoring and adjustment.

These findings are consistent with strategic management literature, which emphasizes that profitability is driven by a combination of external awareness and internal strategic alignment (Hill et al., 2021; Okafor et al., 2020; Mugo & Njuguna, 2023). The multiple regression analysis (Table 4.13) demonstrated that environmental scanning, strategy formulation, strategy implementation, and strategic evaluation collectively explain 59.7% of the variance in firm profitability (R^2 = .597, F (4,72) = 28.00, p < .001). Environmental scanning emerged as the strongest predictor (β = .394, p < .001), followed by formulation (β = .331, p < .001), implementation (β = .286, p = .002), and evaluation (β = .242, p = .021). These results affirm that while internal strategic processes are critical, the ability of managers to systematically monitor external trends and stakeholder needs exerts the greatest influence on financial performance (Hill et al., 2021; Mugo & Njuguna, 2023).

4.9. Triangulation of Quantitative and Qualitative Findings

The multiple regression model incorporating environmental scanning, strategy formulation, strategy implementation, and strategic evaluation accounted for 59.7% of the variance in firm profitability (R^2 = .597, F (4,72) = 28.00, p < .001). This finding confirms that strategic management practices, taken together, exert a substantial influence on financial performance in agribusiness firms. Notably, environmental scanning emerged as the strongest predictor (β = .394, p < .001), indicating that systematic monitoring of market trends, competitor actions, and regulatory shifts is crucial for tactical agility and profitability (Hill et al., 2021; Mugo & Njuguna, 2023).

Strategy formulation also demonstrated a strong positive effect ($\beta = .331$, $p < .001$), suggesting that clear goal-setting, SWOT analysis, and aligned departmental objectives underpin successful financial outcomes. These quantitative results align with interviews in which managers described quarterly strategy workshops and annual planning retreats as foundational to coherent organizational direction. However, qualitative data revealed that these sessions sometimes suffer from siloed participation, which may limit the shared understanding needed to maximize formulation's impact.

Strategy implementation contributed uniquely to profitability ($\beta = .286$, $p = .002$), underscoring the importance of translating plans into action. Managers reported that even well-crafted strategies falter when resource constraints, unclear communication channels, or procurement delays occur. One operations manager noted, "A brilliant strategy means little if the procurement team doesn't have the budget or clarity to act" (Interview, May 2025). This illustrates how execution challenges can attenuate the formulative potential of strategic plans.

Finally, strategic evaluation maintained a significant but more modest effect ($\beta = .242$, $p = .021$). Survey data showed moderate engagement in performance monitoring and KPI reviews, yet lower uptake of feedback mechanisms ($M = 2.85$, $SD = 0.93$). Interviews corroborated this gap: only two of eight firms had formal processes enabling frontline staff to propose strategic adjustments. Thus, while continuous assessment is recognized as important, its operationalization remains limited, suggesting an area for capacity building.

Together, these quantitative and qualitative insights validate the mixed-methods design: numerical data identify the relative weight of each practice on profitability, and interview narratives illuminate the organizational routines and barriers that drive or hinder these effects (Patton, 2015). The convergence on environmental scanning, the complementarity—and occasional misalignment—of formulation and implementation practices, and the divergence

between evaluation's theoretical importance and practical underuse offer a nuanced understanding that informs both scholarship and managerial practice.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter synthesizes the key findings of the study on strategic management practices and their impact on firm profitability in agribusiness firms of Trans-Nzoia County. Drawing on both quantitative and qualitative data, it revisits the research objectives and summarizing how environmental scanning, strategy formulation, strategy implementation, and strategic evaluation collectively influence financial performance. The chapter then distills these insights into concise conclusions that highlight the relative importance of each practice and the organizational conditions under which they operate most effectively. Finally, practical recommendations are offered to guide managers, policymakers, and other stakeholders in strengthening strategic processes—thereby enhancing competitiveness and fostering sustainable profitability in the region's agribusiness sector.

5.2 Summary of Findings

This study investigated the influence of four strategic management practices—environmental scanning, strategy formulation, strategy implementation, and strategic evaluation—on the profitability of agribusiness firms in Trans-Nzoia County, Kenya. A mixed-methods design combined a questionnaire survey of 77 managers with semi-structured interviews of top executives. Descriptive analysis showed moderate engagement in all four practices, with environmental scanning and performance monitoring being most prevalent. Simple linear regressions revealed that each practice individually explained roughly 29% of variance in profitability. A multiple regression model incorporating all four predictors accounted for 59.7% of profitability variance, with environmental scanning emerging as the strongest unique

predictor (β = .394), followed by formulation (β = .331), implementation (β = .286), and evaluation (β = .242). Qualitative findings illustrated organizational routines and barriers—such as siloed planning sessions, resource constraints during implementation, and weak feedback loops—that helped interpret and corroborate the survey results.

5.3 Conclusions of the Study

The following four conclusions were made from the findings of this study:

1. **Holistic Strategic Management Drives Profitability:** The combined effect of environmental scanning, strategy formulation, implementation, and evaluation significantly enhances firm profitability, explaining nearly 60% of performance variation.

2. **External Awareness Is Paramount:** Environmental scanning holds the greatest predictive power, underscoring that agribusiness firms must systematically monitor market trends, competitor actions, and regulatory changes to maintain tactical agility and financial success.

3. **Internal Processes Remain Critical:** Well-structured formulation and disciplined implementation are essential complements to scanning, ensuring that insights lead to coherent plans and effective execution.

4. **Evaluation Capacity Needs Strengthening:** Although strategic evaluation contributes positively, its lower mean engagement and weak feedback mechanisms suggest that firms under-utilize continuous learning and adaptation processes.

5.4 Recommendations of the Study

Agribusiness firms in Trans-Nzoia County should institutionalize continuous market scanning through cross-functional intelligence forums and simple data-gathering tools to stay ahead of competitor, customer, and regulatory shifts; broaden strategy formulation by involving all departments and leveraging analytical frameworks like PESTEL and Porter's Five Forces; translate plans into action with dedicated budgets, detailed milestones, regular progress reviews, and clear communication channels; embed formal feedback loops—such as digital suggestion boxes and pulse surveys—into KPI dashboards and strategy-review workshops to drive continuous learning; and sustain these gains through ongoing training in strategic tools and by rewarding teams that effectively adapt their strategies, thereby ensuring agility, alignment, and enhanced profitability.

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APPENDICES

Appendix I: Consent Form

Title of the Research: The Impact of Strategic Management Practices on the Performance of Agribusiness Firms in Trans-Nzoia County, Kenya

Researcher: Venny Kemunto Momanyi

University: Mount Kenya University

Date: May 2024

Introductions

I, Venny Kemunto Momanyi, am now enrolled as a student at Mount Kenya University, where I am pursuing a Master's degree in Strategic Management. As part of my research obligations, I am undertaking a study to examine the impact of strategic management methods on the performance of agribusiness enterprises in Trans-Nzoia County, Kenya. This study aims to investigate the correlation between strategic management techniques and the performance of agribusiness enterprises in Trans-Nzoia County.

Objective of the research:

This study aims to examine the strategic management methods employed by agribusiness enterprises in Trans-Nzoia County, Kenya, and assess their influence on the firms' performance. The study seeks to ascertain the strategic management strategies that have the greatest efficacy in enhancing the performance of agribusiness enterprises in the county.

Approach: The research would entail conducting a survey of agriculture enterprises in Trans-Nzoia County, Kenya. The study was carried out utilizing a questionnaire that was given to the

proprietors or administrators of the agriculture enterprises. The survey would gather information on the strategic management methods employed by the companies, encompassing activities such as environmental analysis, strategy development, strategy execution, and strategic assessment. The data would undergo analysis utilizing both descriptive statistics and inferential statistics to ascertain the correlations between strategic management methods and business performance.

Advantages of the research:

The study aims to enhance the current understanding of strategic management methods and their influence on the performance of agribusiness enterprises. The study would also offer valuable insights into the optimal strategic management methods that enhance the performance of agribusiness enterprises in Trans-Nzoia County, Kenya.

Risks and Discomforts: There are no expected hazards or unpleasant sensations linked with taking part in this study. The questionnaire is intentionally designed to be comprehensible and straightforward, ensuring ease of completion. Furthermore, the data collected was done so in a manner that preserves anonymity.

Confidentiality: The information gathered was treated as confidential and would solely be utilized for the specific objective of this research. The researcher would implement robust security measures to safeguard the data and restrict access to authorized persons exclusively.

Voluntary Participation: Your involvement in this study is optional, and you have the freedom to resign from the study at any point without facing any negative repercussions or consequences.

Consent: I hereby give my consent to participate in this study. I comprehend the objective and approach of the study, and I am prepared to furnish the requisite information. I comprehend that

my involvement is optional, and I have the freedom to discontinue my participation in the study at any point without facing any negative repercussions or penalties. I comprehend that the gathered data was treated as confidential and solely utilized for the purpose of this study.

Signature: _____

Date: _____

Please note that this is a sample consent form, and you should modify it to fit your specific research needs and requirements. It's also important to obtain approval from your institution's ethics committee before conducting the research.

Yours Faithfuly,

Venny Kemunto Momanyi

MBA/2023/40440

Appendix II: Managers' Questionnaire

Dear Respondent,

Your participation in this research study on the strategic management practices of agribusiness enterprises in Trans-Nzoia County, Kenya, is greatly appreciated. Thank you for choosing to take part in this survey. In order to better understand the connection that exists between strategic management techniques and the performance of agribusiness companies in the county, the goal of this study is to analyze the relationship.

By responding to this questionnaire, you would not only be able to gain useful insights into the strategic management practices of agribusiness enterprises in Trans-Nzoia County, but you would also be contributing to the production of recommendations for improving the performance of these organizations.

When responding to the questions, please do it in an honest manner and to the best of your ability. It is estimated that the questionnaire would take approximately twenty to thirty minutes to complete. Both the confidentiality and anonymity of your responses was maintained.

In the event that you have any inquiries or issues, please do not be reluctant to get in touch with me.

Once more, I am grateful to you for your cooperation.

PART 1: Biographic Questionnaire

Section A: Demographic Information

1. What is your age?

    a) 20-29 [ ]

b) 30-39 [ ]

c) 40-49 [ ]

d) 50-59 [ ]

e) 60 or older [ ]

2. What is your gender?

a) Male [ ]

b) Female [ ]

c) Other [ ]

3. What is your highest level of education completed?

a) High school diploma [ ]

b) Diploma [ ]

c) Bachelor's degree [ ]

d) Master's degree [ ]

e) Doctoral degree [ ]

4. What is your occupation?

a) Owner [ ]

b) Managing Director [ ]

c) Both [ ]

d) Business Partner [ ]

e) Employee [ ]

f) Other [ ]

5. How many years of work experience do you have in the agribusiness industry?

a) Less than 1 year [ ]

b) 1-5 years [ ]

c) 6-10 years [ ]

d) 11-15 years [ ]

e) More than 15 years [ ]

Section B: Organizational Background

1. What is the name of your agribusiness firm?.....

2. What is the size of your agribusiness firm (number of employees)?

a) Less than 10 [ ]

b) 10-50 [ ]

c) 51-100 [ ]

d) 101-200 [ ]

e) More than 200 [ ]

3. What is the primary product or service offered by your agribusiness firm?.....

4. How long has your agribusiness firm been in operation?

a) Less than 1 year[ ]

b) 1-5 years[ ]

c) 6-10 years[ ]

d) 11-15 years[ ]

e) More than 15 years[ ]

What is your position within the agribusiness firm?.....

Section C: Additional Information

1. Do you have any formal training or certification in strategic management?

   a) Yes[ ]

   b) No[ ]

2. How often do you attend industry conferences or seminars?

   a) Rarely[ ]

   b) Occasionally[ ]

   c) Frequently[ ]

   d) Almost Always[ ]

   e) Always[ ]

3. How would you rate your knowledge of strategic management practices?

   a) Very Low [ ]

   b) Low [ ]

   c) Neutral [ ]

d) High [ ]

e) Very High) [ ]

4. Are you woulding to participate in a follow-up interview or survey?

a) Yes [ ]

b) No[ ]

Thank you for taking the time to complete this biographic questionnaire! Your responses would help us to better understand the context and background of the respondents.

PART 2: INDICATORS QUESTIONNAIRES

Here are four Likert scale questions, each with 8 questions, to measure the strategic management practices' influence on the performance of agribusiness firms in Trans-Nzoia County, Kenya:

Key (Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1. **Environmental Scanning (Objective i)**

ITEM	**1**	**2**	**3**	**4**	**5**
1. To what extent do you agree that conducting market research helps your agribusiness firm to identify new business opportunities in Trans-Nzoia County?					
2. How often do you analyze your competitors' strengths and weaknesses to inform your business decisions?					

ITEM	1	2	3	4	5
3. To what extent do you agree that monitoring industry trends helps your agribusiness firm to stay ahead of the competition in Trans-Nzoia County?					
4. How important is it for your agribusiness firm to conduct SWOT analysis to identify internal strengths and weaknesses?					
5. To what extent do you agree that environmental scanning helps your agribusiness firm to respond to changes in the market?					
6. How often do you review your agribusiness firm's mission and vision statements to ensure they are aligned with the changing market conditions?					
7. To what extent do you agree that environmental scanning helps your agribusiness firm to identify potential risks and opportunities?					
8. How effective is your agribusiness firm's environmental scanning process in informing strategic decisions?					

2. Formulation Strategy (Objective ii)

ITEM	1	2	3	4	5
1. To what extent do you agree that your agribusiness firm's mission and vision statements guide the development of its strategy?					
2. How often do you review and update your agribusiness firm's strategy to ensure it remains relevant to the changing market conditions?					
3. To what extent do you agree that your agribusiness firm's strategy is aligned with its core competencies?					
4. How important is it for your agribusiness firm to have a clear strategy to guide its operations?					
5. To what extent do you agree that your agribusiness firm's strategy is communicated effectively to all employees?					
6. How often do you involve employees in the strategy formulation process?					

ITEM	1	2	3	4	5
7. To what extent do you agree that your agribusiness firm's strategy is flexible enough to adapt to changes in the market?					
8. How effective is your agribusiness firm's strategy in achieving its goals and objectives?					

3. Strategy Implementation (Objective iii)

ITEM	1	2	3	4	5
1. To what extent do you agree that your agribusiness firm has a clear plan for implementing its strategy?					
2. How often do you review and update your agribusiness firm's implementation plan to ensure it remains on track?					
3. To what extent do you agree that your agribusiness firm allocates sufficient resources to support its strategy implementation?					
4. How important is it for your agribusiness firm to have a clear organizational structure to support strategy implementation?					
5. To what extent do you agree that your agribusiness firm's employees are empowered to make decisions that support strategy implementation?					
6. How often do you provide training and development opportunities to employees to support strategy implementation?					
7. To what extent do you agree that your agribusiness firm's performance metrics are aligned with its strategy?					
8. How effective is your agribusiness firm's strategy implementation process in achieving its goals and objectives?					

4. Strategic Evaluation (Objective iv)

ITEM	1	2	3	4	5
1. To what extent do you agree that your agribusiness firm regularly evaluates its strategy to ensure it remains relevant?					
2. How often do you review and update your agribusiness firm's performance metrics to ensure they remain relevant?					
3. To what extent do you agree that your agribusiness firm uses data and analytics to inform strategic decisions?					
4. How important is it for your agribusiness firm to have a clear process for evaluating its strategy?					
5. To what extent do you agree that your agribusiness firm's strategy evaluation process is transparent and objective?					
6. How often do you involve stakeholders in the strategy evaluation process?					
7. To what extent do you agree that your agribusiness firm's strategy evaluation process identifies areas for improvement?					
8. How effective is your agribusiness firm's strategy evaluation process in informing strategic decisions?					

Appendix III: NACOSTI License

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RESEARCH LICENSE

This is to Certify that Ms.. VENNY KEMUNTO MOMANYI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Transnzoia on the topic: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF AGRIBUSINESS FIRMS IN TRANS-NZOIA COUNTY, KENYA for the period ending : 08/August/2025.

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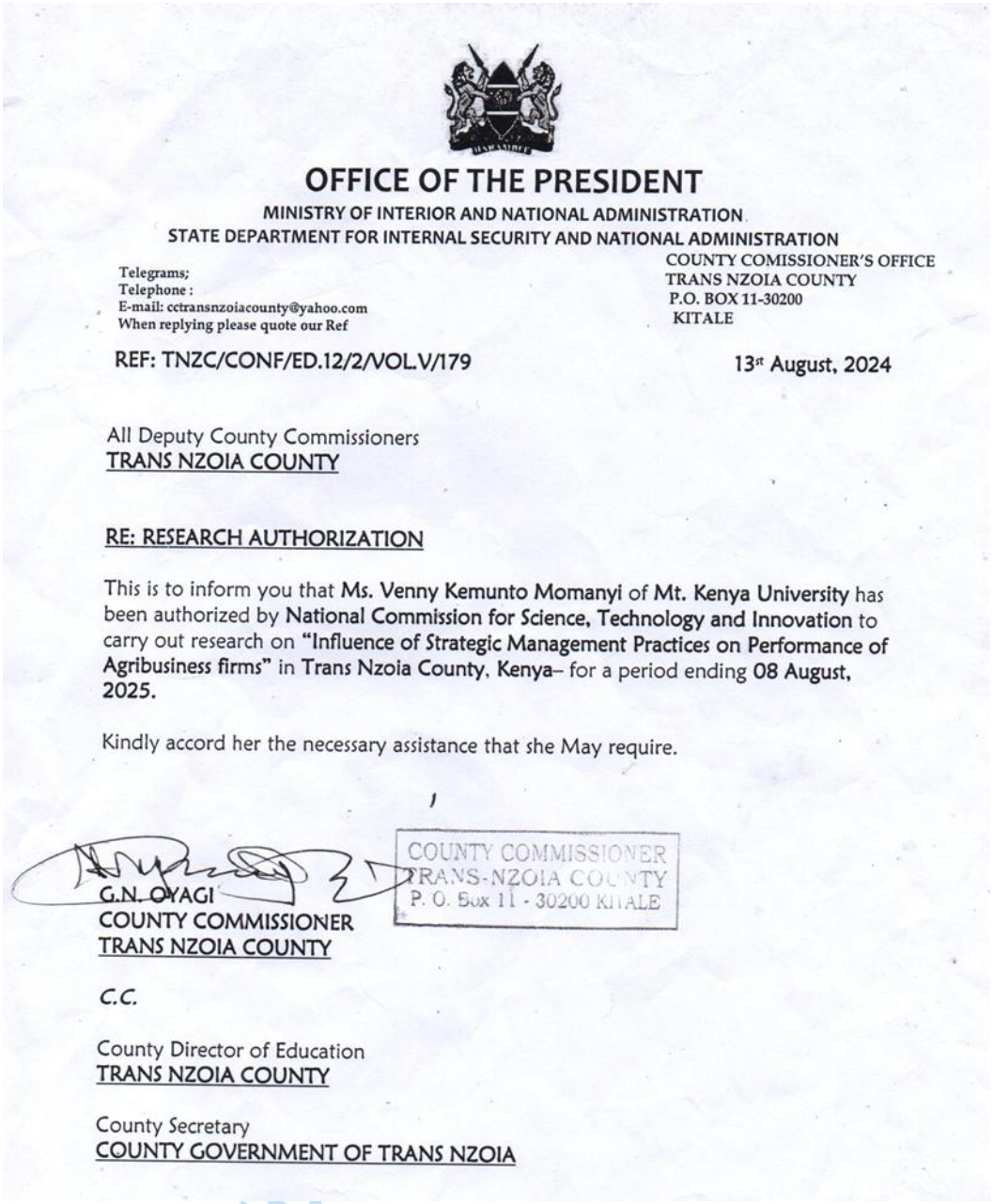
See overleaf for conditions

Appendix IV: County Commissioner Authorization Letter



OFFICE OF THE PRESIDENT

MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION
STATE DEPARTMENT FOR INTERNAL SECURITY AND NATIONAL ADMINISTRATION

Telegrams;
Telephone :
E-mail: cctransnzoiacounty@yahoo.com
When replying please quote our Ref

COUNTY COMISSIONER'S OFFICE
TRANS NZOIA COUNTY
P.O. BOX 11-30200
KITALE

REF: TNZC/CONF/ED.12/2/VOL.V/179

13st August, 2024

All Deputy County Commissioners
TRANS NZOIA COUNTY

RE: RESEARCH AUTHORIZATION

This is to inform you that **Ms. Venny Kemunto Momanyi** of **Mt. Kenya University** has been authorized by **National Commission for Science, Technology and Innovation** to carry out research on **"Influence of Strategic Management Practices on Performance of Agribusiness firms"** in **Trans Nzoia County, Kenya**– for a period ending **08 August, 2025.**

Kindly accord her the necessary assistance that she May require.

COUNTY COMMISSIONER
TRANS-NZOIA COUNTY
P. O. Box 11 - 30200 KITALE

G.N. OYAGI
COUNTY COMMISSIONER
TRANS NZOIA COUNTY

C.C.

County Director of Education
TRANS NZOIA COUNTY

County Secretary
COUNTY GOVERNMENT OF TRANS NZOIA

Appendix V: Ministry Of Education Authorization Letter

REPUBLIC OF KENYA
Ministry of Education
State Department for Basic Education

Telegrams: .....
Telephone: Kitale 054-31653 – 30200
Fax: 054-31109
Email: transnzoiacde@gmail.com
When replying please quote:

County Director of Education
Trans Nzoia
P.O. Box 2024 – 30200
KITALE.

Ref. No. TNZ/CNT/CDE/R.GEN/1/VOL.III/66

Date: 13th August, 2024

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION

This office acknowledges receipt of Research License No. **NACOSTI/P/24/38924** dated 8th August, 2024 from National Commission for Science Technology & Innovation.

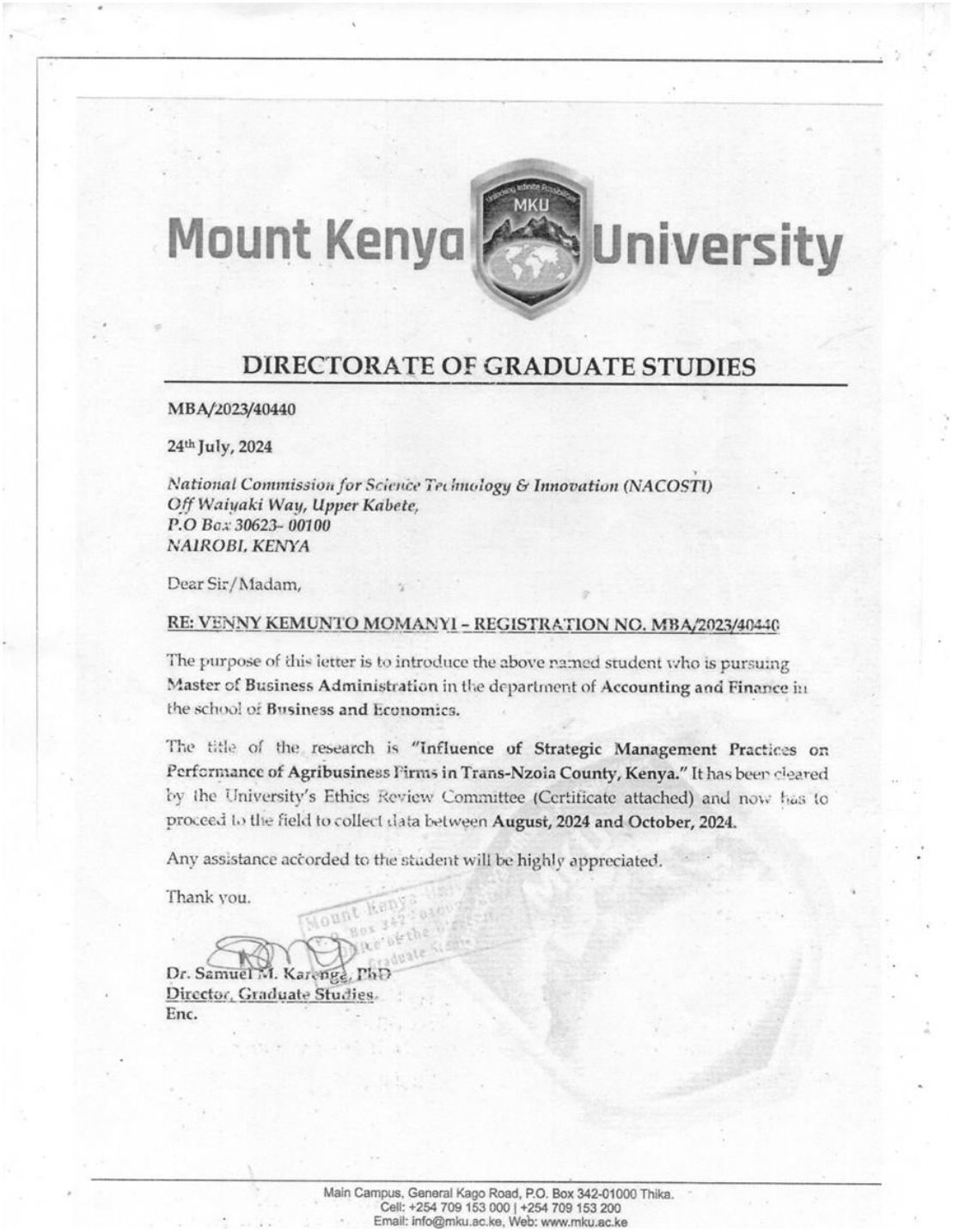
Ms. Venny Kemunto Momanyi of **Mt.Kenya University** has been authorized to carry out research on **"Influence of Strategic Management Practices on Performance of Agribusiness Firms in Trans-Nzoia County, Kenya"** for a period ending **08th August, 2025.**

The purpose of the letter is to request you to accord her the necessary assistance.

COUNTY DIRECTOR OF EDUCATION
TRANS - NZOIA COUNTY
P. O. Box 2024 - 30200,
KITALE.

PP: **PAMELA AKELLO, HSC**
COUNTY DIRECTOR OF EDUCATION
TRANS-NZOIA COUNTY

Appendix VI: Research Authorization Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/40440

24th July, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: VENNY KEMUNTO MOMANYI – REGISTRATION NO. MBA/2023/40440

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics.**

The title of the research is **"Influence of Strategic Management Practices on Performance of Agribusiness Firms in Trans-Nzoia County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **August, 2024 and October, 2024.**

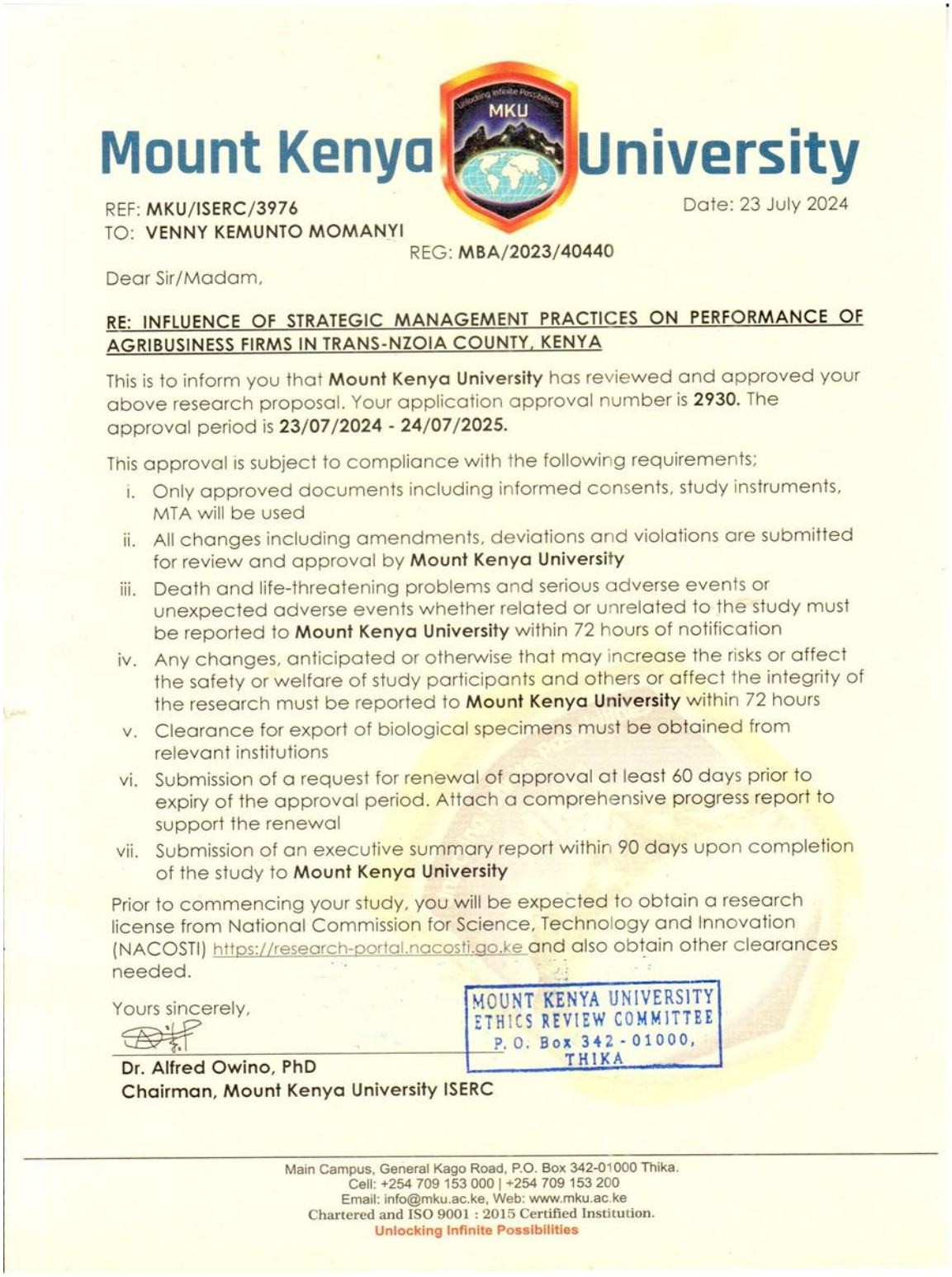
Any assistance accorded to the student will be highly appreciated.

Thank you.

Dr. Samuel M. Karenge, PhD
Director, Graduate Studies.
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke

Appendix VII: ERC Letter



Mount Kenya University

REF: MKU/ISERC/3976
TO: VENNY KEMUNTO MOMANYI
REG: MBA/2023/40440

Date: 23 July 2024

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF AGRIBUSINESS FIRMS IN TRANS-NZOIA COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2930.** The approval period is **23/07/2024 - 24/07/2025.**

This approval is subject to compliance with the following requirements;

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

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

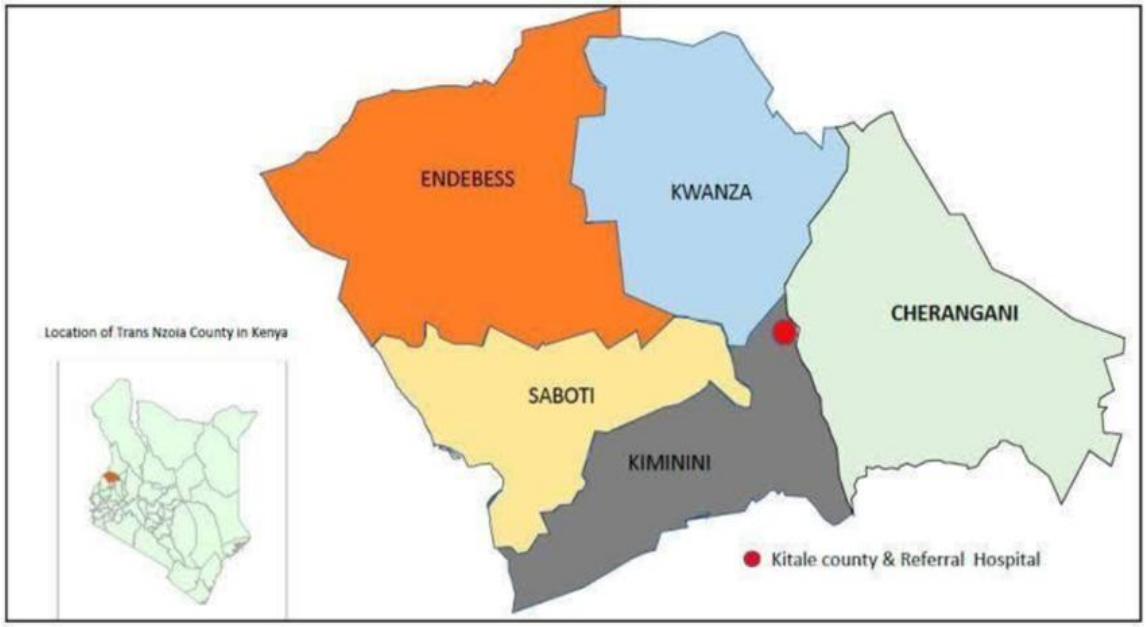
Yours sincerely,

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

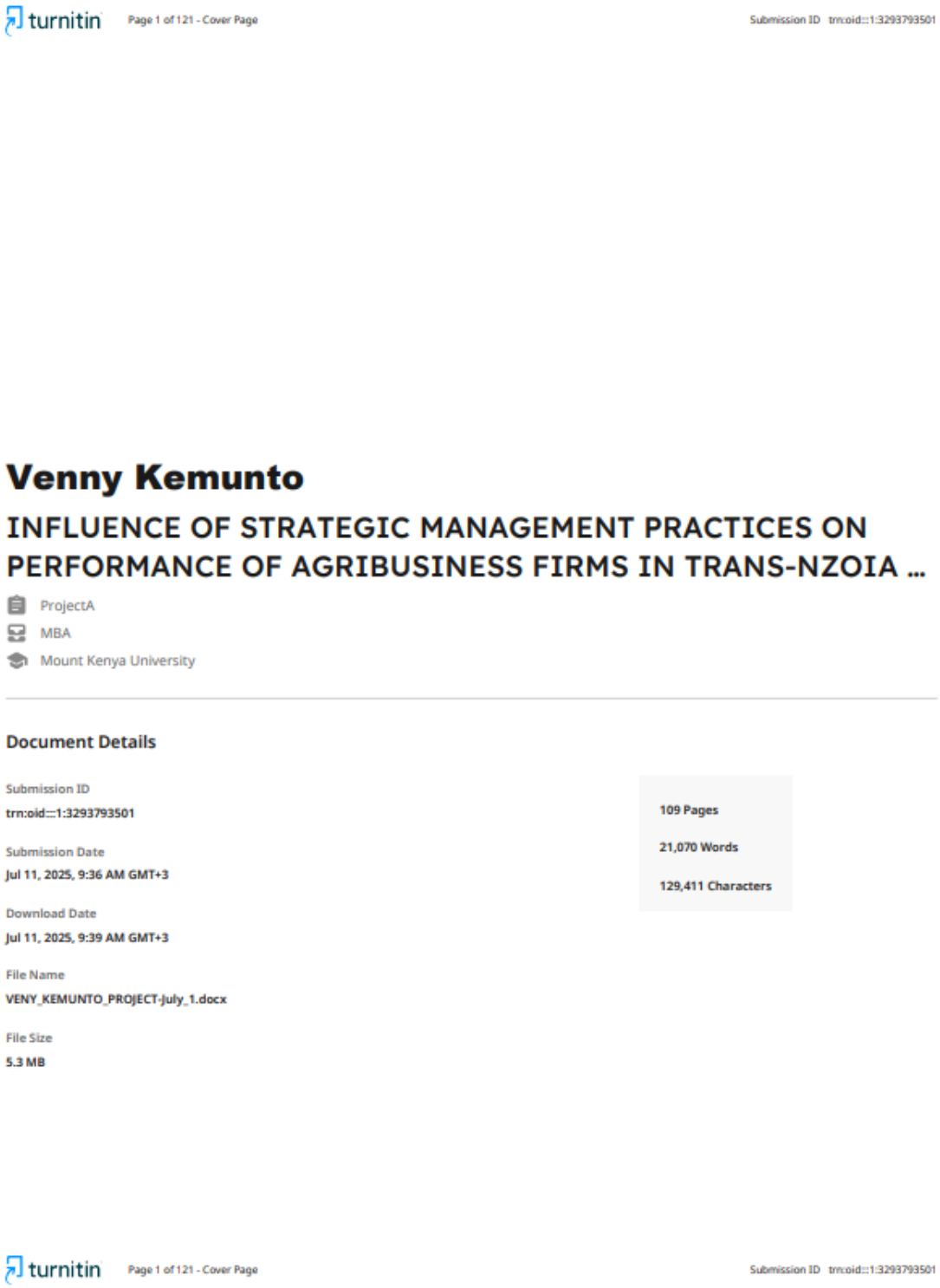
Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix VIII: Trans Nzoia County Map



Appendix: IX Originality Report



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