



ADAPTIVE LEADERSHIP PRACTICES AND PERFORMANCE OF FOOD AND BEVERAGE MANUFACTURING FIRMS IN NAIROBI CITY COUNTY, KENYA

¹ Kioko Purity Ndinda, ² Dr. Gatobu Purity

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Food and beverage manufacturing firms play a critical role in the economic development of Kenya, contributing significantly to the country's industrial output, employment, and food security. However, food and beverage manufacturing firms in Nairobi City County, Kenya, face several challenges that impact their performance. The general objective of the study is to assess the influence of adaptive leadership practices on performance of food and beverage manufacturing firms in Nairobi City County, Kenya. Specifically, the study sought to assess the influence of visionary thinking on performance of food and beverage manufacturing firms in Nairobi city county, Kenya and to examine the influence of adaptability on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. This study was guided by Transformational Leadership Theory and Social Learning Theory. This study used of a descriptive research design. According to KAM (2022) report, there are 189 manufacturing firms in Nairobi County, out of these, 76 are food and beverage manufacturing firms. This study therefore targeted 456 management employees working in the 76 food and beverage manufacturing firms in Nairobi County. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. Primary data was used in this study. The pretesting sample was made of 21 respondents, representing 10% of the sample size. Before the data could be analyzed, 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). The study results were presented through use of figures and tables. The study concluded that visionary thinking has a positive and significant effect on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. Further, the study concluded that adaptability has a positive and significant effect on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. Based on the findings, the study recommends that the management of food and beverage manufacturing firms in Kenya should invest in long-term strategic planning and market trend analysis. By dedicating resources to understanding emerging consumer preferences, technological advancements, and global industry trends, firms can better anticipate future opportunities and challenges.

Key Words: Adaptive Leadership Practices, Visionary Thinking and Adaptability

Background of the Study

The manufacturing sector is a critical component of the global economy, encompassing the production of goods ranging from raw materials to finished products. It involves various industries such as automotive, electronics, textiles, and consumer goods, utilizing machinery, labor, and technology to create products on a large scale (Mohammad *et al*, 2024). Advances in automation, robotics, and digital technologies are transforming manufacturing processes, making them more efficient and cost-effective. Food and beverage manufacturing firms are businesses that produce edible goods and drinks, ranging from packaged snacks and canned goods to alcoholic beverages and dairy products (Nuria *et al*, 2022). These companies are involved in various stages of production, including sourcing raw ingredients, processing, packaging, and distributing products to retailers, restaurants, and consumers. The industry is highly regulated to ensure food safety and quality, adhering to standards set by government agencies (Ernesto, 2023). Food and beverage manufacturing firms are also driven by consumer preferences, trends, and innovations, constantly adapting to meet demand for healthier, sustainable, and convenient options. This sector is crucial to global supply chains, with a significant impact on agriculture, logistics, and economies worldwide (Yu, 2022).

Food and beverage manufacturing firms play a pivotal role in the global economy by producing a wide array of products that meet the everyday needs of consumers. These firms take raw ingredients, such as grains, fruits, vegetables, and proteins, and transform them into consumable goods, ensuring that products are safe, nutritious, and accessible (Khan *et al*, 2024). Their operations contribute significantly to local and international food supply chains, enabling a steady flow of products to retailers, restaurants, and other commercial entities. By managing production, quality control, and distribution, food and beverage manufacturers help maintain the availability of essential food items across different markets, ensuring food security and consumer satisfaction (Abebaw, Misganaw & Getu, 2021). Additionally, these firms are integral to the creation of jobs and economic growth. From agricultural suppliers to packaging and logistics workers, the food and beverage sector employs millions of people worldwide. These companies are also at the forefront of innovation, responding to consumer trends such as organic food, plant-based diets, and sustainability (Kefale & Tilaye, 2022). Manufacturers often invest in research and development to improve the nutritional content, taste, and shelf life of their products. Furthermore, as consumer preferences evolve, firms must adapt by embracing new technologies and production techniques, such as automation, to remain competitive. This constant innovation drives not only product diversity but also efficiency in the manufacturing process (Dusengimana & Kimemia, 2025).

Moreover, food and beverage manufacturing firms have a significant impact on the environment and sustainability efforts. The industry is increasingly focused on reducing waste, minimizing energy consumption, and sourcing ingredients more sustainably (Akpaprep, Jengre & Mogre, 2024). By implementing green practices, such as using renewable energy, recycling packaging, and adopting eco-friendly production methods, manufacturers contribute to environmental conservation (Mwangwala, 2022). This role is becoming more critical as global attention on climate change and resource management intensifies. Therefore, food and beverage firms are tasked with balancing their economic objectives with a commitment to sustainability, which is becoming a key factor in consumer loyalty and brand reputation (Wamburu, Nyambegera & Kibet, 2022).

Adaptive leadership practices refer to a leadership approach that emphasizes the ability to navigate complex, uncertain, and rapidly changing environments by encouraging innovation, learning, and flexibility (Kiarii, 2021). This approach recognizes that traditional, top-down leadership models may not be effective in dealing with dynamic challenges. Instead, adaptive leaders focus on fostering collaboration, promoting diverse perspectives, and empowering individuals and teams to take ownership of problem-solving (Kelemba, 2022). They are skilled

at diagnosing situations, identifying adaptive challenges and guiding organizations through change by supporting people in confronting difficult issues, managing conflicts, and experimenting with new approaches. Adaptive leadership is about resilience, continuous learning, and developing solutions that are responsive to the evolving needs of the context (Musyoka & Ouma, 2023).

Visionary thinking is the ability to see beyond current circumstances and imagine a future state that can inspire and guide action. It involves thinking strategically, setting long-term goals, and identifying opportunities for growth and transformation (Nyandika, 2024). Those who exhibit visionary thinking have a clear sense of purpose and can motivate others by creating a compelling vision that aligns with both the needs of the organization and the broader environment. Problem-solving skills allow individuals to analyze complex situations, identify underlying issues, and develop effective solutions (Mohammad *et al*, 2024). When combined with adaptability which is the capacity to adjust one's approach in response to new information or circumstances, these abilities foster agility and innovation. Resilience complements these qualities by providing the mental and emotional strength to overcome setbacks, learn from failures, and persist in the face of adversity (Nuria *et al*, 2022). This study sought to assess the influence of adaptive leadership practices on performance of food and beverage manufacturing firms in Nairobi City County, Kenya.

Food and beverage manufacturing firms in Nairobi City County, Kenya play a crucial role in the region's economy, employment, and food security. Nairobi, being the capital and a commercial hub of Kenya, hosts a significant number of companies engaged in the production, processing, and packaging of food and beverage products (Wamburu, Nyambegera & Kibet, 2022). These firms range from large multinationals and established local corporations to medium-sized enterprises and small-scale producers. Their outputs serve not only the local population but also regional and international markets through exports, contributing significantly to Kenya's gross domestic product (Kiarii, 2021).

Major players in the industry include companies such as Brookside Dairy, Kenya Breweries Limited (a subsidiary of East African Breweries Limited), Unga Group, and Coca-Cola Beverages Africa (Kenya). These firms are involved in processing a wide variety of products such as dairy, flour, beverages, alcoholic drinks, confectionery, and snacks (Kelemba, 2022). Their operations typically involve complex supply chains that integrate farmers, raw material suppliers, transport services, and distribution networks. The location in Nairobi offers strategic advantages including access to infrastructure, skilled labor, and proximity to key transport routes like Jomo Kenyatta International Airport and the Inland Container Depot (Musyoka & Ouma, 2023).

In addition to large companies, Nairobi has seen a surge in smaller food processing firms and startups, many of which focus on health foods, organic products, and value-added traditional foods (Nyandika, 2024). These emerging businesses contribute to innovation in the sector and address changing consumer preferences, especially among the urban middle class. The presence of incubators and government programs aimed at supporting agribusiness has further stimulated growth in this segment (Wamburu, Nyambegera & Kibet, 2022). However, the industry faces several challenges including regulatory hurdles, fluctuating raw material costs, high energy expenses, and water scarcity. The Nairobi City County government and national regulatory bodies such as the Kenya Bureau of Standards (KEBS) and the National Environment Management Authority (NEMA) play a role in monitoring and supporting the sector, though businesses often report the need for more streamlined and business-friendly policies (Kiarii, 2021).

Statement of the Problem

Food and beverage manufacturing firms play a critical role in the economic development of Kenya, contributing significantly to the country's industrial output, employment, and food security (Kelemba, 2022). These firms not only provide essential goods to meet the local population's dietary needs but also contribute to Kenya's export economy by producing food and beverages for international markets. The sector is a key driver of employment, supporting both direct and indirect jobs across various levels of the supply chain, including farming, processing, packaging, and distribution (Musyoka & Ouma, 2023). Additionally, the industry fosters the growth of related sectors such as agriculture, logistics, and retail. With the population of Kenya continuing to rise, food and beverage manufacturing firms are vital in ensuring the nation's ability to produce and distribute food sustainably, driving both economic and social development (Nyandika, 2024).

Food and beverage manufacturing firms in Nairobi City County, Kenya, face several challenges that impact their performance. These challenges are influenced by factors such as economic conditions, market dynamics, and operational inefficiencies (Wamburu, Nyambegera & Kibet, 2022). One of the primary challenges food and beverage manufacturing firms face in Nairobi is maintaining profitability amidst rising operational costs. According to the Kenya National Bureau of Statistics (KNBS), inflation in Kenya increased significantly in 2021, with the consumer price index (CPI) for food and non-alcoholic beverages rising by 6.5% year-on-year in 2021, which contributed to higher production costs for food manufacturers (Kiarii, 2021). The cost of essential raw materials, such as maize, sugar, and wheat, has fluctuated, which has had a direct impact on the pricing and profitability of local food products. Moreover, the depreciation of the Kenyan Shilling against the US Dollar also increased the cost of imported raw materials, further squeezing margins (Kelemba, 2022). The Central Bank of Kenya's (CBK) 2021 report revealed that the exchange rate had an impact on firms' production costs, as the Kenyan Shilling depreciated by 5.4% against the dollar between 2020 and 2021. Consequently, manufacturers have had to make difficult decisions on whether to absorb these costs or pass them on to consumers, with many opting for price increases that risk reducing demand (Musyoka & Ouma, 2023).

Food and beverage firms in Nairobi face immense competition, both from local businesses and international brands. According to the Kenya Association of Manufacturers (KAM), the food and beverage sector, particularly in Nairobi, is highly competitive, with multinational firms holding a significant market share (Nyandika, 2024). A 2022 KAM report noted that international players, such as Coca-Cola and Nestlé, control approximately 60% of the beverage and packaged food market in Kenya. This dominance is partly due to their advanced technology, economies of scale, and stronger financial muscle, making it difficult for smaller local firms to compete (Wamburu, Nyambegera & Kibet, 2022). Additionally, the rise of informal retail outlets and e-commerce has created both challenges and opportunities. While it allows local firms to reach a broader audience, many small manufacturers lack the resources to establish strong distribution networks (Kiarii, 2021). A report by the World Bank in 2021 highlighted that 50% of small and medium-sized manufacturing firms in Kenya fail to expand their market share due to a lack of technological innovation and inadequate distribution strategies. The inability of smaller firms to compete effectively with larger brands has led to stagnation or reduction in their market share (Kelemba, 2022).

Customer satisfaction in Nairobi's food and beverage manufacturing sector is heavily influenced by product quality, consistency, and the ability to meet changing consumer preferences. In a 2020 survey by the Kenya Institute of Public Policy Research and Analysis (KIPPRA), 38% of consumers expressed dissatisfaction with food and beverage products due to inconsistent product quality, while 28% of respondents cited poor taste consistency as a major issue (Musyoka & Ouma, 2023). The survey also found that Kenyan consumers are

increasingly demanding healthier and more sustainable options, with 42% of respondents reporting that they prefer organic or locally sourced ingredients in their food and beverages. However, many firms are struggling to keep pace with these trends (Nyandika, 2024). A report by KAM in 2021 revealed that only 15% of food and beverage manufacturing firms in Kenya were actively investing in product innovation to meet the growing demand for healthier alternatives (Wamburu, Nyambegera & Kibet, 2022). This gap in consumer expectations versus what firms are offering has led to lower customer satisfaction levels, with many firms seeing reduced customer loyalty. Additionally, the rise in Nairobi's urban population and the demand for convenience has created a market for ready-to-eat food, yet many local firms have been slow to adapt, limiting their ability to maintain customer satisfaction (Kiarii, 2021).

Adaptive leadership practices have a profound influence on the performance of organizations, particularly in dynamic and competitive industries. Various studies have been conducted in different parts of the world on adaptive leadership practices and organization performance. For instance, Wamburu, Nyambegera and Kibet (2022) in Kenya conducted a study on the influence of adaptive leadership's practices of self-leadership on organizational performance of Insurance Companies. Kiarii (2021) in Kenya researched on adaptive leadership practices and their influence on performance of jubilee insurance company and Musyoka and Ouma (2023) in Kenya researched on the effect of adaptive leadership practices on performance of SMEs during Covid-19 pandemic. However, none of these studies focused on visionary thinking, problem solving abilities, adaptability and resilience on performance of food and beverage manufacturing firms in Nairobi City County, Kenya. To fill the highlighted gaps, the current study sought to assess the influence of adaptive leadership practices (visionary thinking, problem solving abilities, adaptability and resilience) on performance of food and beverage manufacturing firms in Nairobi City County, Kenya.

General Objective

The general objective of the study is to assess the influence of adaptive leadership practices on performance of food and beverage manufacturing firms in Nairobi City County, Kenya

Specific Objectives

- i. To assess the influence of visionary thinking on performance of food and beverage manufacturing firms in Nairobi city county, Kenya
- ii. To examine the influence of adaptability on performance of food and beverage manufacturing firms in Nairobi city county, Kenya

Theoretical Framework

A theory is a group of concepts and ideas used in the explanation of events and other things, particularly the ones based on general principles independent of the event to be explained. The theoretical review gives an introduction of the theories that are used to express the reason for the existence of the research. In addition, a theoretical review provides the main variables that affect the phenomenon under study and points out the need to consider the effect of these variables under different circumstances (Murorunkwere & Munene, 2022). This study was guided by Transformational Leadership Theory and Social Learning Theory

Transformational Leadership Theory

Transformational Leadership Theory founded by James V. Downton (1973) posits that effective leaders have the ability to inspire and transform their followers through a visionary approach and motivational influence (Milligan, 2021). At its core, this theory emphasizes the leader's capacity to articulate a compelling vision that resonates with their team, igniting passion and commitment towards shared goals. Leaders who embody transformational qualities exhibit charisma and serve as role models, instilling trust and respect among followers through their integrity and ethical behavior (Yan, Maladzhi & Makinde, 2020). This idealized

influence establishes a foundation of credibility and fosters a strong sense of purpose within the organization or project team. Moreover, transformational leaders engage in inspirational motivation by communicating their vision with clarity and enthusiasm (Barasa & Omariba, 2024). They leverage language that evokes emotion and appeals to the values and aspirations of their followers, motivating them to strive for excellence and surpass conventional performance expectations. This motivational aspect not only energizes the team but also aligns their efforts towards achieving ambitious objectives, such as enhancing water management practices or implementing sustainable infrastructure solutions (Kivindu & Gatobu, 2025).

Intellectual stimulation is another crucial element of Transformational Leadership Theory, where leaders stimulate creativity and innovation within their teams. They encourage critical thinking, challenge assumptions, and promote a culture of continuous learning and improvement (Huma, Nduku & Mwalw'a, 2022). By fostering an environment where new ideas are welcomed and experimentation is encouraged, transformational leaders empower their followers to explore innovative approaches to complex challenges in water projects (Milligan, 2021). This intellectual stimulation contributes to adaptive solutions and enhances the project's responsiveness to evolving environmental, social, and technological factors. Furthermore, transformational leaders demonstrate individualized consideration by prioritizing the development and well-being of each team member (Yan, Maladzhi & Makinde, 2020). They provide personalized support, mentorship, and opportunities for growth, acknowledging and leveraging the unique strengths and aspirations of their followers. This individualized approach not only enhances team cohesion and morale but also builds a resilient and motivated workforce capable of overcoming obstacles and achieving sustainable outcomes in water projects (Barasa & Omariba, 2024). This theory was used to assess the influence of visionary thinking on performance of food and beverage manufacturing firms in Nairobi city county, Kenya.

Social Learning Theory

Social Learning Theory, developed by Albert Bandura (1977), posits that people learn behaviors, attitudes, and emotional reactions through observing others, rather than solely through direct experience (Chee *et al*, 2023). This theory emphasizes the importance of modeling, imitation, and reinforcement in the learning process. Bandura's experiments, particularly the famous Bobo doll study, demonstrated that children who observed aggressive behavior exhibited similar actions themselves, underscoring the role of observational learning (Assefa, Alemayehu & Mamo, 2020). A key component of Social Learning Theory is the concept of attention, retention, reproduction, and motivation, often summarized as the ARRM model. For learning to occur, individuals must first pay attention to the behavior of the model (Wainaina, Kabare & Mukulu, 2020). They then retain the information for later reproduction. Finally, motivation plays a crucial role; individuals are more likely to imitate behaviors that they see rewarded rather than punished. This highlights the interplay between environmental factors and cognitive processes in shaping behavior (Muthui, Mwaura & Mutua, 2023). Social Learning Theory also acknowledges the influence of cognitive factors. It recognizes that individuals actively process information and make decisions about whether to imitate a behavior based on their expectations of outcomes (Chee *et al*, 2023). This cognitive aspect differentiates Social Learning Theory from pure behaviorist approaches, which focus solely on observable behaviors and external stimuli. Bandura's theory thus provides a more nuanced understanding of how social contexts and individual cognition interact in the learning process (Assefa, Alemayehu & Mamo, 2020). This theory was used to examine the influence of adaptability on performance of food and beverage manufacturing firms in Nairobi city county, Kenya.

Conceptual Framework

A conceptual framework is a diagram showing the relationship between independent variables and dependent variable. In this study, the independent variables are visionary thinking, and adaptability while dependent variable is performance of food and beverage manufacturing firms in Nairobi city county, Kenya.

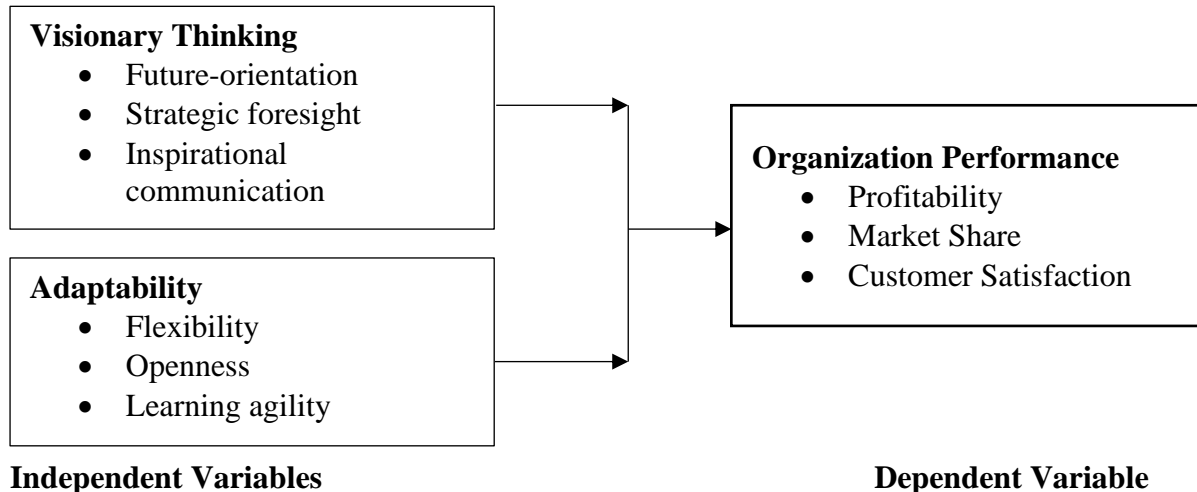


Figure 2. 1: Conceptual Framework

Visionary Thinking

Visionary thinking refers to the ability to conceptualize and imagine future possibilities that are innovative, transformative, and often unconventional (Milligan, 2021). It involves looking beyond current limitations or problems and envisioning new opportunities, ideas, or solutions that may not yet be realized. Visionary thinkers are forward-focused and are typically able to foresee trends, anticipate challenges, and inspire others with their bold and creative visions. This type of thinking is characterized by a combination of creativity, strategic insight, and openness to new concepts, allowing individuals to challenge the status quo and drive progress in various fields. It requires both imagination and practicality, as visionary thinkers must also be able to translate their ideas into actionable plans for the future (Yan, Maladzhi & Makinde, 2020). Future-orientation refers to the ability to focus on long-term goals and outcomes rather than immediate concerns or past experiences. It involves thinking about what lays ahead and making decisions that align with a vision of the future. People with a strong future-orientation are proactive, planning for what might come, whether it's in terms of personal growth, business development, or societal progress. This mindset encourages innovation, as it requires individuals to anticipate upcoming challenges, opportunities, and trends. A future-oriented individual isn't simply reacting to the present but is actively shaping what is to come by considering potential scenarios, making informed predictions, and preparing for them (Barasa & Omariba, 2024).

Strategic foresight is the practice of systematically exploring and analyzing potential futures to better understand and prepare for possible outcomes (Kivindu & Gatobu, 2025). It involves gathering data, identifying trends, and considering various factors that might impact an organization or society over time. By using strategic foresight, individuals or groups can make more informed decisions today that will lead to better results in the future. This requires not just an understanding of current dynamics but also an ability to predict changes in the environment and the implications of those changes. Strategic foresight helps in minimizing risks and maximizing opportunities by ensuring that strategies are adaptable, resilient, and aligned with long-term objectives. It's a crucial element in fields such as business, policy-making, and innovation. Inspirational communication is the ability to effectively share ideas,

vision, and goals in a way that motivates and encourages others to take action (Huma, Nduku & Mwalw'a, 2022). It goes beyond simply transmitting information and seeks to engage people emotionally, sparking enthusiasm and a sense of purpose. Leaders, entrepreneurs, and visionaries often rely on inspirational communication to rally support, inspire teams, and foster a shared sense of mission. This type of communication is characterized by passion, clarity, and an authentic voice, often helping individuals or groups to see the bigger picture and feel empowered to contribute to achieving the shared vision. By connecting on a deeper level, inspirational communicators can move people to work toward collective goals, even in the face of obstacles or uncertainty (Milligan, 2021).

Adaptability

Adaptability refers to the ability to adjust to new conditions, challenges, or changes in the environment (Chee *et al*, 2023). It involves being flexible, open-minded, and capable of responding to unforeseen circumstances with resilience and resourcefulness. Adaptable individuals can shift their thinking, behaviors, and strategies to meet evolving demands, whether in personal, professional, or social situations. This skill is crucial in today's fast-paced world, where change is constant, and the ability to learn quickly and thrive in diverse situations is often linked to success. Adaptability requires both a mindset that embraces change and the practical ability to modify one's approach when necessary. It reflects a person's capacity to remain effective and proactive even when faced with uncertainty or unexpected obstacles (Assefa, Alemayehu & Mamo, 2020). Flexibility refers to the ability to change or adjust one's approach, behavior, or thinking in response to new conditions or unexpected challenges. It involves a willingness to alter plans or methods when necessary, rather than being rigid or fixed in one way of doing things. People who are flexible can adapt to changing environments, whether it's shifting priorities in the workplace, new roles, or adjustments in personal life. Flexibility doesn't mean abandoning one's goals or values; instead, it's about finding alternative ways to achieve those goals when the original plan may no longer be viable. This trait is particularly valuable in environments where change is frequent, helping individuals and teams remain productive and positive despite setbacks or unpredictability (Wainaina, Kabare & Mukulu, 2020).

Openness is the ability to be receptive to new ideas, experiences, and perspectives. It involves embracing change and being willing to listen to different viewpoints, even if they challenge existing beliefs or norms (Muthui, Mwaura & Mutua, 2023). Openness encourages curiosity, creativity, and learning, as individuals with this trait actively seek out and consider new information. It also includes a willingness to take risks and step out of one's comfort zone in order to explore innovative solutions. Open-minded individuals are generally more collaborative and adaptable, as they don't view change or new information as threats but as opportunities for growth and improvement. This trait is vital in environments that value diversity of thought and require constant adaptation to new challenges. Learning agility is the ability to rapidly learn from experiences and apply that knowledge to new and diverse situations (Chee *et al*, 2023). It involves not only acquiring new skills and knowledge quickly but also being able to transfer that learning to unfamiliar challenges or environments. People with high learning agility are comfortable stepping into situations they haven't encountered before, and they know how to learn from both successes and failures. This quality is especially important in fast-paced industries or roles that require constant evolution, as it enables individuals to stay ahead of the curve by continuously improving and adapting. Learning agility combines curiosity, reflection, and a proactive mindset, allowing individuals to thrive in dynamic environments and handle new challenges with confidence (Assefa, Alemayehu & Mamo, 2020).

Empirical Review

Visionary Thinking and Organization Performance

Milligan (2021) conducted a study on the effect of exploring vision thinking and visionary leadership in head coaches of Canadian University large team sports. To fulfill the study's purpose, a pragmatic qualitative research design was used to study large team sport head coaches. Data were collected through semi-structured interviews, which were thematically analyzed to elicit themes most useful in answering the research questions. These findings suggest that large team sport head coaches have an opportunity to concurrently impact their student-athletes' lives beyond the on-field sport experience while fielding competitive teams. It was concluded that these coaches each had a different understanding of vision, and their vision was highly individualized and tied to their personal values, originating from differing experiences and influences over the course of their life experience. Coaches' visions were primarily focused on the holistic development of respective student-athletes and their building and sustaining a positive culture over time

Yan, Maladzi and Makinde (2020) conducted a study on the effect of creating innovation culture through visionary leadership in small medium enterprises in South Africa. A Likert scale questionnaire was designed for data collection. The relationship between employees and leaders regarding the visionary leadership characteristics were tested. The results showed significant impact of leadership on innovation within SMEs. In general, the conclusions showed that the responses from employees were relatively lower than leaders. This also reflected in the value of reliability test.

Barasa and Omariba (2024) conducted a study on the effect of visionary leadership and service delivery in national government constituency development fund in Kenya. A sample size of 353 respondents was selected using simple random sampling. Primary data was collected through structured questionnaires, and a pilot test was conducted to ensure the reliability of the research instruments. The collected data was analyzed using descriptive and inferential statistics, such as frequencies, percentages, correlations, and regression analysis. The findings revealed that visionary leadership had a significant positive effect on service delivery, explaining 43.8% of the variance in service delivery. The study concluded that all of the variables had a significant effect on service delivery. When the variables were held at zero or absent, the service delivery outcomes would be significantly different

Kivindu and Gatobu (2025) conducted a study on the effect of visionary leadership and performance of public universities in Nairobi City County, Kenya. Descriptive survey design was used in the study. The total population of the study was taken as 1428. The population of the study included senior officers, HR officers, ICT officers and general staff working at min campuses of public universities in Kenya. Based on the findings, the public universities in Kenya should institutionalize strategic foresight as part of their planning processes. The study concludes that strategic thinking has a positive and significant effect on performance of public universities in Nairobi City County, Kenya

Huma, Nduku and Mwalw'a (2022) conducted a study on the effect of relationship between visionary leadership and implementation of change management strategies in private secondary schools in Nairobi County. The study collected data from teachers and school administrators using questionnaires, and from principals using interview guides. Questionnaires were distributed both physically and through emails. The study found that top management need to encourage employees to share their opinion and be part of every creative process in the private secondary schools. From the analysis, the study concluded that visionary leadership has an effect on the implementation of change management strategies in the private secondary schools.

Adaptability and Organization Performance

Chee *et al* (2023) conducted a study on the effect of the relationship between social adaptability, psychological distress, and parental attitude on life satisfaction among Malaysian young adults. Adapting quantitative method with a set of questionnaires that involved 400 public and private Malaysian university students. The result shows that the respondents have a high social adaptability, moderate psychological distress and both responsive and demanding parental attitude with high life satisfaction. The study concluded that in order to promote life satisfaction and overall well-being among young adults, it is important for parents, educational institutions, and communities to work together in creating supportive environments that enable personal growth and development

Assefa, Alemayehu and Mamo (2020) conducted a study on the effect of adaptability study of black cumin (*Nigella sativa* L.) varieties in the mid and high land areas of Kaffa zone, South West Ethiopia. The experiment was conducted at Kaya Kela and Alarigata experimental sites of Bonga Agricultural research Center (BARC), which was located at, Kaffa zone, Southern Nations Nationalities and People's Region. Based on the results obtained under this study variety Eden could be used for demonstration, popularization and pre-scaling up of the technology at Alarigata and the surrounding areas. Based on the conclusions of the experiment, Eden could be used for demonstration, popularization and pre-scaling up of the technology at Alarigata and the surrounding areas and future research activities should focus on the further evaluation of the released black cumin varieties with respect to the local checks under various agro-ecologies.

Wainaina, Kabare and Mukulu (2020) conducted a study on the effect of determinants of employee adaptability to transformational change in commercial in Nairobi, Kenya: empirical review. This study aims at identifying the Human Resource approaches that may probably minimize employee resistance and assist them to assimilate the benefits of migrating to a new work environment. The study found that from the foregoing literature review, it has been observed that many of the studies done on employee resistance to change, many researchers restrict their studies on the, need for change, business change process, and economic consequences of employee resistance to change implementation process, however gaps exist in addressing the determinants of employee adaptability to transformational change. This study conclusion therefore seeks to address the determinants that may influence employee adaptability to change prior or during the change process especially within the financial institutions, and especially the banks in Nairobi Kenya.

Muthui, Mwaura and Mutua (2023) conducted a study on the effect of academic adaptability as predictor of academic achievement among form three students in Kitui County, Kenya. The study used Explanatory Sequential Mixed Method research design. The participants were 427, that is 218 boys and 209 girls from ten public sub-county secondary schools in the year 2023. The findings revealed that there was a significant and positive relationship between academic adaptability and academic achievement. The study concluded that an empirical evidence of a significant and positive relationship between the students, academic adaptability and their academic achievement was found

Muriithi, Kyalo and Kinyanjui (2020) conducted a study on the assessment of the relationship between entrepreneurial orientation, organizational culture adaptability and performance of Christian faith-based hotels in Kenya. The population of the study included 72 managers and 1878 junior staff from 24 Christian faith-based hotels in Kenya. Structural equation models (SEM) and an MMR model were fitted to assess the objective of the study. Based on the SEM and MMR models, the study found that adaptability has a significant positive influencing on the performance of Christian Faith Based Hotels. The study concluded that customer focus has moderately been put in place in the Christian faith-based hotels while organizational learning

is quite involved in adapting to changes in the external environment; where they emphasize on organizational learning in adapting to changes in external environment.

RESEARCH METHODOLOGY

Research Design

This study used of 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. It will also enable the researcher to analyze the findings and draw informed conclusions.

Target Population

According to Orodho, (2017) target population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. Target population should suit a certain specification, which the research is studying and the population should be homogenous. Mugenda and Mugenda, (2020), explain that the target population should have some observable characteristics, to which the research intends to generalize the results of the study. According to KAM (2022) report, there are 189 manufacturing firms in Nairobi County, out of these, 76 are food and beverage manufacturing firms. This study therefore targeted 456 management employees working in the 76 food and beverage manufacturing firms in Nairobi County

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 is 456.

The formula used for arriving at the sample size is;

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

Where:

n=sample size

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

N=Population size (456)

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. $437.9424/2.1004$

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

$$\frac{1.96^2 456 * 0.5 * 0.5}{(0.05^2 * 456) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 209$$

Table 3. 1: Sample Size

Category	Target Population	Sample Size
Top Managers	76	35
Middle Managers	152	70
Lower Level Managers	228	105
Total	456	209

Data Collection Instruments

Primary data was used in this study. Greener (2018) 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 will be used to collect primary data. The study's primary data was obtained using structured questionnaires.

The structured questions are 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 comprised of five sections and had data on the independent variable and independent variables

3.8 Data Analysis and Presentation

Before the data could be analyzed, the researcher ensured the data is 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 (Bhattacharjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2017). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is 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.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics

Visionary Thinking and Organization Performance

The first specific objective of the study was to assess the influence of visionary thinking on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. The respondents were requested to indicate their level of agreement on various statements related visionary thinking and performance of food and beverage manufacturing firms in Nairobi city county, Kenya. The results were as shown Table 4.1.

From the results, the respondents agreed that their organization focuses on long-term success and growth opportunities ($M = 3.781$, $SD = 0.646$). The respondents agreed that they actively

invest in innovations and trends that shape the future of the industry ($M=3.770$, $SD=0.765$). Further, the respondents agreed that they regularly analyze future industry trends and challenges ($M=3.668$, $SD=0.845$). The respondents agreed that they proactively identify emerging opportunities and threats ($M=3.654$, $SD=0.778$). The respondents also agreed that leaders effectively communicate a compelling vision that inspires employees ($M=3.592$, $SD=0.801$). The respondents also agreed that communication within the organization encourages collaboration toward future goals ($M=3.571$, $SD=0.692$).

Table 4. 1: Visionary Thinking and Organization Performance

	Mean	Std. Deviation
Our organization focuses on long-term success and growth opportunities.	3.781	0.646
We actively invest in innovations and trends that shape the future of the industry.	3.770	0.765
We regularly analyze future industry trends and challenges.	3.668	0.845
We proactively identify emerging opportunities and threats.	3.654	0.778
Leaders effectively communicate a compelling vision that inspires employees.	3.592	0.801
Communication within the organization encourages collaboration toward future goals.	3.571	0.692
Aggregate	3.689	0.762

Adaptability and Organization Performance

The second specific objective of the study was to examine the influence of adaptability on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. The respondents were requested to determine the influence of adaptability and performance of food and beverage manufacturing firms in Nairobi city county, Kenya. The results were as shown Table 4.2. From the results, the respondents agreed that adjusting to new circumstances and environments is done smoothly ($M=3.872$, $SD=0.724$). Further, the respondents agreed that the ability to shift approaches when necessary is strength in the organization ($M=3.849$, $SD=0.859$). The respondents also agreed that feedback from others is accepted and valued for improvement ($M=3.814$, $SD=0.575$). In addition, the respondents agreed that there is a willingness to explore new perspectives and possibilities ($M=3.795$, $SD=0.618$). Further, the respondents agreed that lessons from past experiences are applied to future challenges ($M=3.779$, $SD=0.701$). The respondents also agreed that continuous learning and acquiring new skills is encouraged and supported ($M=3.698$, $SD=0.592$).

Table 4. 2: Adaptability and Organization Performance

	Mean	Std. Deviation
Adjusting to new circumstances and environments is done smoothly.	3.872	0.724
The ability to shift approaches when necessary is strength in the organization.	3.849	0.859
Feedback from others is accepted and valued for improvement.	3.814	0.575
There is a willingness to explore new perspectives and possibilities.	3.795	0.618
Lessons from past experiences are applied to future challenges.	3.779	0.701
Continuous learning and acquiring new skills is encouraged and supported.	3.698	0.592
Aggregate	3.801	0.678

Organization Performance

The respondents were requested to indicate their level of agreement on various statements related to performance of food and beverage manufacturing firms in Nairobi city county, Kenya. The results were as shown Table 4.3.

From the results, the respondents agreed that their firm consistently achieves a strong profit margin in comparison to industry averages ($M=3.822$, $SD=0.702$). In addition, the respondents agreed that they regularly evaluate and implement cost-saving measures to improve our profitability ($M=3.815$, $SD=0.718$). Further, the respondents agreed that their firm holds a significant share of the market compared to our competitors ($M=3.779$, $SD=0.686$). The respondents also agreed that they actively monitor competitors and industry trends to maintain and increase our market share ($M=3.758$, $SD=0.795$). In addition, the respondent agreed that their customers are generally satisfied with the quality of products we provide ($M=3.726$, $SD=0.702$). The respondents also agreed that they receive frequent positive feedback regarding the customer experience with our food and beverage products ($M=3.696$, $SD=0.522$).

Table 4. 3: Organization Performance

	Mean	Std. Dev.
Our firm consistently achieves a strong profit margin in comparison to industry averages.	3.822	0.702
We regularly evaluate and implement cost-saving measures to improve our profitability.	3.815	0.718
Our firm holds a significant share of the market compared to our competitors.	3.779	0.686
We actively monitor competitors and industry trends to maintain and increase our market share.	3.758	0.795
Our customers are generally satisfied with the quality of products we provide.	3.726	0.702
We receive frequent positive feedback regarding the customer experience with our food and beverage products.	3.696	0.522
Aggregate	3.766	0.688

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (visionary thinking and adaptability) and the dependent variable (performance of food and beverage manufacturing firms 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 4. 4: Correlation Coefficients

		Organization Performance	Visionary Thinking	Adaptability
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	183		
Visionary Thinking	Pearson Correlation	.813**	1	
	Sig. (2-tailed)	.003		
	N	183	183	
Adaptability	Pearson Correlation	.861**	.231	1
	Sig. (2-tailed)	.001	.063	
	N	183	183	183

From the results, there was a very strong relationship between visionary thinking and performance of food and beverage manufacturing firms in Nairobi City County, Kenya ($r = 0.813$, 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 Milligan (2021) who indicated that there is a very strong relationship between visionary thinking and organization performance.

Further, the results revealed that there is a very strong relationship between adaptability and performance of food and beverage manufacturing firms in Nairobi City County, Kenya ($r = 0.861$, p value $= 0.001$). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Assefa, Alemayehu and Mamo (2020) that there is a very strong relationship between adaptability and organization performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (visionary thinking and adaptability) and the dependent variable (performance of food and beverage manufacturing firms in Nairobi City County, Kenya).

Table 4. 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882	.778	.777	.10428

a. Predictors: (Constant), visionary thinking, and adaptability

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 0.778 . This implied that 77.8% of the variation in the dependent variable (performance of food and beverage manufacturing firms in Nairobi City County, Kenya) could be explained by independent variables (visionary thinking, and adaptability).

Table 4.6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	109.176	2	54.588	545.88	.000 ^b
Residual	8.821	180	.050		
Total	117.997	182			

a. Dependent Variable: performance of food and beverage manufacturing firms in Nairobi City County, Kenya

b. Predictors: (Constant), visionary thinking and adaptability

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 545.88 while the F critical was 2.422 . 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 visionary thinking and adaptability on performance of food and beverage manufacturing firms in Nairobi City County, Kenya.

Table 4. 7: Regression Coefficients

Mode l		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.247	0.065		3.800	0.000
	visionary thinking	0.382	0.098	0.381	3.898	0.000
	adaptability	0.365	0.094	0.364	3.883	0.001

a Dependent Variable: performance of food and beverage manufacturing firms in Nairobi City County, Kenya

The regression model was as follows:

$$Y = 0.247 + 0.382X_1 + 0.365X_2 + \varepsilon$$

According to the results, visionary thinking has a significant effect on performance of food and beverage manufacturing firms in Nairobi City County, Kenya, $\beta_1=0.382$, 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 Milligan (2021) who indicated that there is a very strong relationship between visionary thinking and organization performance.

Furthermore, the results revealed that adaptability has significant effect on performance of food and beverage manufacturing firms in Nairobi City County, Kenya, $\beta_1=0.365$, 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 Assefa, Alemayehu and Mamo (2020) that there is a very strong relationship between adaptability and organization performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concluded that visionary thinking has a positive and significant effect on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. Findings revealed that future-orientation, strategic foresight and inspirational communication influences performance of food and beverage manufacturing firms in Nairobi city county, Kenya.

Further, the study concluded that adaptability has a positive and significant effect on performance of food and beverage manufacturing firms in Nairobi city county, Kenya. Findings revealed that flexibility, openness and learning agility influences performance of food and beverage manufacturing firms in Nairobi city county, Kenya.

Recommendations

The study recommends that the management of food and beverage manufacturing firms in Kenya should invest in long-term strategic planning and market trend analysis. By dedicating resources to understanding emerging consumer preferences, technological advancements, and global industry trends, firms can better anticipate future opportunities and challenges.

Further, the study recommends that the management of food and beverage manufacturing firms in Kenya should invest in employee training and development programs that focus on building skills in new technologies, process innovation, and change management. Given the rapid changes in market demand, technology, and regulatory standards, training employees to be adaptable and responsive to these shifts can help improve the firm's overall performance.

REFERENCES

- Abebaw, A. A., Misganaw, A. T., & Getu, S. W. (2021). The predictive effect of principals' adaptive leadership practices on teachers' workplace engagement in public secondary schools of Amhara, as perceived by teachers. *Bahir Dar Journal of Education*, 25(1), 22-41.
- Abosede, S. C., & Adesanya, A. O. (2020). Contributions of self-efficacy and problem solving skills on secretaries' job performance in Ogun State public service, Nigeria. *Journal of Education and Practice*, 8(11), 109-116
- Alinovi, L, D'Errico, M., & Mane, E. (2020). *Livelihoods strategies and household resilience to food insecurity: an empirical analysis to Kenya*. Retrieved from <https://socialprotection.org/sites/default/files/>
- Assefa, E, Alemayehu, A., & Mamo, T. (2020). Adaptability study of black cumin (*Nigella sativa* L.) varieties in the mid and high land areas of Kaffa zone, south West Ethiopia. *Agriculture, Forestry and Fisheries*, 4(1), 14-17.
- Aurah, C. M, Cassady, J. C., & McConnell, T. J. (2020). Genetics problem solving in high school testing in Kenya: effects of metacognitive prompting during testing. *Electronic Journal of Science Education*, 18(8), 1-26
- Barasa, W. D., & Omariba, A. (2024). Visionary thinking and service delivery in national government constituency development fund in Kenya. *International Journal of Novel Research in Interdisciplinary Studies*, 11(1), 33-41
- Basaria, M. J., Harjanto, P., Firdaus, A., & Mohammad, H. (2024). The analysis effect of adaptive leadership practices on the resilience of Indonesian Banks. *Proceeding Medan International Conference Economics and Business*, 1(1), 1980-1991.
- Cohen, L., Manion, L., & Morrison, K. (2018). *Research Methods in Education* (8th ed.). Routledge.
- Cronbach, L. J. (2019). *My Current Thoughts on Coefficient Alpha and Successor Procedures*. Washington, D: Educational and Psychological Measurement.
- Crowther, D. & Lancaster, G. (2018). *Research Methods: A Concise Introduction to Research in Management and Business Consultancy*. New York: Butterworth-Heinemann.
- Dusengimana, M. D., & Kimemia, M. (2025). Effects of adaptive leadership practices on project performance of non-governmental organizations in Rwanda. *International Journal of Advanced Business Studies*, 4(1), 154-169.
- Ernesto, T. I. (2023). Adaptive leadership practices and organizational effectiveness in higher education institutions. *International Journal of open-access, interdisciplinary & new educational discoveries of etcor educational research center*, 2(3), 2945-2969.
- Flick, U. (2019). *An Introduction to Qualitative Research* (6th ed.). SAGE Publications.
- Glaser, B. G., & Strauss, A. L. (2019). *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Aldine.
- Grant, R. (2019). *Contemporary Strategy Analysis, (4 Ed)*. Blackwell Publishers
- Guba, E. G., & Lincoln, Y. S. (2020). "Competing Paradigms in Qualitative Research." In Denzin, N. K., & Lincoln, Y. S. (Eds.), *Handbook of Qualitative Research* (pp. 105-117). SAGE Publications.
- Gülfem, S. G. (2020). Factors and mechanisms of resilience among Turkish migrant women in the UK. Retrieved from <file:///C:/Users/user/Downloads/>

- Huma, E, Nduku, E. N., & Mwalw'a, S. (2022). Relationship between visionary leadership and implementation of change management strategies in private secondary schools in Nairobi County. *Journal of Education*, 6(1), 21-38
- Maxwell, J. A. (2021). *Qualitative Research Design: An Interactive Approach* (3rd ed.). SAGE Publications.
- Milligan, M. (2021). *Exploring vision thinking and visionary leadership in head coaches of Canadian University large team sports*. Retrieved from <https://brocku.scholaris.ca/server>
- Mugenda, O. M., & Mugenda, A. G. (2019). *Research methods: Quantitative and qualitative approaches*. African Centre for Technology Studies.
- Muhammad, S. C., Fauzia, S., Saima, N., & Nuria, C. (2022). *Role of adaptive leadership practices in learning organizations to boost organizational innovations with change self-efficacy*. Retrieved from <https://link.springer.com/article/>
- Muriithi, R. W, Kyalo, T., & Kinyanjui, J. (2020). Assessment of the relationship between entrepreneurial orientation, organizational culture adaptability and performance of Christian faith-based hotels in Kenya. *International Journal of Entrepreneurial Knowledge*, 7(1), 31-45
- Musyoka, J. K., & Ouma, C. A. (2023). Effect of adaptive leadership practices on performance of SMEs during Covid-19 pandemic in Nairobi County, Kenya. *Kabarak Journal of Research & Innovation*, 14(1), 26-44.
- Nota, L, Heppner, P. P, Soresi, S., & Heppner, M. J. (2020). Examining cultural validity of the Problem-Solving Inventory (PSI) in Italy. *Journal of Career Assessment*, 17(4), 478-494
- Nyandika, D. O. (2024). Adaptive leadership and crisis preparedness in public universities in Kenya: moderating effect of business continuity practices. *African Journal of Emerging Issues*, 6(14), 143-162.
- Opiyo, F. E, Wasonga, O. V., & Nyangito, M. M. (2020). Measuring household vulnerability to climate-induced stresses in pastoral rangelands of Kenya: Implications for resilience programming. *Research, Policy and Practice*, 4(10), 1-15
- Oteng-Ababio, M, Sarfo, K. O., & Owusu-Sekyere, E. (2020). Exploring the realities of resilience: Case study of Kantamanto Market fire in Accra, Ghana. *International Journal of Disaster Risk Reduction*, 12(1), 311–318
- Tashakkori, A., & Teddlie, C. (2019). *Mixed Methodology: Combining Qualitative and Quantitative Approaches*. SAGE Publications.
- Yan, B, Maladzhi, W. R., & Makinde, O. D. (2020). *Creating innovation culture through visionary leadership in small medium enterprises in South Africa*. Retrieved from <https://www.researchgate.net/>