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STRATEGIC ALLIANCE AND PERFORMANCE OF SUPERMARKETS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Supermarkets in Kenya face several challenges that hinder their growth and impact their performance. The general objective of this study was to assess the influence of strategic alliance on performance of supermarkets in Nairobi City County, Kenya. Specifically, the study sought to assess the influence of visioning on performance of supermarkets in Nairobi City County, Kenya and to determine the influence of joint ventures on performance of supermarkets in Nairobi City County, Kenya. This study was guided by: Goal Setting Theory and Resource Dependence Theory (RDT. This study used of a descriptive research design. This study targeted registered supermarkets in Nairobi County Kenya. According to The Retail Trade Association of Kenya (RETRAK) (2023), the total number of registered supermarkets in Nairobi County is 110. This study therefore targeted senior management employees (1 top management employee, 2 middle level management employees and 3 lower management employees) in all the 110 registered supermarkets. The total target population was therefore 660 employees. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. The sample size was therefore 243 respondents who were chosen with the help of stratified random sampling technique. This study relied on primary data. Primary data was collected through use of semi structured questionnaires. The study also conducted pilot test to test the validity and the reliability of the data collection instrument. The data collection instrument generated both qualitative and quantitative data. The study used both descriptive and inferential statistics for data analysis with the aid of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. In relation to inferential statistics, the study used correlation analysis. This was used to establish the relationship between the independent and the dependent variables. Data was then presented in a tables, bar charts and pie charts. The study concludes that visioning has a positive and significant effect on performance of supermarkets in Nairobi City County, Kenya. In addition, the study concludes that joint ventures have a positive and significant effect on performance of supermarkets in Nairobi City County, Kenya. Based on the findings, the study recommends that the management of supermarkets in Nairobi City County should actively pursue and establish strategic joint ventures as a means to enhance their overall performance. Joint ventures enable supermarkets to pool resources, access new technologies, expand their market reach, and share operational risks—factors that are crucial in navigating the competitive and dynamic retail environment of Nairobi

Key Words: Strategic Alliance, Visioning, Joint Ventures, Performance of Supermarkets

Background of the Study

Supermarkets play a central role in modern society by serving as essential hubs for food and product distribution. They are primary sources of daily groceries, offering a wide variety of fresh and packaged foods that meet the nutritional and culinary needs of consumers (Hansen, Sextl & Reichwald, 2020). Through their well-stocked shelves, supermarkets ensure that communities have access to a broad range of products, from locally sourced produce to international goods, allowing people to maintain a diverse and balanced diet. This accessibility is especially important in urban areas, where supermarkets are often located within easy reach, reducing the need for consumers to travel long distances for their essentials (Arundhati, Patel & Chandaria, 2022).

In addition to their role in food supply, supermarkets also contribute significantly to the economy. They support local agriculture and manufacturers by purchasing products in bulk, which are then made available to the public. They serve as a platform for both large and small suppliers to reach a wide customer base (Magari, 2020). Moreover, supermarkets generate employment opportunities, providing jobs in various areas such as sales, logistics, and management. The competitive pricing and promotional strategies employed by supermarkets benefit consumers by offering affordable options and discounts, further solidifying their importance as a key player in the retail sector.

Supermarkets have also evolved to meet changing consumer preferences by embracing convenience and technology. Many supermarkets now offer online shopping platforms, home delivery services, and self-checkout options to enhance the shopping experience (Edewhor & Okoh, 2024). In response to growing concerns about sustainability, many supermarkets are also taking steps to reduce waste, offer eco-friendly packaging, and support ethical sourcing practices. As society's needs and values continue to shift, supermarkets are adapting to remain vital centers of commerce and community engagement (Werastuti *et al*, 2020). Their role extends beyond just selling products; they are now actively shaping the way people shop, eat, and think about sustainability.

A strategic alliance is a partnership between two or more organizations that come together to achieve mutually beneficial objectives while remaining independent. Unlike mergers or acquisitions, where companies combine to form a single entity, a strategic alliance allows businesses to collaborate while retaining their separate identities (Kafigi, 2020). These alliances are formed to leverage each other's strengths, resources, and capabilities to achieve common goals, such as entering new markets, developing new products, or improving operational efficiency. Through this cooperative arrangement, each partner contributes unique skills or assets that would be difficult or costly to acquire individually (Magari, 2020).

While the benefits of strategic alliances can be substantial, they require careful management to ensure that the partnership remains mutually advantageous. Success depends on trust, clear communication, and aligned strategic objectives (Kwadade-Cudjoe, 2024). If the goals of the alliance diverge or if one party fails to meet its commitments, the partnership can lead to conflicts or a breakdown in collaboration. Therefore, strategic alliances often require formal agreements that outline the roles, responsibilities, and expectations of each partner. When managed effectively, these alliances enable organizations to achieve more than they could alone, creating a powerful synergy that drives innovation and growth (Tanui & Bartocho, 2022).

A clear, unified vision is critical for ensuring that all partners are working towards common objectives. This alignment creates a strong foundation for the alliance and helps to build trust and understanding among the parties involved. Through joint visioning, businesses can innovate more effectively, leverage new market trends, and develop differentiated products or services that meet evolving customer needs. A joint venture (JV) is one of the most significant forms of strategic alliance, where two or more companies come together to create a new, shared business entity. JVs typically allow firms to pool resources, share risks, and combine expertise, which can be especially valuable when entering new markets or pursuing large-scale projects (Muthoka & Oduor, 2020). The influence of joint ventures lies in their ability to facilitate market expansion, innovation, and financial resource-sharing. Companies entering a JV often gain access to new geographical markets and local knowledge that would be difficult to obtain independently.

In Malaysia, Zikri (2020) revealed that strategic alliances had a positive significant relationship with market share. The findings of this study showed that strategic alliance formation has a significant effect on the growth of market share at Hong Leong Bank. The study therefore concluded that that there was a negative significant relationship between shared financial risks and market share at Hong Leong Bank. Edewhor and Okoh (2024) in Nigeria, revealed that there is a significant relationship between strategic alliances on revenue performance, cost efficiency performance and on the profitability of commercial banks in South-South, Nigeria. The study concluded that strategic alliance through its dimension of revenue performance; cost efficiency performance and profitability significantly influence the organizational performance of commercial banks in Nigeria.

Tanui and Bartocho (2022) found that product quality had significant direct effect on social value of employees and appeared to be the most dominant indicator of staff social welfare. The strategic partnerships between manufacturing companies and various service providers influenced the overall performance. The social welfare served as a vehicle via which the product quality of manufacturing enterprises asserted its influence on their performance. Strategic partnership and employee social welfare had a large and strong link. The study concluded that, the association between employee social welfare and performance did not significantly depend on the quality of the product or the quality of the strategic alliance.

Statement of the Problem

Supermarkets play a significant role in the economic landscape of Kenya, contributing to employment, tax revenue, and consumer access to goods (Tanui & Bartocho, 2022). The retail sector, with supermarkets at its core, is one of the fastest-growing sectors in Kenya, driven by urbanization and changing consumer preferences. According to a 2021 report by the Kenya National Bureau of Statistics (KNBS), retail trade accounted for about 11% of Kenya's GDP. Supermarkets, in particular, have expanded rapidly in urban areas, with Nairobi City County being home to many major players. These supermarkets not only provide essential goods but also create thousands of jobs (Cheboi, Mulili & Nyiva, 2022). For example, the 2019 Kenya Retail and Wholesale Sector report estimated that supermarkets in Nairobi alone employ over 100,000 people (Maingi, 2020). Moreover, they drive infrastructural development, promote agricultural growth through demand for local produce, and stimulate related sectors like logistics, transport, and manufacturing.

Supermarkets in Kenya face several challenges that hinder their growth and impact their performance. One significant issue is the intense competition for market share. According to a 2020 report by the Kenya Retail Sector Analysis, the entry of international retail chains such as Carrefour has intensified competition, leaving traditional supermarkets struggling to retain market share. This has led to the closure of some major supermarket brands, affecting employment and consumer choice. Additionally, customer satisfaction remains a persistent challenge (Muthoka &

Oduor, 2020). Despite efforts to enhance service delivery, many customers report dissatisfaction due to issues like long wait times, poor product quality, and inconsistent stock levels. A 2020 survey by Geopoll found that only 35% of Kenyan supermarket customers were satisfied with the customer service offered. Finally, profitability is another concern, as rising operational costs, including rent, utilities, and labor, squeeze margins. In 2019, the Retail Trade Index by KNBS revealed that supermarket profitability margins in Kenya had fallen by over 20% over a two-year period, primarily due to price wars, increased competition, and the economic impact of the COVID-19 pandemic (Kudate, 2020). Research has shown that strategic alliance has a significant influence on organization performance.

Various studies have been conducted in different parts of the word on the influence of Risk management on performance of health projects. For instance, Tanui and Bartocho (2022) researched on product quality, strategic alliances, social values of employees with their association to performance of manufacturing companies in Kenya, Cheboi, Mulili and Nyiva (2022) assessed strategic alliances and firm competitiveness: a survey of supermarkets in Nairobi-Kenya and Maingi (2020) Strategic alliances in foreign market entry by commercial banks in Kenya. However, none of these studies focused on strategic alliance on performance of supermarkets in Nairobi City County, Kenya. To fill the highlighted gaps, the current study sought to determine the influence of strategic alliance on performance of supermarkets in Nairobi City County, Kenya.

Objectives of the Study

General Objective

The general objective of this study was to assess the influence of strategic alliance on performance of supermarkets in Nairobi City County, Kenya.

Specific Objectives

The study was guided by the following specific objectives;

i. To assess the influence of visioning on performance of supermarkets in Nairobi City County, Kenya.
ii. To determine the influence of joint ventures on performance of supermarkets in Nairobi City County, Kenya.

Theoretical Review

Goal Setting Theory

Goal Setting Theory, Developed by psychologist Edwin A. Locke in the 1968 is a psychological theory that suggests that specific and challenging goals, along with appropriate feedback, contribute to higher and better task performance (Yuni, *et al*, 2019). It posits that individuals are more likely to achieve success when they set clear, well-defined goals that are both challenging and attainable. One of the core principles of Goal Setting Theory is that goals need to be clear and specific to provide effective direction. The theory asserts that when goals are vague or ambiguous, individuals often struggle to understand what is expected of them, leading to decreased motivation and performance (Nshimiyimana, 2022). Clear goals provide a sense of purpose, as they outline exactly what needs to be achieved and the steps required to reach that outcome. For example, a goal like "Increase sales by 20% this quarter" offers a concrete direction, guiding individuals or teams on how to prioritize their efforts. Clear goals also prevent distractions and ensure that individuals stay focused on tasks that contribute directly to the desired outcome, enhancing overall productivity.

Goal Setting Theory also highlights the importance of alignment—ensuring that individual goals are in harmony with organizational or team objectives. When personal goals align with larger organizational goals, it creates a cohesive work environment where everyone is moving toward the same desired outcomes (Chege, 2020). This alignment fosters a sense of collective purpose and increases overall motivation, as individuals understand how their efforts contribute to a larger vision. Moreover, alignment ensures that resources are allocated efficiently and that all efforts are directed toward achieving common objectives (Yuni, *et al*, 2019). For example, if an organization's goal is to expand its market share, individual goals such as "Increase customer retention by 15%" align with this broader aim, ensuring that all employees work toward the same strategic direction. Goal Setting Theory was used to assess the influence of visioning on performance of supermarkets in Nairobi City County, Kenya.

Resource Dependence Theory (RDT)

Resource Dependence Theory (RDT), discovered by Pfeffer and Salancik (1978), is a strategic management theory that focuses on how organizations manage their relationships with external entities to secure the critical resources they need to survive and thrive (Farrell, Oczkowski & Kharabsheh, 2020). The theory posits that organizations are dependent on resources—such as raw materials, labor, technology, and capital—that are controlled by other organizations, making them vulnerable to external pressures. To mitigate this dependency and reduce uncertainty, firms seek to establish strategic relationships, alliances, and partnerships with other organizations that control or supply these essential resources (Echor & Lohor, 2021).

Shared ownership in RDT refers to the concept where multiple organizations or stakeholders have a stake in the ownership or control of resources or assets that are critical for their operations. Since organizations are dependent on external resources, they often seek to have a say in the management or control of those resources to reduce their reliance on other external entities. Shared ownership can be realized through joint ventures, strategic alliances, or equity stakes in other companies (Farrell, Oczkowski & Kharabsheh, 2020). This type of ownership allows organizations to exert more influence over the resources they depend on, reducing the potential for conflicts and ensuring that their strategic interests are aligned with their partners. For instance, two companies may jointly own a production facility, which enables them to share both the capital investment and the decision-making control over how the facility is operated (Echor & Lohor, 2021). By having shared ownership, organizations can strengthen their position and influence over the resources they rely on, thus reducing their dependence on external actors and increasing their autonomy in resource management. Resource Dependence Theory was used to determine the influence of joint ventures on performance of supermarkets in Nairobi City County, Kenya

Conceptual Framework

A conceptual framework is a structured, visual, or written representation that outlines the key concepts, variables, and their relationships within a study or project. The figure below shows the independent variables and the dependent variable. In this study, the independent variables include; visioning and joint ventures while the dependent variable is performance of supermarkets in Nairobi City County, Kenya.

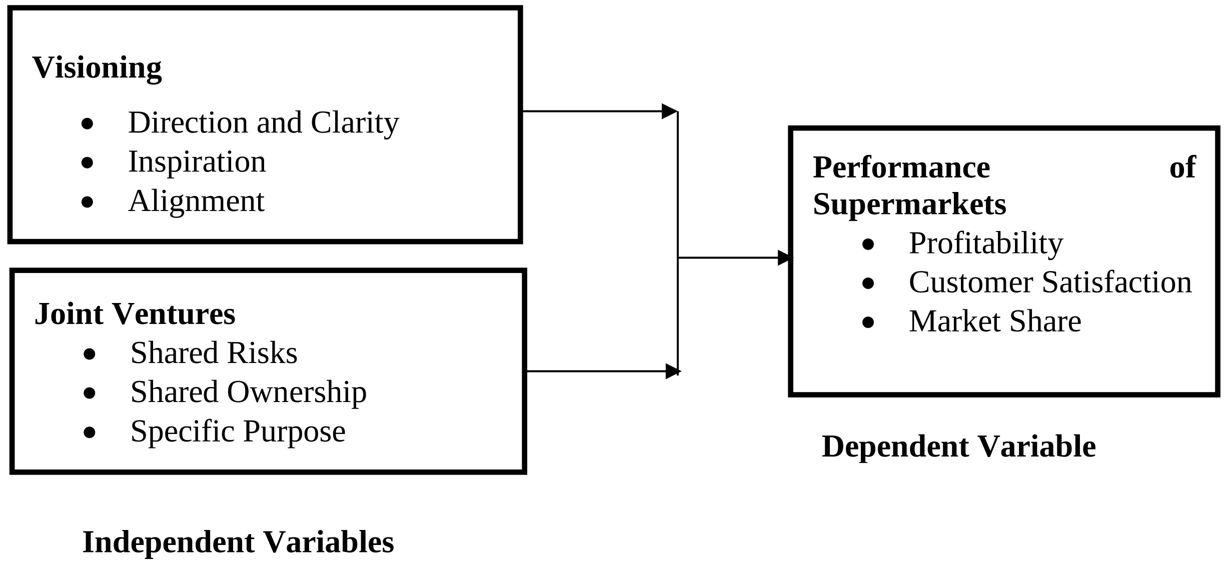

Figure 2. 1: Conceptual Framework

Visioning

Visioning is the process of creating a clear and compelling mental image or conceptualization of an organization's future direction, goals, and aspirations (Yuni, *et al*, 2019). It involves envisioning what the organization hopes to achieve in the long term, typically beyond the immediate operational or financial goals, and articulating that vision in a way that inspires and aligns all stakeholders (Nshimiyimana, 2022). Direction and clarity are essential elements in guiding an organization toward its long-term goals and vision. Clear direction provides a sense of purpose and focus, helping everyone in the organization understand where they are headed and why their efforts matter. It ensures that all actions and decisions align with the overall objectives, reducing confusion and inefficiency (Mwiriki, 2020). Inspiration serves as the motivational force that encourages individuals within an organization to give their best effort and work toward a shared vision (Chege, 2020). It goes beyond merely outlining goals or expectations; inspiration taps into deeper emotional drivers, sparking passion, creativity, and commitment (Mwiriki, 2020). When leaders inspire their teams, they evoke enthusiasm and belief in the organization's mission, cultivating a sense of ownership and pride in the work being done. Inspired employees are more likely to engage in innovative thinking, take initiative, and persevere through challenges.

Alignment refers to the process of ensuring that the goals, values, and actions of individuals, teams, and departments within an organization are in sync with the overall mission and strategic objectives (Wekesa, Namusonge & Iravo, 2020). For an organization to function efficiently, every part of the system must be aligned with its purpose and priorities (Nshimiyimana, 2022). Alignment ensures that efforts are not duplicated, resources are allocated effectively, and all team members are working toward the same outcomes. When there is alignment between the leadership's vision and the actions of employees, organizations are more agile, focused, and capable of responding to opportunities and challenges (Mwiriki, 2020). Misalignment, on the other hand, can lead to confusion, lack of coordination, and missed opportunities, ultimately hindering the organization's ability to achieve its goals. Therefore, ensuring alignment at every level of the organization is essential for maximizing performance and sustaining growth (Wekesa, Namusonge & Iravo, 2020).

Joint Ventures

Joint venture is a strategic business arrangement in which two or more parties, typically companies, collaborate to achieve a specific goal while sharing resources, risks, and rewards (Farrell, Oczkowski & Kharabsheh, 2020). In a joint venture, the partners agree to pool their expertise, capital, and capabilities to undertake a particular project or business activity, such as entering a new market, developing a new product, or expanding operations (Kosgei, 2020). Shared risks refer to the concept in strategic partnerships where multiple parties jointly bear the potential risks and uncertainties associated with a project or venture (Echor & Lohor, 2021). In a collaborative arrangement, such as a joint venture or strategic alliance, partners combine resources, expertise, and capabilities, and in doing so, they also share the financial, operational, and reputational risks that might arise from the initiative.

Shared ownership is a concept where two or more parties have equal or proportional rights and responsibilities over an asset, business, or project. In the context of strategic partnerships, shared ownership implies that all parties involved have a stake in the venture's success or failure, contributing resources such as capital, expertise, or infrastructure (Kosgei, 2020). Shared ownership ensures that all partners are equally invested in the outcomes and success of the initiative, which often leads to more collaborative efforts and accountability. A specific purpose in the context of a partnership refers to a clearly defined goal or objective that the collaboration aims to achieve (Kosgei, 2020). Strategic partnerships, such as joint ventures or alliances, are typically formed with the intent to address a particular challenge, exploit a new market opportunity, or achieve a specific outcome, such as technological innovation or cost savings (Farrell, Oczkowski & Kharabsheh, 2020).

Empirical Review

Visioning and Performance of Supermarkets

Yuni, *et al* (2019) assessed the influence of visioning as a quality of management toward organization performance. The necessary data are collected from 350 managers/owners of service sector SMEs in Selangor, Malaysia using some questionnaire. The result of the analysis of this study revealed that visioning had a positive and significant effect on organization performance in the SMEs service sector Selangor, Malaysia. The study concluded that visioning had a positive and significant effect on organization performance in the SMEs service sector Selangor, Malaysia.

Nshimiyimana (2022) researched the effect of visioning on the performance of microfinance institutions in Rwanda. The population was 491 MFIs, and a sample size of 220 was decided using Slovene's formula. Primary data was collected using structured questionnaires. Structural Equation Modelling (SEM) was used to establish the relationship between the dependent variable, the independent and mediating variable. The mediating effect of visioning on the three protector variables was found to contribute highly to a total effect of the technological alliance, marketing alliance, product and services alliance. The study concluded that factors such as; cost sharing, risk diversification, and knowledge transfer, recognized in the existing literature as positive externalities of visioning, contribute to the performance of business entities in the microfinance sectors of the analysed country.

Mwiriki (2020) conducted an examination to determine the Influence of visioning on performance of large supermarkets in Nairobi County, Kenya. The study adopted a descriptive survey. The study population comprised of the four leading supermarkets within Nairobi County. Primary data was collected through a structured questionnaire administered to senior level managers in the study organizations. It was also noted that the supermarkets had adopted different strategic change management practices with majority using private label brands. Majority of the supermarkets faced challenges in implementing visioning like incompatibility to organization structure, resistance to change, cultural diversity, inadequacy of funds and ineffective leadership. The study found that the visioning affected performance to a great extent. The study concludes that supermarkets in Nairobi County face various challenges in visioning which affects their performance. The study further concludes that strategic change management practices affect the performance of supermarkets in Nairobi County to a great extent.

Joint Ventures and Performance of Supermarkets

Farrell, Oczkowski and Kharabsheh (2020) examined market orientation, learning orientation and organisational performance in international joint ventures. A survey of 168 senior managers involved in IJVs in Malaysia. Data were analyzed using two-stage least squares estimators for latent variable models. Results suggest that for IJVs, a market orientation has a more positive impact on organizational performance than a learning orientation. The non-linear relationship between market orientation and performance suggest that larger gains in performance are achieved by firms who have low initial levels of market orientation. Thus, the study concluded that in the absence of one or the other, it is preferable for a firm in an IJV to have a strong market orientation.

Muthoka and Oduor (2020) Effects of joint ventures on organizational performance: supermarkets and their alliances in Kenya. The study employed a correlational research design. The sample of the study entailed a study of all the five big supermarkets (Nakumatt, Ukwala, Naivas, Tuskys and Uchumi) and 95 of their strategic alliances. Data for this study was collected from the head offices of the firms by use of a questionnaire. The study found that joint ventures had a strong relationship with supermarket performance which suggests that strategic alliance contributes positively towards supermarkets performance. The study concluded that joint ventures had a strong relationship with supermarket performance which suggests that strategic alliance contributes positively towards supermarkets performance.

Kibugi (2020) conducted a study on strategies adopted by supermarkets in Nairobi to achieve organizational growth. The research design adopted for this study was the survey method. This study focused on 174 registered supermarkets in Nairobi. The sampling technique used was probability sampling as the chance of each supermarket being selected from the population is known and equal. Simple random sampling procedure was used to select the sample size to participate in the study. A sample of 36 supermarkets was be used to represent the target population. On joint venture strategy the study revealed that by bringing together supermarkets with different skills and knowledge bases, a joint venture creates unique and usually synergistic learning opportunities for the partners. The increase in skills and knowledge from different parties increase the operational efficiency leading to lower costs. The study concludes that merging and acquisition strategy has been adopted in supermarkets in Nairobi that the strategy is applicable by companies where with financial capability may purchase another supermarkets or a particular product line of that supermarkets. When a supermarket acquires another or a product line the size of the organization grows in size as well as product lines.

Kosgei (2020) assessed factors influencing utilization of international joint venture partnerships: a case of urban renewal housing project at Ngong Road Estate, Nairobi County, Kenya. The study has used descriptive survey research design. The population target consisted of respondents from firms involved in the implementation of Urban renewal housing project in Ngong Road Estate, Nairobi. Stratified mode of sampling was used to obtain a sample of 30 respondents from construction contractors, land economists, quantity surveyors, engineers and architects. Data collection was done by administering questionnaires and interviewing respondents in the study. The study found that the legal factors strongly affect the utilization of the International Joint Ventures .However the amount of money required to register a joint Venture partnerships does not influence the establishment of the establishment of it. In regards to the economic factors, it was concluded that the economic indicators averagely affect the utilization of IJV in Kenya.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive research design. Mugenda and Mugenda (2018) explained the descriptive design is a process of collecting data in order to test a hypothesis or to answer the questions of the current status of the subject under study. Its advantage is that, it is used extensively to describe behavior, values, attitude and character. The description research design aspect of it attempted to provide more details and insights from the respondents on how the dependent variables impact on the independent variable. This descriptive research design enabled the researcher to analyze the findings and draw informed conclusions.

Target Population

The study's target population included the senior managers in registered supermarkets in Nairobi County Kenya. According to The Retail Trade Association of Kenya (RETRAK) (2023), the total number of registered supermarkets in Nairobi County is 110. This study therefore targeted senior management employees (1 top management employee, 2 middle level management employees and 3 lower management employees) in all the 110 registered supermarkets. The total target population was therefore 660 employees.

Table 1: Target Population

Category	Target Population
top management employees	110
middle level management employees	220
lower management employees	330
Total	**660**

Sample and Sampling Techniques

The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2019). Using this formula a representative sample was obtained. The study's total population was 660.

The formula used for arriving at the sample size is;

$$n = \frac{x^2NP(1-P)}{\left(ME^2(N-1)\right) + (x^2P(1-P))}$$

Where:

n=sample size

x^2=Chi-square for the specified confidence level at 1 degree of freedom

N=Population size (660)

P = is the proportion in the target population estimated to have characteristics being studied. As the proportion was unknown, 0.5 was used.

Chuan and Penyelidikan (2016) indicate that the use of 0.5 provides the maximum sample size and hence it is the most preferable. 633.64/2.61

ME=desired margin of Error (Expressed as a proportion)

$$\frac{1.96^2 660 * 0.5 * 0.5}{(0.05^2 * 660) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 243$$

Table 2: Sample Size

Category	Target Population	Sample Size
top management employees	110	40
middle level management employees	220	81
lower management employees	330	122
Total	**660**	**243**

The 243 respondents were chosen with the help of stratified random sampling technique. Stratified random sampling technique was used since the population of interest was not homogeneous and could be sub-divided into groups or strata to obtain a representative sample. The study then used simple random sampling to select respondents from each group.

Data Collection Instruments

Primary data was used in this study. Greener (2019) indicates that primary data is made up of first-hand information that has not been processed or analyzed. A questionnaire which is a form of quantitative data collection tool was to collect primary data. The study's primary data was obtained using semi-structured questionnaires.

The structured questions were useful as they enabled easy analysis of data and reduced the time and resources needed for data collection. The unstructured questionnaires helped the researcher get in-depth responses from the respondents as they give a chance to them provide views and suggestions on the various issues. Kultar (2017) points out that a questionnaire is a cheap tool for data collection is very effective in collecting information from a large population. Further the data would not be biased as the questionnaire guarantees anonymity.

The questionnaire had three sections, with the first part requesting the respondent's socio-demographic data. Part two composed of five sections and had data on the independent variables and dependent variable.

Pilot Test Study

A pilot study, or, pilot test or pre-test is defined as a small-scale preliminary research that is conducted so as to evaluate time, cost and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2019). The researcher carried out a pilot study to ensure the data collection tool was reliable and valid. The pilot test helped correct some of the challenges encountered before undertaking the final study. The pretesting sample was made of 24 respondents, representing 10% of the sample size. The results from the pilot test were not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study.

Data Analysis and Presentation

Before the data could be analysed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacherjee, 2019).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages able to used. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2019). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic was used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. The relationship between the study variables was tested using multivariate regression models.

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

Whereby;

Y = Performance of supermarkets in Nairobi City County, Kenya
β_0 = Constant
$\beta_1, \beta_2,$ = Coefficients of determination
X_1 = visioning
X_2 = joint ventures
ε = Error term

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Visioning and Performance of Supermarkets

The first specific objective of the study was to assess the influence of visioning on performance of supermarkets in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to visioning and performance of supermarkets in Nairobi City County, Kenya. The results were as presented in Table 3.

From the results, the respondents agreed that they have a clear understanding of the long-term goals and objectives of the organization (M=3.973, SD= 0.981). In addition, the respondents agreed that the vision of the organization provides a strong sense of direction for their work (M=3.966, SD= 0.850). Further, the respondents agreed that the vision of the organization inspires them to go beyond their regular duties (M=3.931, SD= 0.914). The respondents also agreed that they find the organization's vision to be innovative and forward-thinking (M=3.896, SD= 0.947). In addition, the respondents agreed that the goals and actions of the organization are well-aligned with the vision (M=3.889, SD= 0.856). Further, respondents agreed that there is strong alignment between the leadership's vision and the day-to-day operations (M=3.786, SD= 0.876).

Table 3: Visioning and Performance of Supermarkets

	Mean	Std. Deviation
I have a clear understanding of the long-term goals and objectives of the organization.	3.973	0.981
The vision of the organization provides a strong sense of direction for my work.	3.966	0.850
The vision of the organization inspires me to go beyond my regular duties.	3.931	0.914
I find the organization's vision to be innovative and forward-thinking.	3.896	0.947
The goals and actions of the organization are well-aligned with the vision.	3.889	0.856
There is strong alignment between the leadership's vision and the day-to-day operations.	3.786	0.876
Aggregate	**3.907**	**0.904**

Joint Ventures and Performance of Supermarkets

The second specific objective of the study was to determine the influence of joint ventures on performance of supermarkets in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to joint ventures and performance of supermarkets in Nairobi City County, Kenya. The results were as presented in Table 4.

From the results, the respondents agreed that their organization has had strategic business arrangement with other organizations in the past (M=3.840, SD=0.861). In addition, the respondents agreed that in a Joint venture both parties equally share the risks associated with the joint venture (M=3.834, SD=0.783). Further, the respondents agreed that the risks involved in the joint venture are clearly defined and understood by all parties (M=3.788, SD=0.866). From the results, the respondents agreed that ownership of the joint venture is equally distributed between the partners (M=3.772, SD=0.753). Further, the respondents agreed that the responsibilities and benefits of ownership are clearly outlined for all partners in the joint venture (M=3.749, SD=0.896). The respondents also agreed that the purpose of the joint venture is clearly defined and understood by all parties involved (M=3.723, SD=0.645).

Table 4: Joint Ventures and Performance of Supermarkets

	Mean	Std. Deviation
Our organization has had strategic business arrangement with other organizations in the past	3.840	0.861
In a Joint venture both parties equally share the risks associated with the joint venture.	3.834	0.783
The risks involved in the joint venture are clearly defined and understood by all parties.	3.788	0.866
Ownership of the joint venture is equally distributed between the partners.	3.772	0.753
The responsibilities and benefits of ownership are clearly outlined for all partners in the joint venture	3.749	0.896
The purpose of the joint venture is clearly defined and understood by all parties involved.	3.723	0.645
Aggregate	**3.784**	**0.801**

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of supermarkets in Nairobi City County, Kenya) and independent variables (visioning and joint ventures).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (visioning and joint ventures) and the dependent variable (performance of supermarkets in Nairobi City County, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 5: Correlation Coefficients

		Performance of Supermarkets	Visioning	Joint Ventures
Performance Of Supermarkets	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	214		
Visioning	Pearson Correlation	.825**	1	
	Sig. (2-tailed)	.003		
	N	214	214	
Joint Ventures	Pearson Correlation	.834**	.289	1
	Sig. (2-tailed)	.002	.050	
	N	214	214	214

From the results, there was a very strong relationship between visioning and performance of supermarkets in Nairobi City County, Kenya (r = 0.825, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Nshimiyimana (2022) who indicated that there is a very strong relationship between visioning and performance of supermarkets.

Moreover, the results revealed that there was a very strong relationship between joint ventures and performance of supermarkets in Nairobi City County, Kenya (r = 0.834, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings conform to the findings of Echor and Lohor (2021) that there is a very strong relationship between innovation and performance of supermarkets.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (visioning and joint ventures) and the dependent variable (performance of supermarkets in Nairobi City County, Kenya)

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852	.726	.727	.10120

a. Predictors: (Constant), visioning and joint ventures s

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.726. This implied that 72.6% of the variation in the dependent variable (performance of supermarkets in Nairobi City County, Kenya) could be explained by independent variables (visioning and joint ventures).

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	80.187	2	40.094	221.514	.000^b
1	Residual	38.099	211	.181		
	Total	118.286	213			

a. Dependent Variable: performance of supermarkets in Nairobi City County, Kenya

b. Predictors: (Constant), visioning and joint ventures

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 221.514 while the F critical was 3.039. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of visioning and joint ventures on performance of supermarkets in Nairobi City County, Kenya.

Table 8: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.354	0.096		3.688	0.000
Visioning	0.378	0.099	0.379	3.818	0.001
Joint Ventures	0.385	0.099	0.384	3.889	0.000

The regression model was as follows:

$$\mathbf{Y = 0.354+0.378X_1 +0.385X_2 + \varepsilon}$$

According to the results, visioning has a significant effect on performance of supermarkets in Nairobi City County, Kenya (β_1=0.378, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Mwiriki (2020) who indicated that there is a very strong relationship between visioning and performance of supermarkets.

The results also revealed that joint ventures has a significant effect on performance of supermarkets in Nairobi City County, Kenya (β1=0.385, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Echor and Lohor (2021) who indicated that there is a very strong relationship between joint ventures and performance of supermarkets.

Conclusions

The study concludes that visioning has a positive and significant effect on performance of supermarkets in Nairobi City County, Kenya. Findings revealed that direction and clarity, inspiration and alignment influences performance of supermarkets in Nairobi City County, Kenya.

In addition, the study concludes that joint ventures have a positive and significant effect on performance of supermarkets in Nairobi City County, Kenya. Findings revealed that shared risks, shared ownership and specific purpose influences performance of supermarkets in Nairobi City County, Kenya.

Recommendations

The study recommends that the management of supermarkets in Nairobi City County should prioritize the development and continuous refinement of clear, compelling, and future-oriented vision statements as a strategic tool to enhance organizational performance. By actively engaging key stakeholders—especially management and frontline employees—in the visioning process, supermarkets can align internal operations with long-term goals, improve staff motivation, and foster a unified direction.

In addition, the study recommends that the management of supermarkets in Nairobi City County should actively pursue and establish strategic joint ventures as a means to enhance their overall performance. Joint ventures enable supermarkets to pool resources, access new technologies, expand their market reach, and share operational risks—factors that are crucial in navigating the competitive and dynamic retail environment of Nairobi.

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