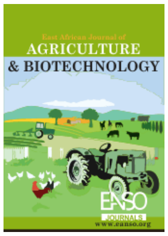

East African Journal of Agriculture and Biotechnology
eajab.eanso.org
Volume 7, Issue 2, 2024
p-ISSN: 2707-4293 | e-ISSN: 2707-4307
Title DOI: https://doi.org/10.37284/2707-4307

EAST AFRICAN NATURE & SCIENCE ORGANIZATION

Original Article

Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya

Joyce Jerono Kemboi[1] & Victor Kiptum Kering, PhD[2]*

[1] The Catholic University of Eastern Africa - Gaba Campus, P. O. Box 908-30300, Eldoret, Kenya.
[2] University of Eldoret, P. O. Box 1125-30100, Eldoret, Kenya.
* Author for Correspondence Email: joycekemboi99@yahoo.com

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

Date Published:

17 December 2024

Keywords:

Agricultural Value Chain, Strategic Leadership, Leadership Styles, Growth and Tea Estates.

ABSTRACT

The agricultural value chain activities in the tea factories in Nandi County are important economic activity to the inhabitants of Nandi Hills Sub-County, Nandi County. These agricultural firms have faced considerable production-related challenges from low-quality tea and declining employee productivity since 2010. Due to this reason, the study sought to evaluate the linkages between strategic leadership and growth in the agricultural value chain activities in Tea Estates in Nandi Hills sub-county, Nandi County, Kenya. The study was informed by the resource-based view (RBV) theory and employed a correlational research design with a target population comprised of 1,150 employees drawn from 10 privately - owed Tea Estates in the Nandi Hills sub-county. The sample size was 297 which was determined through a formula. The study used the questionnaire as a data collection tool with a pilot study being conducted to test the reliability of the research instrument. The study randomly sampled the population and used a questionnaire as the main data collection instrument. The data collected was analyzed using descriptive and inferential statistics techniques. Findings indicated that there is a positive and significant correlation between strategic leadership and the growth in the value chain activities that were being used. The study concludes that leadership strategies contribute to the growth in the value chain hence the success and continuity of the firm. Therefore, the study recommends that firms should engage in effective strategic deployment and management of personnel. There is a need to inculcate a culture that encourages creativity by management and rewards accordingly.

APA CITATION

Kemboi, J. J. & Kering, V. K. (2024). Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya. *East African Journal of Agriculture and Biotechnology*, *7*(2), 211-220. https://doi.org/10.37284/eajab.7.2.2528

CHICAGO CITATION

Kemboi, Joyce Jerono and Victor Kiptum Kering. 2024. "Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya". *East African Journal of Agriculture and Biotechnology* 7 (2), 211-220. https://doi.org/10.37284/eajab.7.2.2528

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

HARVARD CITATION

Kemboi, J. J. & Kering, V. K. (2024) “Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya”, *East African Journal of Agriculture and Biotechnology*, 7(2), pp. 211-220. doi: 10.37284/eajab.7.2.2528.

IEEE CITATION

J. J. Kemboi & V. K. Kering “Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya”, *EAJAB*, vol. 7, no. 2, pp. 211-220, Dec. 2024.

MLA CITATION

Kemboi, Joyce Jerono & Victor Kiptum Kering. “Strategic Leadership and Growth in Agricultural Value Chains in Tea Estates in Nandi County, Kenya”. *East African Journal of Agriculture and Biotechnology*, Vol. 7, no. 2, Dec. 2024, pp. 211-220, doi:10.37284/eajab.7.2.2528

INTRODUCTION

Organizations develop and implement strategies to ensure that they can benefit fully from the current strategic configuration. A growth strategy consequently has to be properly planned to ensure that the strategy achieves the desired objectives. The implementation of such a strategy is crucial because it involves the mobilization of vast resources from the organization. Thus, it is evident that firms which implement strategic planning achieve better performances than those without such planning, but these growth strategies often fail due to problems encountered at the implementation stage (O'Regan & Ghobadian, 2002). This study argues that strategic decisions should, however, be implemented with an awareness that their success is vital for the organization in question. By identifying the factors that influence the process of strategy implementation, an organization will be better prepared for its future performance, which will ultimately contribute to its bottom line (Kering et al., 2020a). Kaplan and Norton (2005) have stated, 95 per cent of the staff neither are aware of the organization's strategies or do not understand them. Johnson (2004) also believes that 66 per cent of the organization's strategies are not executed at all. In many cases, this is not because of poor strategy and the idea behind them. Many valuable strategies are faced with problems and failure in the implementation stage rather than in the developing stage. The successful implementation of growth strategies however in a firm is dependent on a number of both internal and external factors that include the availability of resources and necessary human resource capabilities.

Brenes et al. (2008) believe impeders affecting the successful implementation of the strategy are as follows; organization structure, organization culture, information and communication technology and reporting system, motivation and reward systems, providing adequate resources, decision-making processes, effective communication, education, capabilities, and skills. Several other researchers also have examined the factors affecting the successful implementation of strategies. Other scholars such as Heide et al. (2002) consider information systems, learning, resource allocation, formal organization structure, personnel management, and organizational culture as factors affecting the implementation of the strategy. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. According to the white paper Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become the most significant management challenge faced by all kinds of corporations. Many factors affect the success of strategy implementation. The implementation of growth strategies initiatives in Sub-Saharan African countries has in most instances been a failure. As reported by Heeks (2003), 35% of strategies in developing countries fail, 50% are partial failures, and the remaining 15% are successes. These figures show that there is a need for research to be done into the challenges to the successful implementation of growth strategies in these Sub-Saharan African countries. Furthermore, according to Almarabeh and Ali (2010), huge failures have been recorded for a large proportion of manufacturing firms.

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

In Kenya, the Agricultural sector contributes 24 per cent of the GDP and provides 70 per cent of the total employment of Kenya. Specifically, 19 per cent of the formally waged workers are in agriculture (Kering et al., 2020b). As a major contributor to economic growth and a major provider of employment, the business strategies adopted by the agricultural firms and tea firms in particular (since tea is the leading foreign exchange earning crop), have important implications for poverty and equity concerns in the country. It is therefore in the interest of the tea companies as well as of the country that this business is sustained in the long term. Indeed, the industry supports directly and indirectly about three million people making it one of the leading sources of livelihood in the country.

Tea was introduced into Kenya from India by a European settler, Caine in 1903. The country has for the last 80 years cultivated tea commercially. Over the years, Kenya has grown into a formidable world tea producer, with an annual production of about 300 million Kgs and is rated as the fourth largest tea producer and the second biggest exporter in the world. This formidable growth has seen the tea industry grow into the most important agricultural sub-sector and the leading foreign exchange earner in Kenya (Nyangito, 2006).

Problem Statement

Implementation of strategies for every company is vital even after the initial development of the strategy. A properly planned growth strategy ensures that the organization achieves the desired objectives with better performances than those without such planning, but these growth strategies often fail due to problems encountered at the implementation stage (O'Regan & Ghobadian, 2002). Charan and Colvin (1999) found that 70% of strategies fail due to poor implementation, whereby managers were indecisive and lacked commitment, and not as a result of the strategic content or decision itself; other researchers estimate the rate of failure to be between 50% and 90% (Kaplan & Norton, 2001; Sirkin et al., 2005).

The tea industry in Kenya is characterized by great unpredictability in terms of markets, growing conditions and cost of inputs. Tea factories in the Nandi Hills sub-county, Nandi County face considerable production-related organizational challenges. This has also led to the closure of some tea factories resulting from the internal inefficiencies of the tea factories (Mwaura et al., 2005). Solutions including government support and enhanced regulation of the sector have also failed to see tea factories consistently grow in terms of operations increase and create more employment opportunities for the locals.

Strategic management provides strategies for the proper implementation of strategies; however, past empirical studies report weak relationships between strategy formulation and its implementation. Taking into account the dearth of knowledge in the field of strategy implementation in general and keeping in mind that serious empirical research about the factors of strategy implementation in the African region in general, has been almost completely neglected (Čater & Pučko, 2010), the study sought to evaluate the relationship between strategic leadership attributes and growth in agricultural value chain in tea factories in Nandi hills sub-county, Nandi County, Kenya.

Objectives of the Study

Considering the influence of strategic leadership in value chain activities, the study then sought to ascertain the linkages between strategic leadership styles and the growth in agricultural value chain activities of tea firms in Nandi County, Kenya.

LITERATURE REVIEW

Strategic leadership is a leader’s ability to anticipate, envision, and reorient the organization towards the future as well as make the required strategic changes as required of intuition, environmental perception and social relations (Belias & Trihas, 2022). The empirical studies on strategic leadership are varied and contextual to different sectors and countries. For instance, an

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

exploratory study by Phipps and Burbach (2010) linked leadership attributes with the implementation of growth strategies from a cross-sectional study of managers in 50 organizations. Leadership attributes positively related to the successful implementation of growth strategies. Overall, the leadership style of a manager explained about 15% of the implementation of growth strategies. Keep and Westwood (2003) analyzed proprietary data of a large US retail chain and observed that there was a causal pathway linking leadership attributes and implementation of growth strategies.

Horne and Jones (2001) surveyed UK managers using a cross-sectional survey and observed that the majority of the managers rated the quality of leadership as an important attribute in determining the overall success of a strategy implementation organization. Further, senior executives were far more likely than junior managers to rate the quality of leadership as high. In a study conducted by May (2013) on a random sample of 20 firms in a quest to examine the nature of strategic leadership in providing the vision and direction for the growth and success of an organization's growth strategies. The study observed that managing change requires strategic leaders to not only provide a sense of direction but also build ownership and alignment within their workgroups to implement change through the implementation of viable growth strategies for the firm. The studies on management styles have taken different dimensions with some being exploratory (Phipps & Burbach, 2010), while others are explanatory (Keep &Westwood, 2003; Barber et al., 1999) while studies on leadership effects on growth strategies have been explanatory (May, 2013; Horne & Jones, 2001). The majority of these studies have been done on retailers with others being done on the private sector (Keep & Westwood, 2003). The underlying concept is that leadership attributes have a relationship with growth strategies in developed countries context.

There are few studies linking organization factors to growth strategies, few with much emphasis being laid on leadership attributes (Phipps & Burbach, 2010; Keep & Westwood, 2003, Tseng, 2010; Barry, 2003) but the results are varied due to definitional, structural and design related differences and problems. Further, there are certainly relatively few studies done in a developing country context; hence, the study sought to evaluate the linkages between strategic leadership and growth in the value chain activities in Tea firms in Nandi Hills sub-county, Nandi County, Kenya.

Theoretical Framework

Barney (1991) provided the most cited publication for the theoretical foundations of the resource-based view (RBV). He discussed theoretically the four major resource attributes necessary for sustainable competitive advantage: value, rarity, imitability, and non-substitutability. These four indicators are famously acronym as VRIN (Barney, 1997, 2001a). He defined resource value in terms of enabling opportunity exploitation and/ or threat neutralization, resource rarity as being rare among current and potential competitors, imitability as being imperfectly imitable by competitors, and non-substitutability as being without strategic equivalents for the same resource.

Barney (2001) noted that the RBV literature has considered strategy implementation as a theoretical convenience that would automatically follow superior decision-making. The resource-based approach incorporates traditional strategy insights concerning a firm's distinctive competencies. Furthermore, the resource-based approach also provides value-added theoretical propositions that are testable within the diversification strategy literature. According to Barney (1991), the concept of resources includes all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness.

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

The operationalization of RBV theory is fundamental because it directs managers in their resource-based strategy implementation. This is particularly important since human decision-making processes can be biased and misleading (Simon, 1979; Cyert & March, 1963). Strategic asset choices are complex and made under uncertainty due to shifts in consumer preferences, economic and political trends, or competitive actions and may entail opposing biases with network effects which are difficult to measure (Amit & Schoemaker, 1993). To keep strategic asset decisions within cognitive bounds managers often extensively simplify, leading to additional biases. Strategy implementation is largely an issue of the organization for the RBV scholars who consider it subservient to other socially complex and causally ambiguous resources (Barney & Clark, 2007; Amit & Schoemaker, 1993).

Barney & Clark (2007) argued that some studies on architectural competence and dynamic capabilities may, arguably, be termed as implementation research (for example, Henderson & Cockburn, 1994; Teece et al., 1997). However, Barney (2002) was very dismissive pointing out that strategy implementation requires complementary resources that may be important for organizational support but are not a source of competitive advantage by themselves. Barney and Clark (2007) stressed that the primary reason for inattention in the RBV literature is the complementary nature of the resources involved in strategy implementation.

Although the resource-based view (RBV) emerged as one of the substantial theories on a firm's performance, it has overlooked other sources of organizational capabilities as one of the crucial sources of the competitive advantage of a firm (Priem & Butler, 2001a). There has been criticism that the theory is tautological and that, its primary assertions are true by definition and thus not subject to empirical test (Williamson, 1999). Priem and Butler's critique of the resource-based view was based upon Bacharach's (1989) technique of substituting key definitions into basic statements of the theory.

METHODOLOGY

The study employed a descriptive design as the study detailed their perceptions of the specifics of leadership strategies employed by the tea estates in Nandi Hills Sub–County, Nandi County Kenya. The design was considered appropriate since it described the details of the institutional practices as well as provided an impact analysis. The study targeted 10 privately - owned Tea Estates in the Nandi Hills sub-county namely; Nandi Tea, Chemomi, Kibwari, Savani, Kipchomo, Siret, Kapchorua, Kapsumbeiwa, Kipkoimet and Kaimosi Tea Estates with a population of 1150 employee. A sample size of 297 was arrived at through the use of a formula. The study employed proportionate stratified random sampling and used a structured questionnaire as the primary data collection tool to ensure consistency. The instrument was validated by a school faculty and then submitted for a reliability test (Cronbach's Alpha> 0.7) indicating its reliability as shown in *Table 1*.

Table 1: Reliability Analysis for the Study

Variable	Number of items	Cronbach's Alpha
Strategic leadership	10	0.858
Growth in the value chain	6	0.887

Data was prepared in several steps that included data serialisation, data verification and checks before data was coded and entered into the Statistical Package for Social Science version 20. Data was analysed quantitatively (descriptive and inferential statistics) with the aid of a Statistical package (Statistical Package for Social Science Version 20). Once, the descriptive analysis had been

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

completed, the study used the arithmetic mean to reduce the items of the variable into a single numerical index for further inferential analysis. The study then employed Pearson Correlation analysis to establish the nature of the relationship between the study variables.

RESULTS

Demographic characteristics

Table 2: Demographic characteristics

Variable	Categories	N	%
Gender	Men	156	59
	Women	109	41
	Total	**265**	**100.0**
Age	18 – 30 years	23	8.2
	31 – 45 years	221	83.3
	46 – 61 years	21	8.5
	Total	**265**	**100.0**
Tenure	Less than 2 years	9	3.3
	Between 2 and 5 years	96	36.4
	Over 6 years	160	60.3
	Total	**265**	**100.0**

Summarized in Table 2 indicated that 59% (156) were male whereas 41% (109) were female. This indicates that the study captured masculine opinion as compared to feminine voice. Concerning the age, the age distribution shows that 83.3% (221) of the respondents were between 31 to 45 years, 8.5% (21) of them were between 46 to 61years, with a further 8.2% (23) of them falling between 18 to 30 years. This indicates that the firms have more employees in the age distribution of 31 years and 45 years which reflects the current age distribution of the working population in the tea factories. In terms of working years, 60.3% (160) of the respondents had worked for over 6 years, 36.4% (96) for 2 to 5 years and 3.3% (9) of them have worked for less than 2 years. The statistics indicate that the majority of the employees had worked for over six years in the tea factories.

Descriptive statistics

To ensure the validity of the instrument, the study adopted and modified the measures from Belias and Trihas (2022) which had ten measures split into the following main areas of strategic change, behavioural alignment and orientation. The study measured the instrument using a five-point Likert Scale that ranged from 1 - Strongly Disagree (SD) to 5 - Strong Agree (SA).

Table 3: Descriptive analysis for the indicators of leadership

Items	Mean	SD
The management balance between the organization's long-term perspective, and its short-term business needs.	4.128	0.638
The management is aware of the prevailing condition of the organization, without being affected by the daily functional details.	4.373	.0873
The management provides a comparison between the possible short-term and long-term consequences of its actions	3.981	.828
The management accepts new approaches and changes ideas when new information indicates the need to do so.	4.124	0.932
The management evaluates opportunities today, which can create valuable results tomorrow.	3.743	0.774

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

Items	Mean	SD
The management challenges my long-standing assumptions and encourages others to challenge theirs as well.	3.552	1.216
The management turns strategy into action.	4.095	0.875
The management involves all staff in strategic discussions.	3.965	0.897
The management understands how the wider political and cultural environment affects the organization.	4.080	0.839
The management maintains a strong understanding of the local, regional and national situational context	3.970	1.005
The management balance between the organization's long-term perspective, and its short-term business needs.	3.697	1.036
The management is aware of the prevailing condition of the organization, without being affected by the daily functional details.	3.896	1.041

The indications from the descriptive statistics in Table 3 show that management emphasizes and orientates the organization towards long–term futuristic goals. Moreover, the stats in the table reveal a higher behavioural alignment in terms of focus on organizational goals and objectives and high awareness of the environment by the management. The management also involves employees in the decision–making process, adopts new approaches whenever possible, and evaluates the environment for opportunities.

Table 4: Descriptive analysis of the Organisational performance indicators

Indicators	Mean	SD
The firm has strengthened the execution structure for strategy implementation	3.6716	1.2456
The firm has initiated a specific market development strategy	3.8458	1.2574
The firm emphasizes organisational capabilities to ensure growth	3.5274	1.1792
The firm has excellent new products and services for customers	3.8159	1.2652
The firm provides an outstanding level of customer service	3.6567	1.1029
The firm has improved its customer delivery processes	3.5174	1.2251

As shown in Table 4, the firm has strengthened its execution structures to support implementation and adopted specific market development strategies, while emphasizing internal organizational growth mechanisms. Besides, the firms offer excellent products offering and outstanding customer service and this has improved customer service.

Lastly, the study examined the linkages between strategic leadership and growth using person correlation analysis as simplified in Table 5.

Table 5: Correlation Results

Variable	Growth in value chain activities	p
Strategic leadership	0.428	0.01*
*Significance at 0.05		

The results shown in *Table 5* indicate that strategic leadership positively correlated ($r = 0.428$, $p<0.05$) to growth in agricultural value chain activities. The findings point to the positive contribution of the strategic leadership attributes in positively influencing the growth in agricultural value chain activities of the tea estates in Nandi Hills sub-county, Nandi County, Kenya.

DISCUSSION

Management styles have exhibited a positive and significant relationship with growth strategies as

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

evidenced by ($r = 0.428$, $p < 0.01$). The results are congruent with extant literature on the relationship between management styles and growth strategies. Particularly, Phipps and Burbach (2010) revealed that strategic leadership positively correlated with growth strategies. In a similar vein, Keep and Westwood (2003) in their study of the effect of leadership styles on strategic planning found out that positive management style is a key factor associated with growth strategies and in turn with business results. On the same note, Barber et al. (1999), in a study of the effect of leadership attributes on the performance of nearly 100 stores of a major UK retailer showed that leadership attributes were related to growth strategies. Additionally, a survey by Horne and Jones (2001) on 1,500 managers revealed that over a third of managers and almost half of junior managers rated the quality of leadership in their organizations as poor thus a low level of implementation of growth strategies. From the foregoing prior studies, it is clear that a firm's strategic leadership attributes form the basis of the firm's competitive advantage through the development of new business growth strategies. The study therefore conforms to the extant literature.

CONCLUSION

The study findings indicate that the directive leadership style in its management of people positively contributes to business. The leadership approaches tend to reorientate the organization towards the future and thus enable business growth. Particularly, the findings indicate that the actualization of growth strategies relates well with growth strategies due to the nature of management strategies. The study affirmed the prevalence of a positive link between agricultural value chain activities of the tea estates in the Nandi Hills sub-county and the application of strategic leadership attributes. Leadership emerged as a pivotal factor in addressing production-related challenges, making employees more productive, and improving the overall quality of tea production.

A conclusion drawn from the study is that the success and continuity of tea firms dwell on the effective deployment of strategic leadership attributes by the management. Effective deployment and management of personnel, and the embrace of creativity, the implementation of rewards play a crucial role in the growth of tea firms. The findings reveal the need for fronting leadership as this guarantees benefits to tea firms and the communities where they are located.

The recommendation is that tea estates need to adopt forward-looking leadership strategies, with an emphasis on creativity, accountability, rewards, and empowerment. Moreover, cultivating cultures that value innovation and reward performance can steer growth and productivity in firms. By embracing these aspects of strategic management, tea estates in Nandi Hills Sub-County can realize long-term success and remain competitive in the global tea industry.

REFERENCES

Almarabeh, T., & Ali, A. (2010). A General Framework for E-Government: Definition Maturity Challenges, Opportunities, and Success. *European Journal of Scientific Research*, *39*(1), 29-42.

Amit R., & Schoemaker P., (1993), Strategic assets and organizational rent. *Strategic Management Journal*, *14*, 33-46.

Bacharach, S. B. (1989). Organizational theories: Some criteria for evaluation. *Academy of Management Review*, *14*, 496-515.

Barber, L., Hayday, S., & Bevan, S. (1999). *From People to Profits: The HR link in the service-profit chain. Report 355*. Brighton: Institute for Employment Studies.

Barney, J. (1986). Strategic factor markets: expectations, luck, and business strategy. *Management Science*, *32*(10), 1231-1241.

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17(1),* 99-120.

Barney, J. B. (1997). The Resource-Based Theory of the Firm. *Organization Science*, *7*, 469.

Barney, J. B. (2001). Is the resource-based 'view' a useful perspective for strategic management research? Yes. *Academy of Management Review*, *26* (1), 41-56.

Barney, J. B. (2002). *Gaining and Sustaining Competitive Advantage*. Prentice Hall.

Barney, J. B., & Clark, D. N. (2007). *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. Oxford: Oxford University Press.

Barry, J. M., (2003). *You Need To Be A Little Crazy: The Truth About Starting and Growing Your Business*. Dearborn Trade Publishing (ISBN 079318018X)

Belias, D., & Trihas, N. (2022, November). The Concept and the Measurement of Strategic Leadership: The case of Greek Hotel Employees with the use of Exploratory Factor Analysis. In *ECMLG 2022 18th European Conference on Management, Leadership and Governance*. Academic Conferences and Publishing Limited.

Brenes, E. R., Mena, M., & Molina, G. E. (2008). Key success factors for strategy implementation in Latin America. *Journal of Business Research*, *61*(6), 590-598.

Čater, T., & Pučko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 207- 236.

Charan, R., & Colvin, G. (1999). Why CEOs Fail It's rarely for lack of smarts or vision. Most unsuccessful CEOs stumble because of one simple, fatal shortcoming. *Revista FORTUNE. Consultado en:*

Cyert, R. M., & March, J. G. (1992). *A Behavioral Theory of the Firm* (2d Ed). Prentice Hall, Englewood Cliffs, NJ.

Heeks, R. (2003). Most eGovernment-for-development projects fail: how can risks be reduced? Paper No. 14, Institute for Development Policy and Management

Heide, M., Grønhaug, K., & Johannessen, S. (2002). Exploring barriers to the successful implementation of a formulated strategy. *Scan dinavian journal of management*, *18*(2), 217-231.

Henderson, R., & Cockburn, I. (1994). Measuring competence? Exploring firm effects in Pharmaceutical research. *Strategic Manageme nt Journal*, 15 (Winter Special Issue), 63- 84.

Horne, M., & Stedman, J. D. (2001). *Leadership the challenge for all?* London: Chartered Management Institute.

Johnson, L. K. (2004). Execute your strategy without killing it. *Harvard Management Update*, *9*(12), 3-6.

Kaplan, R.S., & Norton, D.P. (2001). *The Strategy-Focused Organization - How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston, MA: Harvard Business School Press.

Kaplan, R.S., & Norton, D.P. (2005). Measuring the Strategic Readiness of Intangible Assets. *Harvard Business Review*, *82* (2), 52-63.

Keep, E., & Westwood, A. (2002). *Can the UK Learn To Manage?* The Work Foundation, London.

Kering, V. K., Kilika, J. M., & Njuguna, J. W. (2020a). Influence of Operational Processes on the Performance of Manufacturing Firms: Empirical Evidence from SMEs in

Article DOI : https://doi.org/10.37284/eajab.7.2.2528

Kenya. *European Journal of Business and Management Research*, *5*(6).

Kering, V. K., Kilika, J. M., & Njuguna, J. W. (2020b). Influence of Human Resource Processes on the Performance of Selected Manufacturing SMEs in Nairobi City County, Kenya. *European Journal of Business and Management Research*, *5*(6).

May, R. (2013). *Strategic Leadership for Executives*. BusinessDictionary.com - Online Business. http://www.businessdictionary.com/article/682/strategic-leadership-for-executives/

Mwaura, F., Nyabundi, K., & Muku, O. (2005). Situation analysis of the small-scale tea growers and their contribution at the local auction market in Kenya. *Tea*, *26*(2), 35-45.

Nyangito, H. O. (2001). Policy and Legal Framework for the Tea Sub-sector and the Impact of Liberalization in Kenya: *Kenya Institute of Public Policy Research and Analysis (KIPPRA), KIPPRA Policy Paper No. 1*. Nairobi, Kenya.

O'Regan, N., & Ghobadian, A. (2002). Effective strategic planning in small and medium-sized firms. *Management decision*, *40*(7), 663-671.

Phipps, K. A., & Burbach, M. E. (2010). Strategic Leadership in the Nonprofit Sector: Opportunities for Research. *Journal of Behavioral and Applied Management*, 137-154.

Priem, R. L., & Butler, J. E. (2001a). Is the resource-based 'view' a useful perspective for Strategic management research? *Academy of Management Review*, *26* (1), 22-40.

Priem, R. L., & Butler, J. E. (2001b). Tautology in the resource-based view and the implications of externally determined resource value: further comments. *Academy of Management Review*, *26* (1), 57-66.

Simon, H. A. (1979). Rational decision-making in business organizations. *The American Economic Review*, *69*(4), 493-513.

Sirkin, H. L., Keenan, P., & Jackson, A. (2005). The hard side of change management. *Harvard Business Review*, *83*(10), 109-118.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal, 18*(7), 509-533.

Tseng, S. (2010). The correlation between organizational culture and knowledge conversion on corporate performance. *Journal of Knowledge Management*, *14* (2), 269-284.

Williamson, O. E. (1999). Strategy research: governance and competence perspectives. *Strategic Management Journal*, *20* (12), 1087-1108.