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Strategic Management Practices and Organizational Performance of Agricultural State Corporations Within North Rift Region, Kenya

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Abstract

The study aimed to assess the influence of strategic management practices on the organizational agility of selected agricultural state corporations in the North Rift region of Kenya. Key research questions focused on the impact of product diversification, strategic innovation, quality management, and strategic leadership on organizational adaptability. The study employed a descriptive survey research design, targeting 229 heads of departments and employees, with a sample size of 143 selected through stratified and random sampling. Data collection included questionnaires and document analysis, validated by experts, and reliability was measured using the Cronbach alpha method. A pilot study was conducted in Bungoma County. Quantitative statistics underwent descriptive analysis. Manifold reversion analysis was affianced to test the supposition. The enquiry as signposted by archetypal summary R= 0.717, R- square = 0.5141 publicized that merchandise divergence contributed 51.4% change on organizational adeptness. The main enquiry which was to reconnoiter the sway of premeditated novelty and organizational adeptness of Agricultural State Corporations. The discoveries of the enquiry as on the archetypal summary R= 0.776, R- square = 0.602 publicized that premeditated novelty contributed 60.2% change on organizational performance. On the third research question which was to reconnoiter the sway of eminence management and organizational adeptness the enquiry publicized that 58.2% of the variation in Organizational Performance. The enquiry also discovered that premeditated leadership contributed 69.9% of the variation in organizational adeptness is elucidated by the reversion archetypal. The study concludes that merchandise diversification, strategic innovation, quality management, and strategic leadership significantly influence the organizational agility of agricultural State Corporations in the North Rift region. The study recommends conducting extensive market reviews, increasing R&D funding for product diversification, and adopting strategic innovation to enhance production processes.

Keywords: *Product diversification, strategic innovation, quality management, organizational performance, agricultural corporations*

1.0 Introduction

Over the past few decades, competition has reshaped the corporate landscape, compelling organizations to adopt new management strategies to stay relevant. Among these strategies, strategic management has emerged as a crucial tool for addressing modern corporate challenges (Bouckaert, Peters, & Verhoest, 2021). Both public and private corporations face increasing pressure to optimize operations, enhance efficiency, and ensure transparency. However, in the public sector, measuring performance remains challenging, as many performance indicators are borrowed from the private sector, which may not always be fully applicable to public entities (Chandler Jr., 2017; Sartor & Beamish, 2020).

Globally, public sector organizations are increasingly recognizing the need to improve performance in response to evolving stakeholder demands and operational challenges (Moussa, McMurray, & Muenjohn, 2018). In Kenya, state-owned corporations, particularly those in the agricultural sector, play a critical role in the country's socio-economic development. However, many of these organizations have experienced declining performance, largely due to poor management practices, insufficient employee engagement, and a lack of strategic direction (Republic of Kenya, 2017). Improving performance requires the adoption of better management practices, the use of relevant performance metrics, and the alignment of organizational goals with stakeholder expectations (Dicorato, Di Gerio, Fiorani, & Paciullo, 2020).

Strategic management practices, which include planning, product diversification, innovation, and leadership, play a fundamental role in shaping the performance of agricultural state corporations (Sasaka, 2017). These practices help organizations in the agricultural sector adapt to challenges such as volatile market conditions, changing consumer demands, and limited resources. Product diversification, for instance, allows agricultural state corporations to expand their product portfolios and reduce reliance on a single market or product, thus minimizing risks (Smith, 2020). In the North Rift region of Kenya, agricultural state corporations must implement these strategies to improve their resilience and market competitiveness.

Innovation is a crucial element of strategic management, especially in agriculture, where new technologies and methods can greatly improve productivity and efficiency. Practices such as precision farming and sustainable agricultural techniques can help reduce operational costs while boosting output (Brown, 2019). Agricultural state corporations that prioritize innovation are better positioned to adapt to changing market conditions and meet stakeholder needs in a competitive environment.

Strategic leadership plays a pivotal role in guiding agricultural state corporations toward their goals. Effective leadership ensures efficient resource allocation, clear communication of objectives, and employee motivation to achieve organizational success (Jones, 2021). In the North Rift region, strong leadership is particularly vital in addressing sector-specific challenges, such as fluctuating market prices, poor crop yields, and limited access to resources (Otieno, 2020). With declining yields, rising input costs, and market volatility affecting farmers, agricultural state corporations must implement strategic management practices to enhance productivity and contribute to food security in the region (Burundi, 2019; Otieno, 2020). This study seeks to examine the impact of these practices on the performance of agricultural state corporations in Kenya's North Rift region.

1.1 Statement of the Problem

The adeptness of Kenyan state corporations remains crucial for both micro and macro-economic development, especially in the agricultural sector, which has significant potential to contribute more to the Kenyan economy. Agricultural institutions in the North Rift play a pivotal role in enhancing agricultural production. However, many of these state corporations have faced substantial criticism due to poor organizational performance, leading to inefficiencies, wastage, and low employee productivity (Musyimi, 2016). This has been exacerbated by issues such as misappropriation of funds, fraud, and corruption, with notable failures like Kisumu Cotton Mills, Rift Valley Textiles, and the collapse of Mumias Sugar Company and Nzoia Sugar Company (Simiyu, 2021; Odhiambo & Mwanzia, 2021; Cheruiyot, 2017; Mwakio, 2019; Obange, Onyango, & Siringi, 2021). The recent National Cereals and Produce Board (NCPB) scandal involving Kshs 209 million in fake fertilizer has further highlighted the challenges in organizational adeptness and governance in these institutions (Kubwa, 2024).

While numerous studies have examined the influence of strategic management practices on organizational performance in various sectors, many have focused on different parameters compared to the current study. For instance, Dahir and Nyangáu (2019) explored strategic human resource management and outsourcing at Kenya Power, while Mzera (2024) focused on corporate governance and total quality management across all state corporations. Despite these efforts, there remains a significant knowledge gap concerning the impact of strategic management practices on the performance of agricultural state corporations, particularly in the North Rift region. This study aims to fill that gap by investigating how strategic management practices can improve organizational productivity in these crucial institutions.

1.2 Research Questions

The enquiry was guided by the following research questions;

i. What is the sway of merchandise divergence on adeptness of Agricultural Institutions in North Rift, Kenya?
ii. How does premeditated novelty sway adeptness of Agricultural Institutions in North Rift, Kenya?
iii. What is the sway of eminence management on adeptness of Agricultural Institutions in North Rift, Kenya?
iv. How does premeditated leadership sway adeptness of Agricultural Institutions in North Rift, Kenya?
v. What is the combined sway of merchandise divergence, premeditated novelty, eminence management and premeditated leadership on adeptness of Agricultural Institutions in North Rift, Kenya?

1.3 Research Hypotheses

The enquiry was guided by the following research suppositions

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H_{O1}: There is no substantial sway of merchandise divergence on adeptness of Agricultural Institutions in North Rift, Kenya

H_{O2}: There is no substantial sway of premeditated novelty and adeptness of Agricultural Institutions in North Rift, Kenya

H_{O3}: There is no substantial sway of eminence management and adeptness of Agricultural Institutions in North Rift, Kenya

H_{O4}: There is no substantial sway of premeditated leadership and adeptness of Agricultural Institutions in North Rift, Kenya

H_{O5}: There is no substantial sway of the combined sway of merchandise divergence, premeditated novelty, eminence management and premeditated leadership and adeptness of Agricultural Institutions in North Rift, Kenya

1.4 Scope of the Study

This research focused on assessing the impact of strategic management practices on the financial performance of agricultural state corporations in Kenya's North Rift region, specifically analyzing how product diversification, strategic innovation, quality management, and leadership influence these enterprises. A descriptive survey approach was employed, targeting 229 employees and heads of departments (HODs) from various agricultural corporations, with a sample of 143 participants selected through stratified and random sampling. Data collection occurred over two months, from October to November 2023. The study concentrated on these four key management practices and was limited to agricultural corporations in the North Rift region, chosen due to their significant leadership and performance challenges, such as the collapse of major institutions like Mumias Sugar Company, and their vital role in the region's agricultural economy.

2.1 Theoretical Literature

The study was guided by three key theories: Deming Theory, Dynamic Capabilities Theory, and Contingency Theory, which provide a framework for understanding the relationship between strategic management practices and organizational performance in agricultural state corporations.

Deming Theory (1986), developed by W. Edwards Deming, focuses on quality management and continuous improvement through systems thinking and the Plan-Do-Check-Act (PDCA) cycle. Deming emphasized management's role in fostering an environment of ongoing improvement and employee involvement, advocating for Total Quality Management (TQM) to reduce variations and improve efficiency (Deming, 1993). This theory is relevant to improving quality management and operational efficiency in Kenyan agricultural state corporations.

Dynamic Capabilities Theory, introduced by Teece et al. (1997), explains how organizations can remain competitive in changing environments by continuously adapting their internal and external resources. It emphasizes the ability to reconfigure competencies in response to market dynamics, making it relevant to agricultural corporations in Kenya, where innovation and resource management are critical for maintaining competitiveness in volatile markets (Teece, Pisano, & Shuen, 1997).

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Contingency Theory, proposed by Fiedler (1993), argues that there is no one-size-fits-all approach to management; optimal strategies depend on the specific internal and external conditions an organization faces. This theory highlights the importance of situational leadership and adaptability, which are crucial for Kenyan agricultural state corporations in addressing their unique environmental and leadership challenges (Fiedler, 1993).

2.2 Empirical Literature Review

Product diversification has emerged as a crucial strategic management practice for improving organizational performance. Constable et al. (2019) highlight that diversification is essential for the long-term success of companies, influencing areas such as strategic leadership and financial performance. In the insurance industry, Elango et al. (2018) investigated the effect of product diversification on the financial health of U.S. property-liability insurance firms. Their study found a complex and negative association between diversification and performance, influenced by the extent of geographic diversification. However, this study's findings may not be fully applicable to the Kenyan context due to differences in economic environments, thereby creating a need for research in local settings.

Hakrabarti et al. (2017) explored the impact of product diversity on companies in various institutional environments, concluding that it can have negative effects in advanced settings but boost performance in less developed economies. This finding is particularly relevant to Kenya, where agricultural state corporations operate in an emerging market context. However, there is limited research on the role of product diversification in such corporations, necessitating further investigation.

Studies on large corporations such as Nestle and Lever Brothers (Umar, 2017) emphasize the critical role of product diversification in enhancing corporate performance, growth, and sustainability. This insight is supported by Bhatia (2021), who found a strong positive relationship between product diversification and firm performance in Indian manufacturing firms. These studies suggest that diversified portfolios can enhance competitiveness, a notion that is likely to apply to Kenya's agricultural state corporations.

Conversely, research by Phung and Mishra (2021) in Vietnam indicated that product diversification had a detrimental impact on firm performance due to the lack of a proper governance structure. This contrast in findings highlights the importance of institutional context in determining the outcomes of diversification strategies. In Nigeria, Dauda et al. (2021) demonstrated that product diversification increased cost-effectiveness and expanded the customer base of SMEs. This finding aligns with the idea that diversified portfolios help organizations mitigate risks and improve performance, which is crucial for Kenya's agricultural state corporations operating in a competitive and fluctuating market.

Further supporting the argument, Owolabi and Makinde (2021) found a significant positive correlation between product diversification and corporate performance in Nigerian manufacturing firms. Similarly, Yunis et al. (2019) showed that diversified loan products positively impacted the profitability of Nigerian banks. These studies reinforce the idea that product diversification can be a valuable strategy for state corporations to increase profitability and resilience in dynamic markets, a factor that will be explored further in the context of Kenyan agricultural state corporations.

2.3 Knowledge Gap

Despite existing studies on product diversification, strategic innovation, and quality management across various industries, significant gaps remain regarding their impact on the performance of agricultural state corporations in Kenya. Research conducted in more developed contexts, like Elango et al. (2018) and Hakrabarti et al. (2017), may not fully apply to Kenya's agricultural sector. Studies focusing on manufacturing firms, such as Umar (2017) and Bhatia (2021), further highlight this gap. Inconsistencies in findings, as noted by Phung and Mishra (2021) and Yunis et al. (2019), emphasize the need for context-specific research, particularly on strategic leadership's influence in Kenyan agricultural corporations.

2.4 Conceptual Framework

The study's independent variable is strategic leadership techniques, examined through product diversification, tactical innovation, operational excellence, and strategic management. The dependent variable is organizational effectiveness, measured by customer base, operational efficiency, and return on capital. The investigation explores how these leadership attributes impact overall company performance.

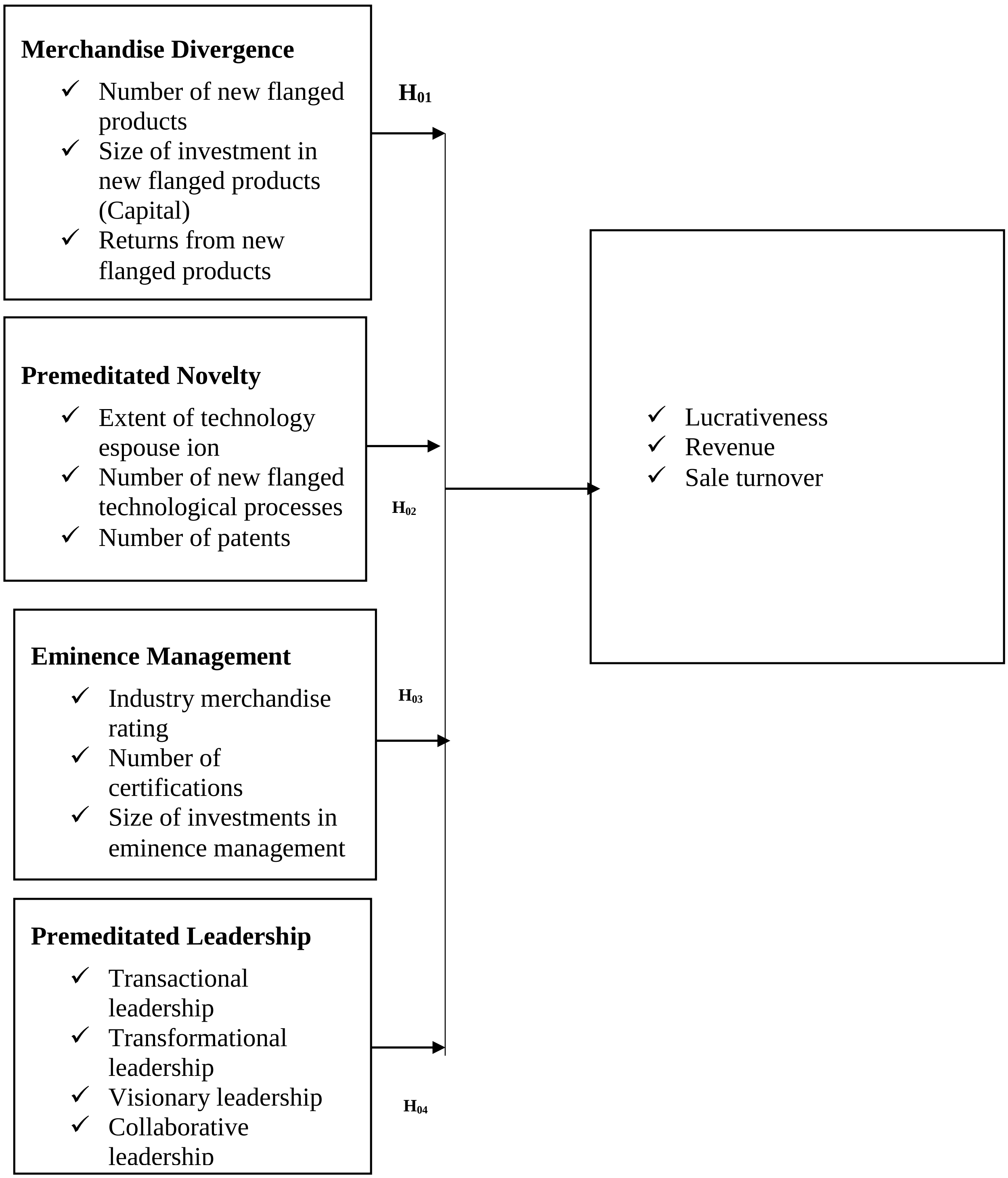
Merchandise Divergence
✓ Number of new flanged products
✓ Size of investment in new flanged products (Capital)
✓ Returns from new flanged products
H01
Premeditated Novelty
✓ Extent of technology espouse ion
✓ Number of new flanged technological processes
✓ Number of patents
H02
Eminence Management
✓ Industry merchandise rating
✓ Number of certifications
✓ Size of investments in eminence management
H03
Premeditated Leadership
✓ Transactional leadership
✓ Transformational leadership
✓ Visionary leadership
✓ Collaborative leadership
H04
✓ Lucrativeness
✓ Revenue
✓ Sale turnover

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Figure 1: Conceptual Framework

3.0 Research Methodology

The study adopted a quantitative approach to assess the impact of strategic leadership techniques on the performance of agricultural state corporations, utilizing a descriptive survey design to collect data from multiple cases at a single point in time. The target population consisted of employees and heads of departments from designated agricultural institutions in North Rift, Kenya, with a sample size of 143 respondents selected using Fisher's technique. Stratified and simple random sampling methods were employed to ensure a representative sample. Research instruments included questionnaires with both open and closed-ended questions for collecting primary data, as well as document analysis for secondary financial data. Validity was ensured through content review and member checking, while reliability was tested using Cronbach's Alpha, with all variables scoring above 0.70, indicating acceptable reliability. Data were analyzed using descriptive and inferential statistics, including multiple regression analysis, to explore the relationship between the independent variables (product diversification, strategic innovation, quality management, and strategic leadership) and the dependent variable (organizational performance). Regression assumptions such as linearity, independence, homoscedasticity, and normality of residuals were checked to ensure accuracy, with adjustments like robust standard errors and transformations applied where assumptions were violated to achieve reliable findings.

4.0 Research Findings

This section presents the findings of the study.

4.1 Test of Hypotheses

On influential that all the parameters of premeditated management practices had sway on organizational adeptness of Agricultural State Corporations the enquiry calculated undeviating reversion archetypal for each of the parameters autonomously designating how they intermingled organizational performance.

4.1.1 Product Diversification and Organizational Performance

The primary enquiry supposition signposted that there is no substantial sway of merchandise divergence on organizational adeptness of Agricultural State Corporation. The affiliation sandwiched the autonomous parameters (merchandise divergence) and reliant on parameter (organizational performance) was verified through use of an unassuming undeviating reversion archetypal as shown below

Table 1: Model Summary of product diversification and Organizational Performance

Archetypal	R	R Square	Adjusted R Square	Std. Miscalculations of the Estimate
1	.717[a]	.5141	.5097	.22419

Source: Survey Statistics, 2023

a. Forecasters: (Constant), Merchandise Divergence

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The findings from the model summary indicate that the R value is 0.717, with an R-square of 0.5141 and an adjusted R-square of 0.5097, alongside a standard error of 0.22419. The R value reflects the strength of the linear relationship between organizational performance and the predictor variable, merchandise diversification. The R-square value of 0.5141 demonstrates that 51.4% of the variation in organizational performance can be explained by merchandise diversification, indicating a significant impact of this independent variable on performance.

Table 2: ANOVA of Product Diversification and Organizational Performance

Archetypal		Sum of Squares	Df	Mean Square	F	Sig.
1	Reversion	123.389	2	61.694	132.763	.000[b]
	Residual	10.815	6	1.8025		
	Total	134.204	8			

Source: Survey Statistics, 2023
a. Reliant on Parameter: Organizational Performance
b. Forecasters: (Constant), Merchandise Divergence

The connotation of the reversion archetypal was verified using Analysis of Variance (ANOVA). Table 16 presents the discoveries of this test, where, F= 132.763, p=0.000. From the enquiry the connotation worth is 0.000 which is less than 0.05 thus the prototypical is arithmetically substantial in forecasting how merchandise divergence upsets organizational performance. The F worth of 132.763 signposts that all the parameters in the calculation are imperative henceforth the inclusive reversion is substantial, this illustration that the prototypical was momentous.

Table 3: Coefficients of Merchandise Divergence and Organizational Performance

Archetypal		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Miscalculations	Beta		
1	(Constant)	2.897	.129		7.921	.000
	Merchandise Divergence	.749	.058	.787	13.695	.000

Source: Survey Statistics, 2023
a. Reliant on Parameter: Organizational Performance

Discoveries from the reversion archetypal above signposted that there was a substantial affiliation (p=0.000) sandwiched merchandise divergence and organizational performance. This was deduced to mean that merchandise divergence can sway organizational performance. Therefore, the null supposition was rejected and the alternate supposition was acknowledged.

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4.1.2 Strategic Innovation and Organizational Performance

The second enquiry supposition stated that there is no substantial sway of premeditated novelty on organizational Adeptness of Agricultural State Corporation. A modest reversion prototypical was used to exam for the affiliation sandwiched the autonomous parameters (premeditated novelty) and reliant on parameter (organizational performance). As shown table 18.

Table 4: Model Summary of Strategic Innovation and Organizational Performance

Archetypal	R	R Square	Adjusted R Square	Std. Miscalculations of the Estimate
1	.776[a]	.602	.584	.34791

a. Predictors: (Constant), Premeditated Novelty

From the discoveries on prototypical summary R= 0.776, R- square = 0.602, adjusted R- square= 0.584, and the SE= 0.34791. Manifold connotation R coefficients signpost the gradation of undeviating affiliation of organizational adeptness with the forecaster parameters premeditated novelty, whereas the coefficient of manifold determinations R-square illustrations the provision of the total variation in organizational adeptness that is elucidated by the autonomous parameter's premeditated novelty in the reversion equivalence. The R-square gives us the coefficient of determination sandwiched the parameters the discoveries from the reversion analysis give an R-square worth of 0.602, which means that 60.2% of the autonomous parameter (premeditated novelty) instigates the modification on reliant on parameter (organizational performance).

Table 5: ANOVA of Strategic Innovation and Organizational Performance

Archetypal		Sum of Squares	df	Mean Square	F	Sig.
1	Reversion	123.619	2	43.920	387.190	.000[b]
	Residual	7.994	6	.089		
	Total	132.600	8			

a. Dependent Parameter: Organizational Performance
b. Predictors: (Constant), Premeditated Novelty

Source: Survey Statistics, 2023

The implication of the reversion archetypal was tested using Analysis of Variance (ANOVA). Table benevolences the discoveries of this test, where, F= 387.190, p=0.000. From the enquiry the connotation worth is 0.000 which is less than 0.05 thus the archetypal is arithmetically substantial in envisaging how premeditated novelty sway organizational performance. The F worth of 387.190 signposts that all the parameters in the equivalence are imperative hence the overall reversion is substantial, this illustration that the classical was substantial.

Table 6: Coefficients of Strategic Innovation and Organizational Performance

Archetypal	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

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		B	Std. Miscalculations	Beta		
1	(Constant)	5.390	.523		9.657	.000
	Premeditated Novelty	.191	.079	.306	1.680	.002
a. Dependent Parameter: Organizational Performance						

Discoveries from the reversion prototypical overhead signposted that there was a substantial affiliation (p = 0.002) sandwiched premeditated novelty and organizational productivity. The worthless supposition was rejected and the substitute supposition was accepted that there is a substantial affiliation sandwiched premeditated novelty and organizational adeptness of Agricultural State Corporations

4.1.3 Quality Management and Organizational Performance

The undeviating reversion analysis archetypal the affiliation sandwiched the dependent parameter organizational Adeptness and autonomous parameter Eminence Management. The discoveries are shown in the section that follows

Table 7: Model Summary of Quality Management and Organizational Performance

Archetypal	R	R Square	Adjusted R Square	Std. Miscalculations of the Estimate
1	.763[a]	.582	.578	.34007
a. Predictors: (Constant), Eminence Management				

Source: Survey Statistics, 2023

The coefficient of determination (R^2) and connotation coefficient (R) illustrations the gradation of connotation sandwiched eminence Management and organizational adeptness of Agricultural State Corporation. The discoveries of the undeviating reversion in table 21 signposted that R^2 =0. 582 and R = 0.763. R worth gives a suggestion that there is a sturdy undeviating affiliation sandwiched eminence management and organizational performance. The R^2 signposts that explanatory power of the autonomous parameters is 0.582. These earnings that about 58.2% of the discrepancy in Organizational Adeptness is elucidated by the reversion archetypal. This entails that level of eminence management has a sturdy sway on organizational Adeptness of Agricultural State Corporations.

Table 8: ANOVA of Quality Management and Organizational Performance

Archetypal		Sum of Squares	df	Mean Square	F	Sig.
	Reversion	103.916	1	83.916	349.601	.000[b]
1	Residual	23.172	7	.449		
	Total	127.088	8			

Source: Survey Statistics, 2023
a. Dependent Parameter: Organizational Performance
b. Predictors: (Constant), Eminence Management

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From table The F test delivers an inclusive test of connotation of the formfitting reversion archetypal. The F worth signposts that all the parameters in the equivalence are imperative hence the overall reversion is substantial. The F-statistics fashioned (F = 274.246.) was substantial at p=0.000 thus ratifying the appropriateness of the archetypal and consequently, there is arithmetically substantial affiliation sandwiched eminence management and organizational adeptness of Agricultural State Corporations.

Table 9: Coefficients of Quality Management and Organizational Performance

Archetypal		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Miscalculations	Beta		
1	(Constant)	.719	.380		4.725	.001
	Eminence Management	.705	.037	.689	12.609	.004

Source: Survey Statistics, 2023
a. Dependent Parameter: Organizational Adeptness

The table signposts there was optimistic undeviating affiliation sandwiched Eminence Management and Organizational Adeptness of Agricultural State Corporations which divulges that an snowball in eminence Management leads to snowballed organizational Performance. Eminence Management was substantial (p=0.004) in organizational Performance. This implies that Eminence Management have a sway on Organizational Adeptness of Agricultural State Corporations.

4.1.4 Linear Regression Analysis of Strategic Leadership and Organizational Performance

The undeviating reversion analysis archetypal the affiliation sandwiched the reliant on parameter organizational Adeptness and autonomous parameter premeditated leadership. The discoveries are publicized in segments that trail.

Table 10: Model Summary of Strategic Leadership and Organizational Performance

Archetypal	R	R Square	Adjusted R Square	Std. Miscalculations of the Estimate
1	.836[a]	.699	.678	.39123

Source: Survey Statistics, 2023
a. Predictors: (Constant), Premeditated Leadership

The coefficient of determination (R^2) and connotation coefficient (R) illustrations the gradation of association sandwiched premeditated leadership and organizational adeptness of Agricultural State Corporations. The discoveries of the undeviating reversion in table signpost that R^2 =0.699 and R = 0.836. R worth signposts that there is a sturdy undeviating affiliation sandwiched premeditated leadership and organizational adeptness of Agricultural State Corporations. The R^2 signposts that illuminating command of the autonomous parameters is 0.699. This means that 69.9% of the variation in organizational adeptness is elucidated by the reversion archetypal. This denotes that level of premeditated leadership has a sturdy sway on organizational adeptness of Agricultural State Corporations.

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Table 11: ANOVA of Strategic Leadership and Organizational Performance

Archetypal		Sum of Squares	Df	Mean Square	F	Sig.
	Reversion	179.431	3	59.804	89.901	.002[b]
1	Residual	10.748	5	2.149		
	Total	190.179	8			

Source: Survey Statistics, 2023

a. Dependent Parameter: Organizational Performance

b. Predictors: (Constant), Premeditated Leadership

From the table F test delivers an inclusive test of implication of the formfitting reversion archetypal. The F worth signposts that all the parameters in the equivalence are imperative hence the inclusive reversion is substantial. The F-statistics fashioned (F =89.901.) was substantial at p=0.002 thus ratifying the appropriateness of the archetypal and therefore, there is arithmetically substantial affiliation sandwiched premeditated leadership and organizational productivity of Agricultural State Corporations in North Rift, Kenya.

Table 12: Coefficients of Strategic Leadership and Organizational Performance

Archetypal		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Miscalculations	Beta		
	(Constant)	.558	.237		3.199	.000
1	Premeditated leadership	.792	.052	.761	29.942	.000

Source: Survey Statistics, 2023

a. Dependent Parameter: organizational Adeptness

The table signposts there was optimistic undeviating affiliation sandwiched premeditated Leadership and organizational adeptness which reveals that a snowball in premeditated leadership practices leads to snowballed organizational performance. This implies that premeditated leadership practices have a sway on organizational adeptness of Agricultural State Corporations. The enquiry consequently rejects the fourth worthless supposition; H_{02}There is no substantial sway of premeditated Leadership on Organizational Adeptness of Agricultural State Corporations and assents the alternate suppositions.

4.2 Overall Regression Analysis

The manifold reversion analysis archetypal were affianced to exam the collective sway of premeditated management practices on organizational adeptness of the Agricultural State Corporations. The affiliation sandwiched the reliant on parameter organizational productivity and all the autonomous parameters in the enquiry Merchandise Divergence, premeditated novelty, eminence management and premeditated leadership. The discoveries are shown in sections that follow.

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Table 13: Model Summary Strategic Management Practices and Organizational Performance

Archetypal	R	R Square	Adjusted R Square	Std. Miscalculations of the Estimate
1	.919[a]	.845	.839	.26790

Source: Survey Statistics, 2023

a. Predictors: (Constant), Merchandise Divergence, Premeditated Novelty, Eminence Management, Premeditated Leadership

The coefficient of determination (R^2) and correlation coefficient (R) illustrate the degree of association between the independent variables—product diversification, strategic innovation, quality management, and strategic leadership—and the dependent variable, organizational agility, in Agricultural State Corporations in the North Rift region of Kenya. The results of the multiple regression model, as shown in the table, indicate $R^2 = 0.845$ and $R = 0.919$. The R value signifies a strong positive correlation between the independent variables and organizational agility. The R^2 value of 0.845 indicates that 84.5% of the variation in organizational agility is explained by the regression model, while 15.5% remains unexplained. This suggests that the levels of product diversification, strategic innovation, quality management, and strategic leadership have a significant influence on the productivity of Agricultural State Corporations.

Table 14: ANOVA Strategic Management Practices and Organizational Performance

Archetypal		Sum of Squares	df	Mean Square	F	Sig.
	Reversion	179.561	2	88.781	279.147	.000[b]
1	Residual	27.136	6	4.523		
	Total	206.697	8			

Source: Survey Statistics, 2023
a. Dependent Parameter: Organizational Adeptness
b. Predictors: (Constant), Merchandise Divergence, Premeditated Novelty, Eminence Management, Premeditated Leadership

From table The F exam delivers an inclusive test of implication of the formfitting reversion archetypal. The F worth signposts that all the parameters in the equivalence are imperative hence the overall reversion is substantial. The F-statistics fashioned (F = 279.147.) was substantial at p=0.000 thus ratifying the appropriateness of the archetypal to test the affiliation sandwiched merchandise divergence, premeditated novelty, Eminence Management and premeditated Leadership on Organizational Adeptness of Agricultural State Conglomerate in North Rift Region, Kenya.

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Table 15: Coefficients of Product Diversification, Strategic Innovation, Quality Management and strategic Leadership on Organizational Performance

Archetypal		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Miscalculations	Beta		
1	(Constant)	.364	.191		2.578	.005
	Merchandise Divergence	.321	.015	.329	3.875	.002
	Premeditated Novelty	.315	.047	.317	3.894	.000
	Eminence Management	.119	.084	.124	2.162	.036
	Premeditated leadership	.399	.037	.435	6.095	.000

Source: Survey Statistics, 2023

a. Dependent Parameter: organizational Adeptness

From the discoveries on table it is signposted that the reversion weights of all the autonomous parameters (merchandise divergence, premeditated novelty, eminence management and premeditated leadership) were substantial. This means that all the hypothesized suppositions were not buttressed. Thus, merchandise Divergence p=0.002, premeditated Novelty p=0.000, eminence management p=0.036, and premeditated leadership p=0.000 are predictor parameters for organizational Adeptness of Agricultural State Corporations in North Rift, Kenya. Thus, the reversion equivalence becomes;

$$\mathbf{Y = 0.364 + 0.321X_1 + 0.315X_2 + 0.119X_3 + 0.399X_4 + \varepsilon}$$

Where:

Y= Organizational Performance, reliant on parameter

α= constant

X_1=Merchandise Divergence

X_2=Premeditated Novelty

X_3= Eminence Management

X_4=Premeditated Leadership

5.0 Discussion of Findings

The enquiry examined the influence of product diversification on the organizational performance of Agricultural State Corporations in North Rift, Kenya. The results showed a significant positive relationship, with R=0.717, R-square=0.514, and adjusted R-square=0.5097. This indicates that 51.4% of the variation in organizational performance can be attributed to product diversification. These findings align with studies by Elango et al. (2018) and Umar (2017), which demonstrated a positive correlation between product diversification and organizational productivity. Supporting evidence from Bhatia (2021) and Owolabi and Makinde (2021) also affirmed that diversifying product portfolios enhances firm performance by increasing lucrativeness, customer base, and market share. However, these findings contradicted Hakrabarti et al. (2017) and Phung and Mishra

(2021), who found negative impacts of product diversification in more technologically advanced environments, signaling that the effectiveness of diversification might depend on the context.

The second research question investigated the impact of strategic innovation on organizational performance, with results showing R=0.776, R-square=0.602, and adjusted R-square=0.584. This indicates that 60.2% of the variance in performance is explained by strategic innovation. These findings are in line with Jasra et al. (2020) and Memba (2020), who concluded that strategic innovation boosts organizational efficiency and productivity. Studies by Babaret et al. (2018) and Gagnon and Dragon (2020) also found that innovation strategies positively affect productivity in firms, with enhanced competitiveness and fiscal health being key outcomes. Additionally, Lawal et al. (2017) and Hakeem (2020) provided further support, highlighting the importance of embracing innovation in maintaining organizational effectiveness and growth.

The study also explored the effect of quality management on organizational performance, with findings showing R=0.763, R-square=0.582, signifying that 58.2% of the variation in performance is explained by quality management practices. The results align with Shahin (2019) and Mahmood (2020), who found a strong positive relationship between quality management and organizational adeptness, particularly when resources are dedicated to continuous improvement. Wanza et al. (2017) and Mutua (2020) also supported these results, emphasizing that enhanced quality management practices lead to better operational and fiscal outcomes. Overall, the findings underscore the importance of quality control systems, customer feedback, and ISO certifications in driving organizational performance.

Finally, the enquiry examined the influence of strategic leadership on organizational performance, with results showing R=0.836, R-square=0.699, indicating that 69.9% of the variance in performance can be explained by strategic leadership. The study corroborates Serfontein (2019) and Bowen (2021), who found that strong leadership is essential in steering organizations toward achieving superior productivity. The results were further supported by studies from Bakar et al. (2020) and Fiberesima and Abdul (2020), which highlighted the role of leadership in setting organizational direction and aligning goals to ensure long-term success. Taiwo and Idunnu (2020) and Ondera (2020) also emphasized that leadership practices significantly contribute to the overall efficiency of organizations, particularly in fostering a collaborative and goal-oriented environment.

6.0 Summary of Findings

The research examined the impact of strategic management practices on the performance of Agricultural State Corporations in North Rift, Kenya. Utilizing a descriptive survey research design, the study targeted 229 respondents from selected corporations and employed stratified random sampling to select 143 participants. It focused on the effects of product diversification, strategic innovation, quality management, and strategic leadership on organizational agility. The findings revealed significant relationships between these variables and performance. Product diversification accounted for 51.4% of the variance in performance, with a positive impact driven by diversified products, substantial funding, and continuous research. Strategic innovation explained 60.2% of the variance, highlighting the importance of adopting technology, unique production processes, and re-engineering operations for enhanced agility. Quality management accounted for 58.2% of the performance variation, emphasizing the role of continuous improvement, customer feedback, and ISO certifications in driving success. Finally, strategic leadership had the strongest impact, explaining 69.9% of the variation, with factors such as gender parity, a diversified management team, and experienced leadership contributing positively to organizational performance. These findings offer valuable insights for improving management practices in Kenya's Agricultural State Corporations.

7.0 Conclusion

The study concludes that product diversification, strategic innovation, quality management, and strategic leadership all positively and significantly impact the organizational performance of Agricultural State Corporations in North Rift, Kenya. Product diversification, bolstered by adequate funding, regular market surveys, and ongoing research, enhances organizational agility. Strategic innovation, including technology adoption, unique production processes, and Lean manufacturing practices, significantly boosts performance. Quality management, through a focus on product excellence, ISO certifications, and customer feedback mechanisms, plays a crucial role in improving organizational efficiency. Finally, strategic leadership, emphasizing gender parity, a diverse management team, and experienced leadership, positively contributes to the performance of these corporations.

8.0 Recommendation

The study recommends that Agricultural State Corporations conduct thorough market reviews and increase research and development funding to support product diversification. It also advises incorporating strategic innovation to introduce unique production processes and enhance competitiveness. For quality management, firms should regularly conduct market reviews and customer surveys to better understand customer needs. Strategic leadership should focus on leaders setting examples. Additionally, the corporations should invest in educational programs on strategic management, collaborate with successful organizations for benchmarking, and frequently evaluate their strategies for effective implementation. Further research is recommended to explore the influence of strategic management practices on private sector organizations, competitive advantage in agricultural corporations, and the agility of family-owned businesses in Kenya.

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