



**STRATEGIC AGILITY AND ORGANIZATIONAL PERFORMANCE OF AVOCADO EXPORTERS IN NAIROBI COUNTY, KENYA**

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Accepted: September 29, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i4.3079>

**ABSTRACT**

*The study investigated strategic agility on the performance of avocado exporters. The target population was avocado exporters in Nairobi County, Kenya. Data collection instruments was questionnaires. The study used both descriptive and inferential statistics to analyze the data. Descriptive statistics was to describe and summarize the data in a meaningful way. The coded data was entered into a computer. Data analyzed using the Statistical Package for the Social Sciences (SPSS) version 25.0. The mean and standard deviation, correlation and regression analysis were carried out to establish each independent variable's contribution to the dependent variable. According to the research, Strategic technological capabilities had the highest impact on organizational performance, with a beta coefficient of 0.281 and strategic resource allocation, with a beta coefficient of 0.245. The study recommended that firms prioritize investments in strategic technological capabilities to drive growth and innovation. Embracing advanced technologies, such as automated processing systems and data analytics, could streamline operations and enhance competitiveness. Additionally, aligning strategies with market demands and fostering a culture of continuous learning will help organizations remain adaptable. Finally, enhancing strategic sensitivity will enable firms to respond effectively to external changes and capitalize on new opportunities. Efficient strategic resource allocation is crucial for companies using results-based management, directing resources to high-return areas like research and development and targeted marketing. Expanding product portfolios mitigates risks from price fluctuations in the fresh produce market, boosting profitability. Optimizing supply chain operations, including investments in cold storage and logistics, enables firms to meet rising avocado demand while ensuring product quality and timely delivery.*

**Key Words:** Strategic Sensitivity, Strategic Organization Orientation, Strategic Technological Capabilities, Strategic Resource Allocation

**CITATION:** Omuka, D. S., & Miroga, J. (2024). Strategic agility and organizational performance of avocado exporters in Nairobi County, Kenya. *The Strategic Journal of Business & Change Management*, 11 (4), 255 – 274. <http://dx.doi.org/10.61426/Sjbcm.v11i4.3079>

## INTRODUCTION

The production of avocados has been on the rise globally for the last decade. According to reports published by FAOSTAT (2020), over the past decade, avocado production has doubled from 4.07 million tonnes in 2011 to about 8.06 million tonnes in 2020. This represents approximately a 50.46% increase in avocado production since 2011. The market for processed avocados is projected to increase from US \$ 1.70 billion recorded in 2018 to US \$ 2.70 billion by 2024 (Ramos-Aguilar et al., 2021). The production of avocados has been on the rise globally for the last decade.

The World Avocado Organization (WAO) predicts that the growth in the European market will continue over the next ten years and catch up with the USA's consumption. If this target is achieved this would increase EU demand by 50% or between 500,000 tons and 700,000 tons for the whole of Europe. The EU market was dominated by a few large-scale retailers and food service supply companies and to counter this, importers and wholesalers have consolidated thereby changing the traditional dynamics of the market. South Africa and Kenya were the traditional suppliers of avocado to the European market during the summer season. Kenya has doubled its supplies over the last ten years and Tanzania has recently entered the market assisted by South African exporting companies such as Westfalia and Halls International. Adverse weather, particularly draught and recent hailstorms have induced biennial bearing that have caused production and supply problems in South Africa. Mexico leads in global production of avocados followed by Peru while Kenya is the leading avocado producer in Africa but third in the world (FAOSTAT 2020). Peru's exporters have capitalized on the market shortages and the increasing demand in Europe by aggressive promotional marketing, imposing supply chain discipline, introducing mandatory quality standards and gaining a reputation as the foremost reliable supplier. (Mark up 2020)

Cepeda and Vera (2007) posited that the creation of Dynamic Capabilities involved transformation of firm's knowledge resources and routines and possible reconfiguration of operational routines. This was supported by Doz and Kosonen (2008) when they proposed three dimensions to strategic agility: Strategic sensitivity, collective commitment (CC) and Resources fluidity. They found these dimensions as being most valuable to corporates in aligning firms' resources with customer requirements. To achieve this alignment, organisations needed to build capabilities to continuously sense and seize opportunities and simultaneously transform various aspects of the organisation (Teece, 2018). This included organizational culture to address threats and opportunities as it sprouted (Teece, 2018). Managers in organisations building strategic agility capabilities therefore were required to integrate, build and reconfigure internal and external competencies to compete in rapidly changing environments (Augier and Teece, 2009). Strategic Agility has been identified as a Dynamic capability in various research (Helfat et al., 2007; Sampath and Krishnamoorthy, 2017). Despite the importance of understanding strategic agility as a key capability, research efforts in terms of understanding it as a set of routines and processes have been sparse.

The decline in performance of firms, according to Zafari (2017) cut across developed, emerging and developing countries due to poor strategic agility and inadequate response to microeconomic and macroeconomic factors challenges like performance industry environmental factors, task environment, natural and technological environments, social environments, economic and cultural environments, and political, law and security environments coupled with the management of marketing content and product marketing.

According to a study by Muse, Njeru, and Waiganjo (2016), local horticulture firms are having trouble expanding their market share abroad because they only hold 18 percent of the market, which represents their appalling performance in the

foreign market compared to Egypt, Ivory Coast, and Zimbabwe, which have market shares of 23, 20, and 19 percent, respectively. Gathigia (2016) issued a warning against the shrinking market share of local horticulture exporters in foreign markets despite the existence of a ready market for horticultural products, which could result in the closure of some businesses, which would cause job losses and a loss of revenue for the nation. Muema (2019) looked at how the private hospitals in Nairobi County fared in terms of their competitive advantage when strategic agility was taken into consideration. Indicators of strategic agility, according to the study findings, included resources flexibility, operational dexterity, and inventive organizational practices. The results showed that there is absolute quality control resilience significantly affects their overall productivity levels.

Most firms are currently operating in uncertain and dynamic competitive environments making future plans unpredictable. However, the concepts that enable managers to plan and execute good performance within any environment. In the current environment the atmosphere keeps on changing in a very fast speed.

Weber and Tarba (2014) set the foundation of application of strategic agility in strategic management literature by arguing that strategic agility concepts ability to mitigate such environment for firms to defend their competitive edge in the market. According (Tece, Pisano, and Shuen, 1997) companies must be able to anticipate changes and be prepared to alter their strategies in order to gain competitive edge in both competitive and constantly changing environment.

### **Statement of the Problem**

Kenya's economic growth has been mainly dominated by the agriculture sector, with the horticulture subsector (fruits, cut-flowers and vegetables) being the third leading contributor to agricultural GDP after dairy and tea (KNBS, 2022). Kenya is a top producer of the avocado crop in Africa, with both exotic and indigenous varieties dominating production (FAOSTAT 2020). Even

though Kenya is the most successful producer and exporter of fresh produce and flowers in sub-Saharan Africa, other African nations and those on other continents also present fierce competition that may eventually capture a significant portion of the global horticulture industry. The market share globally has also declined by 2% from 2017-2021 and the growth in value-added horticultural products from 5 by 1.6% in the same period. The decline has been attributed to multiple taxation locally and internationally, high cost of agricultural inputs, competition from developed countries that have fully embraced technology in horticultural production, high cost of power, logistics challenges, natural calamities and change in consumer tastes and preferences (Fresh Produce Exporters Association of Kenya, 2021). According to Basil (2020), Kenya's avocado exports increased by 15% to 68,000 tons in the year to October 2019, bringing in Sh14 billion (US\$12, 820, 5140) for the country. The adoption of higher market-led international quality standards has been credited for this.

Despite Kenya's notable position in the global avocado export market, it faces obstacles that prevent it from fully capitalizing on its potential. These challenges are particularly prominent in expanding exports to additional European Union (EU) markets and addressing issues related to supply chain management, post-harvest quality, natural calamities and reliability. Moreover, the fragmentation of production bases and reliance on small-scale farmers present significant hurdles in maintaining consistent supplies and quality standards, consequently affecting Kenya's reputation in demanding European markets.

While various definitions and crucial meta-capabilities supporting strategic agility have been debated in the literature, it remains unclear how strategic agility is positioned and integrated into mainstream studies on performance agility in exporting companies. Additionally, it is uncertain what the key strategy-related factors are that businesses need to develop to embed agility into their core values and organizational settings.

Literature on agility in the export industry is still limited and disorganized, leading to a lack of comprehensive frameworks for conceptualizing the primary factors in an international context. Several studies have demonstrated that factors strictly related to strategy can enhance agility and must be considered when examining strategic agility in exporting organizations. This research gap is what this introductory article and the overall special issue aim to address.

Therefore, we aim to contribute knowledge to the existing literature by illuminating various aspects of "agility" in avocado exports, proposing strategic agility as a vital intangible asset that multinational companies should consistently nurture.

There exist some gaps in the export performance studies from an international business perspective as to strategic agility that should be employed to influence the performance of entities in the avocado export sub-sector in Kenya from a dynamic capabilities approach. Despite the negative impacts of the COVID-19 pandemic, the avocado industry has generated revenue for Kenya as it struggles to maintain the economy, this study therefore, proposes to determine the effect of strategic agility on performance to the fruit exporters in Kenya, focusing on fresh avocados, to inform policy formulation in managing the improvement of export performance and hence the contribution of the horticulture sub-sectors revenue to employment and the GDP of Kenya. The focus on avocados is influenced by their lucrative nature as an export product (World Economic Forum, 2023).

### **Objectives of the Study**

The general objective of the study was to evaluate the effect of strategic agility on organizational performance of avocado exporters in Nairobi County, Kenya. The study was guided by the following specific objectives:

- To examine the effect of strategic sensitivity on the organizational performance of avocado exporters in Nairobi County, Kenya

- To assess the effect of strategic Orientation on the organizational performance of avocado exporters in Nairobi County, Kenya
- To evaluate the effect of strategic technological capabilities on organizational performance of avocado exporters in Nairobi County, Kenya
- To determine the effect of strategic resource allocation on organizational performance of avocado exporters in Nairobi County, Kenya

## **LITERATURE REVIEW**

### **Theoretical review**

#### **Dynamic Capability Theory**

Dynamic Capability Theory (DCT) is the capability of an organization to purposefully adapt an organization's resource base. Dynamic capabilities theory (DCT), which was developed by Teece, Pisano and Shuen (1997) was defined as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments" (p. 516) and it examines how firms address or bring about changes in their turbulent business environment through reconfiguration of their firm-specific competencies into new competencies (Teece, 2007). The concept of Dynamic Capabilities Theory (DCT) explains the mechanism that links resources and product markets to competitive advantage and firm survival. The DCT further explain how firms gain sustainable competitive advantage, survive in competitive and turbulence business environment in several ways.

#### **Contingency Theory**

Contingency theory was created by Lawrence and Lorsch in 1967. According to the theory, there isn't a single set of management concepts that can be used to govern businesses in all situations. Each organization is unique, faces unique challenges (contingency factors), and needs a unique approach to management. According to Wren (2005), there is no ideal structure for a business, no ideal leader for a corporation, and no ideal process for making decisions. Instead, the best course of action

depends on the circumstances both inside and outside the body.

According to the contingency theory, there are no universal management principles, but one may learn about management by handling a variety of case study circumstances and figuring out what will work in each one (Wren, 2005). This is accurate because every manufacturing company faces a particular special issue. This concept is of utmost importance for exporters as it requires managers to implement a range of managerial techniques to enhance adaptability and optimize company performance. Managers of exporting companies must execute predetermined contingency plans to swiftly respond with appropriate mitigation measures, enabling prompt recovery by minimizing the impact of disruptions.

#### **Ohmae's 3Cs Model**

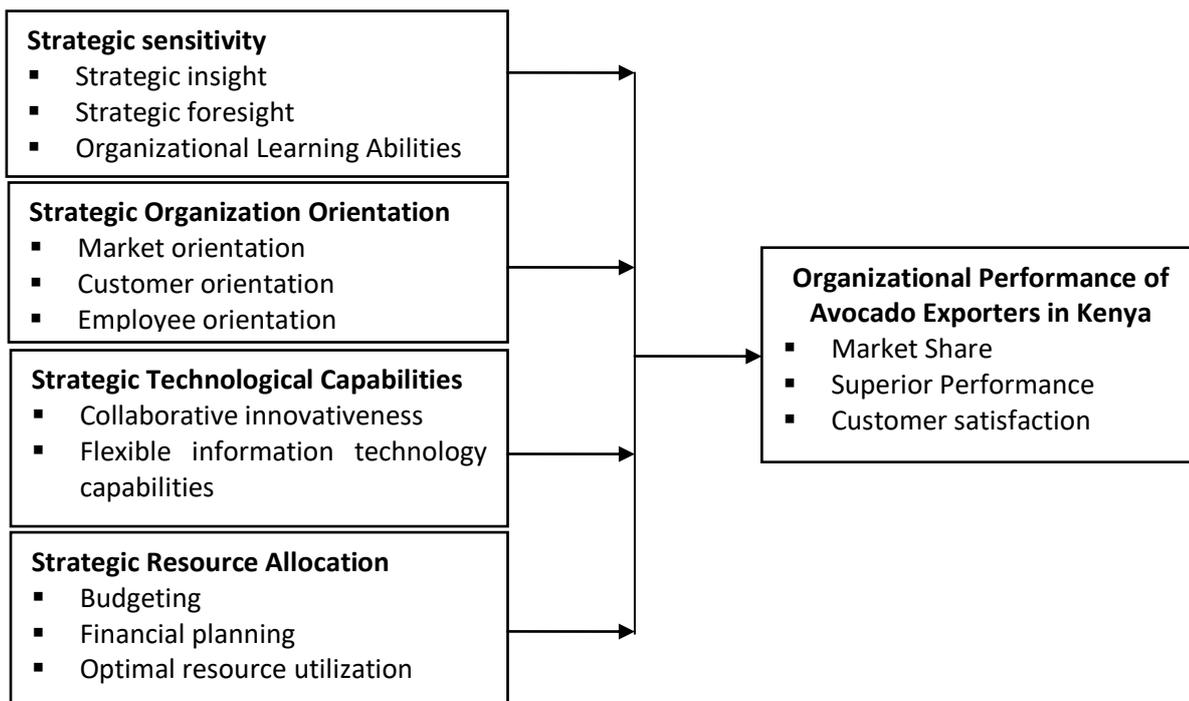
The 3Cs Model was developed by the renowned business and corporate strategist Kenichi Ohmae in 1982. It is a business model which offers a strategic look at the factors needed for competitive success. Ohmae (1982) posits that successful business strategy does not result from rigorous analysis but from a particular state of mind of the strategist with a sense of mission that fuels creativity. The strategist should focus on three key factors for competitive success: customer; competitors and corporation which Ohmae (1982) called the 3Cs of the strategic triangle. It is only after integrating the three factors that a sustained competitive advantage can be achieved. According to Ohmae (1982), customer-based strategies focus on the interests of the customers and not those of shareholders, founders or other stakeholders. On the other hand, corporation strategies are functional based and their aim is to strengthen the key industry functional areas relative to those of competitors. Competitor based strategies are

constructed with an eye on possible sources of differentiation. Small and medium manufacturing enterprises can use their characteristics of flexibility and creativity to segment clients according to their objectives for use of their products (Amrule, 2013). Significantly improved customer service level enhances sales performance and as a result a firm's overall performance is improved (Birasnav, 2013). Ohmae (1982) further argues that environmental factors have to be taken into account when shaping the competitive strategy. The theory supports this study's objectives because innovation, technology, business networking and managerial skills should be priority areas "in the mind of a strategist" as he constructs competitive strategies.

#### **Resource-Based View Theory**

This theoretical research is anchored on a resource-based view (RBV) that perceives organization resources as the core ingredient of competitive advantage and superior performance (Das & Teng, 2000; Peteraf & Barney, 2003). The RBV is an efficiency-based explanation of performance and is one of the leading theories utilized to expound the function of organizational capabilities in using resources to gain a competitive advantage and superior performance. The RBV argues that resources are the main ingredients owned by any firm and, therefore, are the basic determinants of their performance, that is, competitive advantage (Powell, 2001). The import of this theory is that diverse kinds of strategic orientations can be integrated with firm's resources to achieve superior performance in terms of market share, profitability, sales volume etc. The relevance of RBV relies heavily on its capacity to demonstrate a firm's ability to combine its resources (both human and material strategically) to innovate and step up performance

## Conceptual Framework



### Independent Variables

### Dependent Variable

**Figure 1: Conceptual Framework**

## METHODOLOGY

This study adopted a correlational survey research design which seeks to establish the relationship between two or more variables that do not readily lend themselves to experimental manipulation (McLeod, 2008). The population of the study (Avocado Exporters in Nairobi County) was developed from HCD. A source provided an updated registered members, firm demographics, and contact persons. The regulatory body had 80 avocado exporters within Nairobi as at December 2023. Census was administered for this study with the population of 80 licensed and active avocado exporters in Nairobi County, Kenya. The questionnaire was administered to the Production Managers (PM), Sales Managers (SM), or Chief Executive Officers (CEO) of the companies. These individuals were perceived to be the best positioned to provide the information required concerning the objectives of the study.

The primary method of data collection for this research involved distributing questionnaires to production managers, sales managers, or chief

executive officers in various companies. The questionnaires were self-administered and surveys conducted. In total, there were 134 respondents participating in the study. The questionnaire were split into three: organizational data, different variables adopted, and questions on performance. Secondary data was also used to provide other useful information.

A statistical tool used was Simple Linear Regression, utilizing the SPSS package version 25 to analyze the data and determine the impact of the identified variables. Simple Linear Regression was employed to model the connection between two continuous variables, with the aim often being to forecast the value of an output variable (or response) based on the value of an input (or predictor) variable with the use of descriptive and inferential statistics. To establish the significant relationship between the independent variables (X1 = Strategic organization orientation, X2 = Strategic sensitivity -SS, X3 = strategic technological capabilities, X4 = strategic resource allocation) and the dependent variable (Y = performance), the Simple Linear Regression 'R' is

utilized. This allows the researcher to anticipate whether there is a relationship between the dependent variable (Y) and the independent variables (X).

## FINDINGS AND DISCUSSION

### Strategic Sensitivity

The findings presented in Table 1 highlighted the emphasis that various organizations place on components of strategic sensitivity. Respondents showed a high level of agreement with statements related to anticipating future trends, scenario

planning, stakeholder involvement, strategic planning amid uncertainty, learning from past decisions, and balancing stability with adaptability. Notably, the highest score was for capturing and disseminating lessons learned from past strategic decisions (mean = 4.10), while the lowest was for engaging in scenario planning (mean = 3.70). The overall average score across all components increased slightly to 3.87, indicating a stronger focus on strategic sensitivity. The specific mean scores and standard deviations adjusted for the larger sample size are presented below.

**Table 1: Strategic Sensitivity**

Strategic Sensitivity	N	Mean	S.D
We anticipate future trends and changes in the industry	95	3.95	0.740
We engage in scenario planning or future forecasting to prepare for potential challenges and opportunities	95	3.70	0.680
We involve key stakeholders in the process of identifying and prioritizing future strategic initiatives	95	3.80	0.860
We develop strategic plans in the face of uncertainty and ambiguity	95	3.85	0.720
We capture and disseminate lessons learned from past strategic decisions and outcomes	95	4.10	1.020
We balance the need for stability with the imperative to adapt in a rapidly changing environment	95	3.90	0.880
<b>Average score</b>	95	3.87	0.817

### Strategic Orientation

The findings presented in Table 2 reveal that strategic orientation is a significant focus for organizations. Respondents showed strong agreement with various aspects, including adapting products/services based on market feedback (mean = 3.70), aligning marketing strategies with market needs (mean = 3.80), measuring customer satisfaction (mean = 3.88), aligning objectives with broader strategic goals (mean = 3.76), emphasizing employee training and development (mean = 3.85), involving employees in decision-making (mean = 3.68), fostering a culture of continuous learning (mean = 3.92), and balancing stability with adaptability (mean = 3.85).

Among these components, fostering a culture of continuous learning received the highest score (mean = 3.92), indicating a strong commitment to skill development and ongoing learning. Conversely, involving employees in decision-making processes received the lowest score (mean = 3.68), suggesting that this area might require more focus or improvement. The overall average score across all components was 3.81, reflecting a solid emphasis on strategic orientation. The specific mean scores are 3.70, 3.80, 3.88, 3.76, 3.85, 3.68, 3.92, and 3.85, respectively. The comprehensive evaluation underscores the importance of aligning organizational strategies with market demands, fostering employee development, and adapting to changing environments.

**Table 2: Strategic Orientation**

Strategic Orientation	N	Mean	S.D
Our organization adapts products/services based on market feedback and demands	95	3.70	0.840
Our organization ensures that marketing strategies are aligned with market needs and preferences	95	3.80	0.700
Our organization measures customer satisfaction and gathers feedback	95	3.88	1.000
We ensure that the objectives and goals of each orientation area are aligned with the broader strategic goals of the organization	95	3.76	0.850
Our organization places a high level of importance on employee training and development	95	3.85	0.980
We involve employees in decision-making processes	95	3.68	0.780
We foster a culture of continuous learning and skill development among employees	95	3.92	0.860
We balance the need for stability with the imperative to adapt in a rapidly changing environment	95	3.85	0.950
<b>Average score</b>	95	3.81	0.870

**Strategic Technological capabilities**

Table 3 highlighted the importance of strategic technological capabilities in shaping organizational strategies. Respondents consistently agreed that specialized modern technology significantly improves productivity (mean = 3.89), while locally available technology enhances brand value (mean = 3.55). The use of eco-friendly technology also boosts brand image (mean = 3.89).

Additionally, technology was credited with improving the efficiency of resource utilization

(mean = 3.88), and a functioning website was seen as a key factor in enhancing brand attractiveness (mean = 4.33). Consideration of future technological needs during upgrades was also emphasized (mean = 3.71). The overall average score across all components was 3.88, reflecting a clear strategic emphasis on integrating technology to drive organizational progress. The individual mean scores of 3.89, 3.55, 3.89, 3.88, 4.33, and 3.71 demonstrate a strong alignment of technological capabilities with strategic initiatives.

**Table 3: Strategic Technological capabilities**

Strategic Technological capabilities	N	Mean	S.D
Specialized modern technology improves our productivity	95	3.89	0.750
Locally available technology enhances our brand's value	95	3.55	0.658
Environment-friendly technology enhances our brand image	95	3.89	0.870
Technology improves efficiency of resource utilization	95	3.88	0.728
A functioning website improves our brand's attractiveness	95	4.33	0.938
We consider our future needs as we upgrade technology	95	3.71	0.984
<b>Average score</b>	95	3.875	0.8213

**Strategic Resource Allocation**

Table 4 underscores the strategic importance of resource allocation practices in organizations. Respondents rated various practices related to resource management, revealing strong support for key activities. The highest mean score was for

establishing an annual budgeting process (mean = 4.05), indicating its critical role in organizational planning. Developing a long-term financial plan also received high support (mean = 4.00), reflecting its significance in guiding financial strategy.

Involving key stakeholders in the budgeting process was rated positively (mean = 3.85), demonstrating the value placed on comprehensive input from department heads, managers, and executives. Assessing financial scenarios and conducting sensitivity testing were also emphasized (mean = 3.80), showing a proactive approach to understanding potential impacts on financial performance. However, there was slightly less agreement on the use of KPIs for measuring resource productivity (mean = 3.60), suggesting room for improvement in this area.

The overall average score for strategic resource allocation was 3.81, indicating a strong focus on efficient management of resources to support organizational goals. These findings—4.05, 3.85, 4.00, 3.80, 3.75, 3.70, 3.60, and 3.90—highlight a commitment to effective resource allocation practices, essential for achieving strategic objectives and enhancing organizational performance.

**Table 4: Strategic Resource Allocation**

<b>Strategic Resource Allocation</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>
We establish an annual budgeting process	95	4.05	0.930
We involve key stakeholders in the budgeting process, including department heads, managers, and executives	95	3.85	0.850
The organization develops its long-term financial plan or strategic financial roadmap	95	4.00	0.900
The organization conducts scenario analysis and sensitivity testing to assess the potential impact of external factors on financial performance	95	3.80	0.950
The organization measures and tracks progress towards financial targets and milestones outlined in the financial plan	95	3.75	0.600
The organization assesses the efficiency and effectiveness of resource utilization across different functional areas	95	3.70	0.750
The organization utilizes key performance indicators (KPIs) to measure resource productivity and identify opportunities for improvement	95	3.60	0.960
The organization prioritizes investments in projects or initiatives that offer the highest return on investment (ROI) or strategic impact	95	3.90	1.050
<b>Average score</b>	<b>95</b>	<b>3.81</b>	<b>0.880</b>

### Organizational Performance

In this study, participants evaluated the performance of avocado exporting firms based on three critical dimensions: market share, superior performance, and customer satisfaction. These metrics were benchmarked against 2019 figures, which were set as the baseline at 100%. The assessment aimed to provide a comparative

analysis of current performance relative to this standard. Detailed outcomes and evaluations of these performance metrics are presented in Table 5, offering insights into how firms have progressed or changed over time. This analysis is crucial for understanding the firms' achievements and areas for improvement.

**Table 5: Firms Progression**

<b>Constructs considered</b>	<b>Annual growth or decline as a percentage (%)</b>						<b>Overall Annual Growth</b>
	2023=100%	2019	2020	2021	2022	2023	
Market Share	100%	22%	23%	23%	25%	31%	25%
Customer Satisfaction	100%	22%	23%	24%	23%	24%	23%
Superior Performance	100%	15%	16%	20%	21%	24%	19%
Average growth							22.3%

Table 6 presents the annual growth or decline percentages (%) for key constructs, including Market Share, Customer Satisfaction, and Superior Performance, benchmarked against 2023 (100%). From 2019 to 2023, Market Share exhibited consistent growth, peaking at 31% in 2023 and averaging 25%. Customer Satisfaction remained stable, averaging 23% by 2023, while Superior

Performance steadily increased from 15% in 2019 to 24% in 2023, averaging 19%. Overall, these constructs reflect a strong and steady performance, with an average annual growth rate of 22.3% across the analyzed period, indicating a robust focus on maintaining and improving key performance metrics within the organizations analyzed.

**Table 6: Organizational Performance**

<b>Organizational Performance</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>
Firm's market share in avocado exports grew significantly over the past three years. Strategies implementation being effective in increasing our market share in the avocado export market.	95	4.10	0.920
Firm's performance compared to competitors in terms of superior performance in avocado exports.	95	3.85	0.910
The factors within a company consistently contribute to achieving superior performance in the avocado export industry.	95	3.95	0.940
Firm effectively assesses customer satisfaction levels among our international avocado buyers.	95	4.05	0.870
The steps taken the firm in recent years have been successful in improving customer satisfaction.	95	3.90	0.950
Market share, superior performance, and customer satisfaction significantly contribute to the overall organizational performance of the firm.	95	4.00	0.880
Balancing market share growth, superior performance, and customer satisfaction in the avocado export market is a challenge for the firm	95	3.80	0.920
Firm's market share in avocado exports has grown significantly over the past three years.	95	4.10	0.920
<b>Average</b>	<b>95</b>	<b>3.97</b>	<b>0.91</b>

The findings presented in Table 6 emphasize the significant focus that avocado exporting firms in Kenya place on key performance metrics such as market share, superior performance, and customer satisfaction. Respondents displayed a strong agreement with the statements related to the growth of their firm's market share over the past three years (mean = 4.10) and the effectiveness of their strategies in increasing market share (mean = 4.00). The assessment of customer satisfaction among international buyers also received high ratings (mean = 4.05), reflecting a strong commitment to understanding and meeting customer needs.

Superior performance in comparison to competitors was another critical area, with a mean score of 3.85, indicating that firms recognize their competitive standing. The ability to consistently achieve

superior performance due to internal factors was rated at a mean of 3.95. However, balancing market share growth, superior performance, and customer satisfaction emerged as a challenge, with a slightly lower mean score of 3.80. The data indicate that these firms maintain a strong focus on performance areas, with an average score of 3.96 across all components, suggesting a well-rounded approach to enhancing organizational performance

#### **Relationship between Quality Management and Organizational Performance**

The study utilized multiple regression analysis to explore the relationship between strategic agility and organizational performance among avocado exporters in Kenya. This statistical technique is designed to predict the value of a dependent variable based on the values of multiple

independent variables. By employing multiple regression, the study aims to elucidate how various predictor variables collectively influence the performance outcomes of avocado exporters. This method provides insights into the strength and

nature of the relationships between strategic agility components and organizational success. The results and model coefficients derived from this analysis are detailed in Table 7, offering a comprehensive view of these dynamics.

**Table 7: Model Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t/2	Sig.
	B	Std. Error	Beta		
(Constant)	1.224	0.312		2.358	0.000
Strategic Sensitivity	0.127	0.1264	0.089	.849	0.038
Strategic Orientation	0.245	0.124	0.185	1.98	0.050
Strategic Technological capabilities	0.281	0.0847	0.023	0.4069	0.046
Strategic Resource Allocation	0.245	0.0715	0.235	2.0936	0.044

Dependent Variable: Organizational performance

The regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y = Organization Performance

$\alpha$  = Autonomous factors

$X_1$  = Strategic Sensitivity

$X_2$  = Strategic Orientation

$X_3$  = Strategic Technological capabilities

$X_4$  = Strategic Resource Allocation

$\beta_i$  represents the beta coefficients of the independent variables  $X_i$

e = Error term - Captures all relevant variables not included in the model

Replacing Beta coefficients identified, the equation would be:

$$Y = 1.224 + 0.127X_1 + 0.245X_2 + 0.281X_3 + 0.245X_4 + e$$

This equation suggested that when all strategic factors are held constant, the baseline organizational performance is predicted to be 1.353. Specifically, a unit increase in Strategic Sensitivity results in a 0.127 increase in organizational performance, while Strategic Orientation contributes a 0.245 increase. Additionally, a unit increase in Strategic Technological Capabilities leads to a 0.281

improvement, and Strategic Resource Allocation results in a 0.245 increase in performance.

These findings highlight that all the independent variables significantly affect organizational performance, with significance levels below 5%, confirming their relevance. The t-values for all predictors exceed 1.96, emphasizing the statistical significance of these results. Consequently, enhancements in these strategic areas are vital for boosting organizational performance.

#### Co-efficient of Determination

The coefficient of determination ( $r^2$ ) measures how well a statistical model predicts future outcomes. It is the square of the sample correlation coefficient between actual and predicted values, indicating how much variation in the dependent variable (organizational performance) is explained by the independent variables. Specifically, it shows the percentage of variation in organizational performance explained by changes in strategic sensitivity, strategic orientation, strategic technological capabilities, and strategic resource allocation.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893(a)	.798	.302	.129

**Predictors:** (Constant), strategic sensitivity, strategic orientation, strategic technological capabilities, and strategic resource allocation.

The coefficient of determination ( $R^2$ ) in Table 8 is 0.798, indicating that 79.8% of the variation in organizational performance is explained by the independent variables: strategic sensitivity, strategic orientation, strategic technological capabilities, and strategic resource allocation. The adjusted  $R^2$  of 0.302 further refines this by accounting for the number of predictors in the model, suggesting that these strategic factors collectively have a strong and significant impact on organizational performance. The high  $R^2$  value reflects the model's effectiveness in predicting organizational outcomes based on these strategic variables, demonstrating their crucial role in driving performance.

#### ANOVA

The significance value shown in Table 9 is 0.0171, which is less than 0.05, indicating that the model is statistically significant in predicting how strategic factors influence organizational performance. The F critical value at the 5% significance level is 3.04, and since the calculated F value (9.467) is greater than the critical value, this confirms that the overall model is significant. Therefore, the independent variables—strategic sensitivity, strategic orientation, strategic technological capabilities, and strategic resource allocation—collectively have a substantial and statistically significant impact on predicting organizational performance in avocado exporting firms.

**Table 9: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.578	4	1.262	9.467	.0171 <sup>a</sup>
	Residual	9.467	91	2.732		
	Total	11.84	95			

The regression analysis reveals that strategic sensitivity, orientation, technological capabilities, and resource allocation significantly impact organizational performance in avocado exporting firms in Kenya. The regression equation indicates that with all factors held constant at zero, the organizational performance score stands at 1.224. A unit increase in strategic orientation, sensitivity, technological capabilities, and resource allocation leads to corresponding increases of 0.185, 0.089, 0.235, and 0.023 in organizational performance, respectively. These results emphasize the critical influence of each independent variable, with significance levels below 5% and t-values exceeding 1.96, underscoring their importance as predictors of performance.

The coefficient of determination ( $r^2$ ) shows that 79.8% of the variation in organizational performance is explained by these strategic factors, highlighting their pivotal role in driving performance improvements. The remaining 20.2% of performance variation is attributed to other quality management practices not covered in this study. Strategic technological capabilities had the greatest impact, with a beta coefficient of 0.281, followed by strategic resource allocation and strategic orientation, both with beta coefficients of 0.245. Strategic sensitivity, while still an important aspect of strategic agility, had the lowest beta coefficient of 0.127.

## CONCLUSION AND RECOMMENDATIONS

Strategic technological capabilities had the highest impact on organizational performance, with a beta coefficient of 0.281. This highlights the significant role that technology plays in improving productivity, enhancing operational efficiency, and driving innovation. Advanced technologies, such as automated processing systems, data analytics for supply chain management, and customer relationship management tools, are essential for firms to maintain a competitive edge in the global avocado market.

Investing in specialized modern technology enables firms to streamline operations, improve resource utilization, and reduce operational costs. Adoption of technology systems from systems stretched to having functioning and user-friendly website is crucial in enhancing the brand's attractiveness to both local and international customers. Firms expand their market reach and enhance customer satisfaction by improving their digital presence and improving on its processes. In line with the findings, it is also important for firms to consider their future technological needs when upgrading systems. The rapid pace of technological advancements means that firms must continuously update their technological infrastructure to remain relevant.

Strategic resource allocation, with a beta coefficient of 0.245, significantly impacts organizational performance. Efficient management of resources enables firms to direct capital and human resources toward areas with the highest return on investment (ROI). Resource allocation is closely linked to results-based management, where decisions are driven by clearly defined objectives and expected outcomes. For avocado exporters, this means prioritizing investments in critical areas such as research and development (R&D), marketing, and supply chain management.

Investing in R&D can help firms innovate in packaging, storage, and value addition, allowing them to diversify their offerings and reduce reliance on fresh avocado exports. Marketing, particularly targeted campaigns in high-demand markets, is also

crucial to leverage the growing global demand for avocados. Additionally, firms must strengthen their supply chains by investing in infrastructure like cold storage, logistics systems, and transportation networks. A robust supply chain ensures product quality, minimizes wastage, and guarantees timely delivery to international markets, ultimately boosting organizational performance.

Strategic orientation, with a beta coefficient of 0.245, highlights the importance of aligning organizational goals with market demands. For avocado exporters, this means adopting a market-driven approach where strategies are adapted to meet evolving customer preferences and industry trends. A key aspect of this orientation is customer satisfaction—firms that actively gather and analyze feedback can better understand market needs, allowing them to develop products that drive customer loyalty and repeat business. Ensuring that marketing strategies align with these preferences is crucial for achieving superior organizational performance.

Additionally, strategic orientation emphasizes the importance of employee training and development. Firms that prioritize continuous learning are better equipped to respond to market changes and maintain operational excellence. Flexibility and responsiveness to the external environment are also vital. This may involve adjusting production volumes to meet seasonal demand or modifying marketing strategies in line with shifting consumer trends. Ultimately, a strong strategic orientation enables firms to remain competitive and responsive, ensuring sustained success in the marketplace.

Although strategic sensitivity had the lowest beta coefficient (0.127), it remains a crucial element of organizational performance. Strategic sensitivity refers to a firm's ability to anticipate and respond to changes in the external environment, such as industry trends, competitor movements, and regulatory shifts. It also involves scenario planning, enabling firms to prepare for potential challenges and capitalize on emerging opportunities.

Organizations that exhibit strong strategic sensitivity are better equipped to navigate uncertainty and adjust to evolving market conditions.

Avocado exporters who closely monitor shifts in consumer preferences toward sustainably sourced products adapt their production methods and marketing strategies accordingly. This proactive approach helps them stay competitive and relevant in the global market. Strategic foresight, which involves creating a future-oriented vision, guides long-term policies and strategies, while strategic insight enables firms to understand complex situations and seize new opportunities. Firms can enhance their ability to respond to market changes, ensuring sustained organizational performance even in uncertain conditions by leveraging both.

The study recommended the following, firms should prioritize investments in strategic technological capabilities. Companies are able to position themselves to capitalize on future opportunities, driving sustained growth and innovation by proactively investing in long-term technological upgrades. Embracing advanced technologies—such as automated processing systems and data analytics are key to streamline operations, improve productivity, and enhance their competitive edge.

Secondly, efficient strategic resource allocation is crucial with companies adopting results-based management practices to ensure that capital and human resources are directed toward high-return areas, such as research and development, targeted marketing campaigns, and robust supply chain infrastructure. Expanding their product portfolio helps mitigate risks associated with price fluctuations in the fresh produce market, ultimately enhancing overall profitability. Moreover, firms that can optimize their supply chain operations will be better positioned to meet the growing demand for

avocados. Investing in infrastructure such as cold storage and logistics systems ensures product quality and timely delivery, boosting overall performance.

Additionally, cultivating a strong strategic orientation is essential as firms have to align their strategies with evolving market demands by actively gathering and analyzing customer feedback. Through fostering a culture of continuous learning, organizations ensure their workforce remains adaptable and capable of implementing new strategies and technologies effectively.

Finally, enhancing strategic sensitivity will improve firms' ability to respond to external changes. Those that can quickly adapt to industry trends and competitor movements will be better positioned to capitalize on new opportunities and secure long-term success. Firms can navigate uncertainties and strengthen their market position by integrating scenario planning and developing strategic foresight.

### **Suggestions for Further Research**

Future research should employ various research methods to systematically investigate and ascertain the causal relationships assumed in this study regarding the effect of strategic agility on the organizational performance of avocado exporters in Nairobi County, Kenya. Specifically, future studies should explore the different dimensions of strategic agility, other than strategic sensitivity, orientation, technological capabilities, and resource allocation, examining how each contributes to overall organizational performance. It is essential for researchers to address all dimensions comprehensively, ensuring that no single aspect overshadows others. The holistic approach will provide deeper insights into the interplay between strategic agility and performance outcomes in the avocado export sector.

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