AN EMPIRICAL SURVEY ON THE EFFECT OF STRATEGIC RESOURCES ON PERFORMANCE OF AGRIBUSINESS COMPANIES LISTED AT THE NAIROBI SECURITIES EXCHANGE IN KENYA

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ABSTRACT

The agribusiness sector in Kenya is a vital contributor to the economy, accounting for over 20% of the annual GDP. Despite its importance and substantial government support, the sector faces numerous challenges. A review of the literature reveals a gap in understanding the impact of strategic resources on the performance of agribusiness companies. To address this gap, the present study aimed to examine the effect of strategic resources on the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE) in Kenya. The study utilized a mixed-method research design and was grounded in the Resource-Based View (RBV) theory and the Balanced Scorecard Model. The target population comprised all six agribusiness companies listed on the NSE, with 120 management staff members—including directors, department heads, and middle to supervisory-level managers—participating as respondents. Quantitative data collected from close-ended questions were analyzed using SPSS (Version 28.0), while qualitative data from open-ended questions were categorized into themes and broad categories. The strength of the model was assessed using the R^2 statistic, with the F-statistic computed at a 95% confidence level and hypothesis testing based on p-values at the 5% significance level. The findings revealed that strategic resources have a positive impact on the performance of agribusiness companies listed on the NSE. Based on these results, the study recommends that agribusiness firms enhance their strategic resources by investing in resources that are valuable, rare, inimitable, and non-substitutable.

Keywords: Strategic Resources, Agribusiness Companies, Organizational Performance

INTRODUCTION

In the contemporary global economy, strategic resources have increasingly become the cornerstone of firm performance, particularly in dynamic and resource-dependent sectors such as agribusiness. For agribusiness companies operating in Kenya, a country where agriculture remains a backbone of economic activity, contributing over 20% to the GDP and employing more than 40% of the total population (World Bank, 2023), understanding how internal strategic resources influence performance is critical. Agribusinesses listed on the Nairobi Securities Exchange (NSE) offer a unique perspective into how resource configurations translate into competitive advantage and organizational success.

Strategic resources, defined within the Resource-Based View (RBV) framework as assets that are valuable, rare, inimitable, and non-substitutable (VRIN), are pivotal for sustainable firm performance (Barney, 2020). This study focused on three core constructs of strategic resources; *enterprise knowledge*, *financial strength*, and *human capital*, and their effect on the performance of agribusiness firms listed at the NSE.

Enterprise knowledge refers to the accumulated experience, organizational processes, and information systems that enhance decision-making and innovation (Chatterjee et al., 2021). In agribusiness, where firms face uncertainties due to weather variability, input costs, and regulatory shifts, leveraging enterprise knowledge can improve risk management and operational efficiency (Makori & Jagongo, 2023).

Financial strength represents a firm's capacity to mobilize and manage financial resources to support growth, innovation, and resilience in volatile markets. Financially robust firms are better positioned to invest in technology, expand market reach, and navigate external shocks such as climate change or market price fluctuations (Agyemang et al., 2020). In Kenya, where access to finance remains a bottleneck for many agricultural enterprises, financial strength is a crucial determinant of strategic agility and performance.

Human capital, encompassing the skills, expertise, and motivation of the workforce, remains a vital component of strategic resources. Research increasingly highlights that firms with highly skilled and engaged employees tend to outperform their peers in innovation, customer satisfaction, and adaptability (Bailey et al., 2018). For agribusinesses, human capital is instrumental across the value chain, from farm-level production to processing and distribution, influencing both efficiency and quality.

This study empirically investigates how these strategic resources, enterprise knowledge, financial strength, and human capital influence the performance of agribusiness firms listed on the Nairobi Securities Exchange. By examining these factors, the research contributes to a deeper understanding of resource-based drivers of competitiveness in Kenya's evolving agribusiness landscape.

As stated by Akpa et al. (2021), organizational performance refers to the degree to which an organization fulfils its mission, evaluated through financial results, customer satisfaction, intangible assets, and the efficiency of its services. Furthermore, Akpa et al. (2021) emphasize that performance measurement assists decision-makers in assessing a company's advancement toward its strategic objectives. Consequently, a firm's performance is primarily centred on productivity and customer satisfaction metrics related to resource utilization. While definitions may vary, they consistently emphasize the importance of achieving established goals. This study has adopted the Balanced Scorecard to measure performance. The BSC, which was developed by Kaplan and Norton (1992), introduced a holistic approach by incorporating both financial and non-financial perspectives in performance measurement.

According to Sharaf-Addin and Fazel (2021), the financial perspective reflects the effectiveness of an organization's business strategy implementation. It is an indicator of the company's profitability, which largely results from past managerial decisions and actions. Key financial performance metrics include profit margin, profit growth rate, return on assets (ROA), and return on equity (ROE) (Tudose et al., 2022). The profit margin, as explained by Nguyen et al. (2020), measures the firm's ability to generate profit from sales. While profit margin can serve as a temporary solution to avoid bankruptcy, Tudose et al. (2022) argue that it may not be a long-term indicator of organizational performance. In this study, performance was assessed by examining the firm's profitability, cash flows, and debt-to-asset ratio. However, financial performance metrics have been criticized for focusing too heavily on financial aspects such as earnings and returns, often neglecting value drivers like customer and employee satisfaction, innovation, and product quality (Singla & Chammanam, 2024).

The customer perspective emphasizes the importance of customer satisfaction within the organization. According to Bochenek (2019), customer focus is one of the primary strategies that top management utilizes to achieve financial objectives. Since customers are fundamental to the existence of organizations, ensuring value in all processes and product delivery is crucial. As Bochenek (2019) further states, the customer perspective is the most critical component of any organization. Consequently, agribusiness leaders can use the balanced scorecard to translate their social mission into measurable objectives centred on customer satisfaction.

As noted by Rafiq et al. (2020), the internal processes perspective refers to the systems and procedures that an organization uses to achieve its performance objectives. It plays a vital role in supporting both the financial and customer perspectives. Internal processes connect the financial and customer perspectives, facilitating effective organizational performance. These processes include key methodologies, technologies, procedures, and competencies that are necessary for business growth and customer satisfaction. The agribusiness sector stands to gain significantly from applying the various perspectives offered by the balanced scorecard. This study adopted three elements of the Balanced Scorecard—finance, customer, and internal processes- to measure organizational performance, as reflected in the firm's profitability, social performance, and efficiency.

Statement of the problem

Without a doubt, Kenya's agricultural and agribusiness industry holds the key to addressing the Nation's unemployment issues. To improve the agricultural sector, the Kenyan government has implemented policies and initiatives. Kenya's Vision 2030 initiative is one such government initiative that aims to modernize the industry through competitive and modern marketing and production (GoK, 2017). In addition, the Kenyan government has implemented agricultural policies that align with Vision 2030. As an example, the 2021 Agricultural Policy on Food Security, Wealth, and Health (GoK, 2021)

Nevertheless, there are various issues facing stakeholders and the police makers in this sector, including the sector's poor growth performance (Mitullah et al., 2017). FAO et al. (2022) and

Wahome and Njiraini (2021) observed the cause of this challenge as partly contributed by the leaders' inability to carry out strategic decisions, a lack of knowledge transfer, the use of outdated technology, and the absence or poor state of rural infrastructure connecting farmer facilities and commercialization locations across the nation. If these problems are not resolved, the nation will continue to experience food insecurity and a delay or failure to accomplish the Global Sustainable Development Goal (SDG) number two, whose aim is to end hunger, achieve food security, improve nutrition and promote sustainable agriculture (FAO, 2023). SDG 2 seeks sustainable solutions to end hunger in all its forms by 2030 and achieve food security.

Several studies have been conducted to determine the effect of strategic resources and organizational performance. These studies used different methodologies. Additionally, strategic resources have been operationalized in different ways. Some studies have used extension and advisory services (Agole et al, 2022). Additionally, other studies have been conducted in other countries. Ibarra et al. (2020) sought to determine the impact of intellectual capital on the performance of medium-sized firms in the Mexican manufacturing sector. Xu et al. (2020) examined the effect of intellectual capital efficiency on the performance of the listed smart agriculture companies in China. Twumasi et al. (2019) conducted a quantitative study to examine how credit constraints affect the involvement of young people in agricultural activities in Ghana

All the above studies applied a quantitative research method, and they all concluded that there was a significant positive relationship between strategic resources and firm performance. As such, this study sought to fill the conceptual, contextual and methodological gaps by examining the effect of strategic resources on the performance of agribusiness companies listed on the Nairobi Securities Exchange in Kenya.

LITERATURE REVIEW

Theoretical review

This study was premised on one Theory and one model, namely: The Resource-Based View Theory and the Balanced Scorecard Model.

The Resource-Based View Theory

The Resource-Based View (RBV) of the firm offers a foundational lens through which to understand how internal firm resources contribute to sustainable competitive advantage. Originally articulated by Barney (1991), the RBV posits that firms achieve superior performance by acquiring and deploying strategic resources that are valuable, rare, inimitable, and non-substitutable (VRIN). These resources can be tangible, such as physical and financial assets, or intangible, such as knowledge, organizational culture, and human expertise.

In recent years, scholars have refined and extended the RBV to accommodate dynamic and complex market conditions. For instance, Peteraf and Barney (2020) argue that while the core logic of RBV remains robust, contemporary firms must also consider how their resources

evolve in response to environmental turbulence. This has led to the integration of dynamic capabilities—the ability to reconfigure internal competencies in rapidly changing environments—into RBV-based models (Teece, 2018).

In the agribusiness context, the RBV provides a compelling explanation for performance differentials. Firms that effectively manage strategic resources such as enterprise knowledge, financial strength, and human capital are better positioned to innovate, adapt, and deliver sustained value in the face of market volatility, climate change, and technological disruption (Omondi & Wanjala, 2022). The RBV thus moves beyond the traditional focus on external industry structure and emphasizes the strategic choices firms make regarding internal resource development and deployment.

Moreover, the RBV has gained traction in developing economies, where firms often operate in resource-constrained environments. According to Ngugi et al. (2021), resource heterogeneity among agribusinesses in Kenya is a key driver of competitive positioning, underscoring the RBV's relevance in understanding performance within emerging market contexts.

This theoretical model positions enterprise knowledge, financial strength, and human capital as core strategic resources that align with RBV principles. These resources, when developed and leveraged effectively, can enhance firm performance by fostering innovation, resilience, and efficiency. In the competitive and often volatile landscape of Kenyan agribusiness, such internal capabilities are essential for long-term survival and success. The study hypothesizes that firms possessing higher levels of these strategic resources will exhibit stronger performance outcomes, consistent with the central tenets of RBV.

The Balanced Scorecard Model

The Balanced Scorecard (BSC) model, originally developed by Kaplan and Norton (1992), remains one of the most influential frameworks for measuring and managing organizational performance. Traditionally, performance metrics in many firms focused narrowly on financial outcomes. However, the BSC introduced a more holistic approach by incorporating both financial and non-financial perspectives—specifically: financial performance, internal business processes, customer perspective, and learning and growth.

Over time, the BSC has evolved into a strategic management system that not only measures outcomes but also aligns business activities with an organization's vision and strategy (Kaplan, 2020). This multidimensional approach makes it especially relevant for agribusinesses, which operate in dynamic environments where financial results alone may not fully capture operational effectiveness or customer impact. In the context of this study, the BSC model provides a useful lens through which the three key constructs of performance—profit, efficiency, and social performance—can be understood and operationalized.

Profit remains a fundamental indicator of organizational performance from the financial perspective of the BSC. It captures the ability of a firm to generate returns from its operations

and investments. In agribusinesses, profitability may be influenced by cost management, pricing strategies, and capital structure. The financial perspective also reflects how well a firm is using its strategic resources—such as enterprise knowledge, human capital, and financial strength—to maximize shareholder value (Niven, 2014). Recent studies have emphasized the importance of integrating long-term profitability with sustainability in agribusiness sectors (Nkundabanyanga & Kasozi, 2022).

Efficiency relates to how effectively a firm utilizes its internal processes to deliver products or services. In the BSC model, the internal business processes perspective emphasizes operational excellence, innovation, and value chain integration. For agribusinesses, efficiency is crucial in managing inputs, reducing waste, streamlining logistics, and improving turnaround times (Cobbold & Lawrie, 2021). The efficient deployment of resources such as enterprise knowledge and human capital contributes to process optimization, which in turn improves overall performance.

Social performance, as captured in the customer perspective of the BSC, evaluates how well the firm meets customer expectations in terms of quality, reliability, and responsiveness. In the agribusiness context, social performance could include customer satisfaction, proper mechanisms to address grievances, and fair treatment of the staff. Superior customer service fosters loyalty and repeat business, which ultimately impacts revenue and market share (Hoque, 2020). Firms that invest in human capital and knowledge management tend to perform better in meeting customer needs due to enhanced communication and service delivery.

By aligning the three constructs of performance—profit, efficiency, and social performance—with the BSC's core dimensions, this study adopts a comprehensive framework for evaluating firm performance. The Balanced Scorecard not only supports multi-dimensional performance assessment but also aligns well with the Resource-Based View by illustrating how internal strategic resources contribute to outcomes across financial and operational domains. For agribusiness companies listed on the Nairobi Securities Exchange, applying the BSC model allows for a balanced evaluation of short-term financial results and long-term strategic success.

Empirical Review

Ibarra et al. (2020) aimed to explore the impact of intellectual capital on the performance of medium-sized firms in Mexico's manufacturing sector. Using a quantitative research approach, their study concluded that intellectual capital significantly influences performance. The study used a quantitative research method.

In their study, Xu et al. (2020) investigated the effect of intellectual capital efficiency on the performance of publicly listed smart agriculture companies in China. The quantitative research focused on financial and human capital as key constructs of the independent variable. The results revealed a significant positive effect of both financial and human capital on company performance.

Twumasi et al. (2019) conducted a quantitative study to assess how credit constraints influence young people's participation in agricultural activities in Ghana, surveying 450 young farmers from a specific region. Their findings showed that access to credit positively affected the level of youth engagement in farming, which in turn impacted agribusiness performance.
Agole et al. (2022) explored the performance of farming groups that received agricultural extension and advisory services from the National Agricultural Advisory Services in Eastern Uganda. Their quantitative study, which gathered data from 200 members of 19 farming groups, found a significant positive relationship between these services and farming group performance.

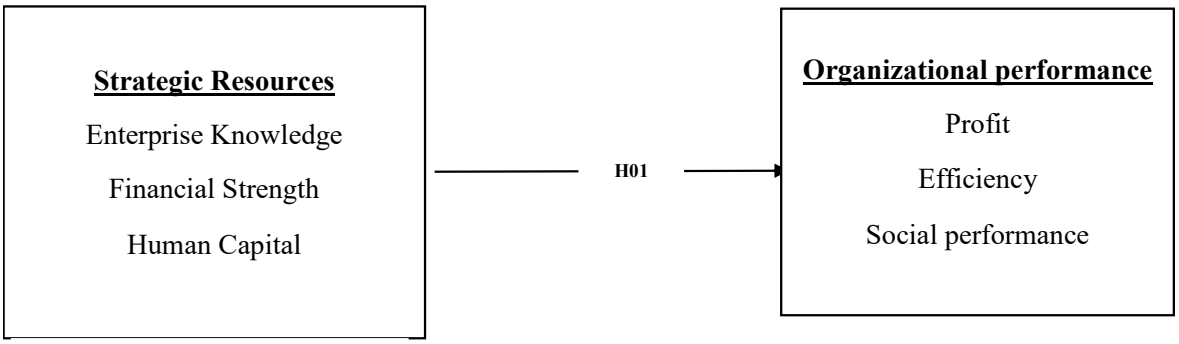
Samuel et al. (2019) examined the impact of entrepreneurial finance on the performance of micro and small agribusinesses owned by coffee smallholders in Murang'a County, Kenya. Focusing on a sample of 146,105 coffee smallholders from eight sub-counties, the study employed regression analysis and found a strong positive relationship between access to entrepreneurial finance and agribusiness performance.

Conceptualization and Hypothesis

The conceptual framework represents the relationship between strategic resources and performance.

Conceptual Framework

Figure 1



Source: Author, 2025

Figure 1 illustrates the conceptual framework, which was developed through an intensive review of the literature. Strategic resources is the independent variable that is operationalised by enterprise knowledge, financial strength and human capital. Organizational performance is the dependent variable measured by profitability, efficiency and social performance. The study hypothesis was that:

H01. Strategic resources have no significant effect on the performance of agribusiness companies listed at NSE in Kenya.

RESEARCH METHODOLOGY

Due to the widespread food insecurity in most regions of the world, agribusiness is today a topic of significant interest, not only in Africa but also globally. Therefore, the study needed to be both objective and well-researched. As a result, this study benefited greatly from a mixed-method research design that incorporates positivism and interpretivism techniques.

The target population for this study constituted the six agribusiness companies in Kenya listed in NSE. The unit of analysis in this study was the management staff from all six companies. The respondents were the management staff (the directors, functional heads, middle-level managers and lower-level managers or supervisors) adding up to 120 people.

A questionnaire was used as the primary tool for gathering data for this study. Lewis (2015) asserts that questionnaires are economical and enable data collection from a sizable segment of the population. All 120 targeted leaders of the six agriculture companies listed on the NSE Kenya were given the questionnaires. Both open-ended and closed-ended questions were included in the semi-structured questionnaires.

Additionally, Cronbach's Alpha was used to verify the questionnaire's reliability and make sure it fell within the suggested range of 0.7. For this study, a Cronbach's Alpha of 0.813 was obtained. An adequate level of reliability is indicated by a coefficient of 0.7, according to Mugenda (2008).
Below are the Cronbach's Alpha results:

Table 1: Reliability Coefficients

Variable	Cronbach's Alpha	
	Coefficients	**Remarks**
Strategic resources	0.807	Reliable
Organizational performance	0.818	Reliable
Overall	0.813	Reliable

Source: Research data, (2025)

The Statistical Package for Social Sciences (SPSS Version 28.0) was used to analyze the quantitative data from the closed-ended questions. As a result, descriptive and inferential

statistics were produced and displayed using tables and graphs. Conceptual content analysis was used to examine the qualitative information obtained from the open-ended questions. Cresswell & Cresswell (2018) advise identifying themes in qualitative data before creating broad categories. Following that, the recurring themes were transformed into numerical codes for quantitative analysis. For comparison and contrast, Cresswell and Cresswell (2018) recommended identifying content areas from both data sets. Themes were converted into counts to convert the qualitative data into quantitative statistics. Lastly, a statistical analysis including the thematic counts was carried out. The distinct outcomes were analyzed independently, and the level of convergence was obtained.

Karl Pearson's correlation coefficient was used to assess the degree of association between the variables, and a multiple regression analysis was conducted to ascertain the impact of Strategic resources on the performance of agribusiness firms in Kenya listed at the NSE. Descriptive statistics, including the mean and standard deviation, were used to analyze the data in this study. For inferential statistics, Pearson correlation and regression analysis were used. The following model was used to test the hypothesis.

$$Y = \beta 0 + \beta 1 X1 + \varepsilon$$

Where Y = the performance of agribusiness companies listed at NSE in Kenya
$\beta 0$ = Constant
$\beta 1$ = Coefficients
$X1$ = Strategic Resources
And ε = margin of error.

The Adjusted R-squared was used to test the regression models' significance and demonstrate the degree of variance in organizational performance caused by changes in strategic resources. P-values were evaluated at the $p < 0.05$ significant level to determine whether to accept or reject the null hypothesis. According to Mugenda and Mugenda (2019), this 95% confidence level is appropriate for social research.

To determine whether the variation shown by the regression model indicates any significant relationship between the independent variable (Strategic resources) and the dependent variable (Organizational Performance), F-statistics was computed on a 95% confidence level, as advised by Montgomery et al. (2012). SPSS and Microsoft Excel are some of the tools used to generate reports through tabulations, percentages and measures of central tendency.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive statistics

The mean and the standard deviation were the descriptive statistics used to summarize the major features of the study variables

4.1.1. Strategic resources

To measure the independent variable (Strategic resources), the study used enterprise knowledge, financial strength and human capital.

Table 2: Descriptive Statistics for Strategic Resources

Strategic Resources aspects	Mean	Std. Deviation
Enterprise Knowledge		
Technology is used in the company to preserve intellectual capital	4.032	.744
The management prioritises skill building among the existing staff.	3.978	.821
Management ensures that information is effectively transferred among staff.	4.108	.616
The management has created an environment where feedback is received and acted upon.		
Aggregate	4.065	.689
Financial strength	**4.046**	**.718**
The management has ensured that the company has adequate cash flows	4.323	.662
Aggregate	**4.323**	**.662**
Human Capital		
The management aligns every staff in their proper area of expertise	4.054	.812
The management has a genuine commitment to the staff and farmers	4.172	.761
The management of the company takes time to source the right human skills	4.032	.311
Aggregate	**4.086**	**.628**
Overall Aggregate	**4.096**	**.677**

Source: Research Data (2025)

The descriptive analysis of strategic resources yielded a mean score of 4.096 with a standard deviation of 0.677, indicating that agribusiness companies listed on the Nairobi Securities

Exchange (NSE) place considerable emphasis on strategic resources. Among the resource dimensions assessed, financial strength recorded the highest aggregate mean of 4.323, suggesting that these firms possess adequate cash flows to support effective and sustained operations.

Additionally, the item *"The management has a genuine commitment to the staff and farmers"* achieved a mean score of 4.172 and a standard deviation of 0.761, reflecting a strong recognition by management of the vital roles played by employees and other stakeholders in driving organizational performance.

Conversely, the item *"The management prioritises skill building among the existing staff"* received the lowest mean rating at 3.978, accompanied by the highest variability in responses (standard deviation = 0.821). This suggests a relatively lower consensus and highlights a potential area for improvement. Focused investment in staff skill development is therefore recommended to enhance overall human capital effectiveness.

The overall findings align with empirical studies emphasizing the role of strategic resources in organizational performance. For instance, Xu et al. (2020) highlighted the positive impact of financial and human capital on the performance of agricultural firms, emphasizing the need for effective resource management. Similarly, Ibarra et al. (2020) found that intellectual capital plays a critical role in sustaining competitive advantage, particularly in resource-intensive industries. Agole et al. (2022) also demonstrated the significance of feedback mechanisms and capacity building in improving agribusiness performance. These findings underscore that agribusiness firms listed on the NSE effectively leverage their strategic resources to optimize operations and enhance their competitive position.

Organizational performance

This study adopted the Balanced Scorecard (BSC) model as a foundational framework for assessing organizational performance. The BSC emphasizes the importance of evaluating performance across multiple dimensions—namely, internal business processes, customer satisfaction, learning and growth, and financial outcomes—to ensure a comprehensive and balanced appraisal of organizational effectiveness (Kaplan & Norton, 1992).

Table 3: Descriptive Statistics for Organizational Performance

Performance aspects	Mean	Std. Deviation
Profitability		
For the last ten years, the company has been profitable.	4.151	.589
The cash flows of the company are adequate to run the daily financial activities.	3.817	.589
The company has a good debt/asset ratio.	3.957	.658
Aggregate	**3.975**	**0.612**
Efficiency		
The company uses resources (staff, buildings, equipment, etc.) optimally	3.602	.861
The company processes and procedures are cost-effective	3.871	.679
There has been a remarkable decrease in the wastage of resources in the last ten years	4.065	.734
Aggregate	**3.846**	**0.758**
Social performance		
Staff welfare is promoted in the company	3.677	.555
The company has mechanisms for grievance redress.	3.742	.440
Staff treat each other and other stakeholders with dignity	4.258	.896
Customer and staff satisfaction is prioritised.	4.151	.706
Aggregate	**3.957**	**.649**
Overall Aggregate	**3.926**	**.673**

Source: Research Data (2025)

The profitability dimension of organizational performance reveals that agribusiness companies generally exhibit strong financial performance, with an aggregate mean score of 3.975 and a standard deviation of 0.612. Notably, the item *"The company has been profitable over the last ten years"* recorded the highest mean score of 4.151, reflecting sustained financial success over time. Additionally, a strong debt-to-asset ratio (mean = 3.957) underscores prudent financial management practices, while adequate cash flows (mean = 3.817) indicate a moderate level of liquidity, ensuring stability for day-to-day financial operations.
The high aggregate score for profitability aligns with the findings of Zaidi et al. (2018), who argued that effective financial management is a critical driver of organizational success. Furthermore, Mohamed and Mohamud (2021) emphasized that maintaining financial stability and managing debt effectively are crucial for performance, particularly in capital-intensive industries like agribusiness. These results suggest that agribusiness firms listed on the Nairobi Securities Exchange (NSE) understand the crucial role of financial resources and are effectively utilizing sound financial management practices to sustain operations and enhance profitability—key factors in navigating volatile markets and the resource-intensive nature of the agribusiness sector.

The efficiency dimension of organizational performance yielded an aggregate mean score of 3.846 with a standard deviation of 0.758, indicating a high level of operational effectiveness among agribusiness companies listed at NSE. The item *"Reduction in wastage of resources over the last decade"* recorded the highest mean score of 4.065, reflecting the companies' deliberate efforts to minimize costs and enhance sustainability. Additionally, the cost-effectiveness of processes and procedures (mean = 3.871) further reinforces the idea of optimized operations within these firms. However, the optimal use of resources, including staff, buildings, and equipment, received a slightly lower mean score of 3.602, suggesting an area for improvement where leadership attention is needed. The high aggregate score for efficiency is consistent with the findings of Lubanga (2020), who emphasized that effective resource optimization and waste reduction are essential for improving performance in resource-intensive sectors like agribusiness.

The social performance dimension achieved an aggregate mean score of 3.957 with a standard deviation of 0.649, indicating that agribusiness companies prioritize stakeholder engagement and employee well-being. The highest-rated item within this category was *"Encouraging staff to treat each other and stakeholders with dignity,"* which recorded a mean score of 4.258, highlighting a strong organizational culture rooted in respect and collaboration. Furthermore, customer and staff satisfaction attained a mean score of 4.151, underscoring the companies' commitment to stakeholder welfare. In contrast, the items *"Mechanisms for grievance redress"* (mean = 3.742) and *"Promoting staff welfare"* (mean = 3.677) scored lower, suggesting that there is room for improvement in enhancing employee support systems.
These findings align with the work of Agole et al. (2022), who highlighted that fostering employee satisfaction and actively engaging stakeholders are key drivers of performance within the agribusiness sector. Overall, these results reflect the commitment of agribusiness companies listed on the Nairobi Securities Exchange (NSE) to cultivating a positive

organizational culture that prioritizes both employee and customer satisfaction—an essential factor for ensuring sustainable success.

Inferential Analysis

The study sought to investigate the relationship between strategic resources and the performance of agribusiness firms listed on the Nairobi Securities Exchange (NSE) in Kenya. The corresponding hypothesis stated that strategic resource has no significant effect on the performance of agribusiness companies listed on the NSE in Kenya. This hypothesis was tested using multiple regression analysis, and the results were interpreted using Adjusted R^2 values and P-values at a significance level of $P < 0.05$. Below is the regression model that was used for the direct relationship between strategic resources and the performance of agribusiness companies listed on the NSE in Kenya.

Performance = 1.720 + 0.409 strategic resources + ε

The table below illustrates the results.

Table 4: Regression Coefficients

	B	Std. Error	Beta		
Model	**Unstandardized Coefficients**	**Standardized Coefficients**		**T**	**Sig**
Constant	1.720	0.357		4.819	0.000
Strategic resources	0.409	0.107	0.460	3.830	0.000

a. Dependent Variable: Performance

Source: Research Data (2025)

The findings presented in Table 4 indicate an adjusted coefficient of multiple determination of $\beta = 1.720$, suggesting that, if all other factors remain constant, the performance of agribusiness companies listed on the Nairobi Securities Exchange (NSE) in Kenya would be 1.720. The coefficient for strategic resources is 0.409, which means that holding all other factors constant, a one-unit increase in strategic resources would result in a 0.409 increase in the performance of these agribusiness companies.

Given that the p-value for strategic resources is 0.000, which is less than the 0.05 significance level, the study rejects the null hypothesis and concludes that strategic resources have a positive and significant effect on the performance of agribusiness companies listed on the NSE. These results are consistent with the Resource-Based View (RBV) framework, which emphasizes the

critical role of valuable, rare, inimitable, and non-substitutable assets in enabling firms to achieve and sustain competitive advantage.

Empirical studies provide further support for the findings. For instance, Xu et al. (2020) demonstrated that both financial capital and human capital significantly influenced the performance of smart agriculture firms in China. Similarly, Ibarra et al. (2020) found that intellectual capital had a positive impact on the performance of medium-sized firms in the Mexican manufacturing sector. These findings are consistent with the results of the current study, which highlight the critical role of financial strength, enterprise knowledge, and human capital in enhancing the performance of agribusiness firms in Kenya.

DISCUSSIONS AND RESULTS

This study is consistent with the Resource-Based View (RBV) Theory, which asserts that resources that are valuable, rare, inimitable, and non-substitutable are essential drivers of organizational success. Agribusiness firms that focused on the strategic acquisition, allocation, and optimization of resources demonstrated a greater ability to tackle industry challenges and deliver value to stakeholders.

The findings highlight that effective resource management allows firms to foster innovation, improve operational efficiency, and ensure long-term sustainability. This study contributes to the RBV framework by providing empirical evidence of its relevance and applicability within the agribusiness sector.

CONTRIBUTIONS OF THE STUDY TO KNOWLEDGE

This study focused on agribusiness companies listed on the Nairobi Securities Exchange (NSE) in Kenya, a context that has been underexplored in previous research, thus addressing a significant gap in the literature. Unlike the majority of studies on strategic resources, which have predominantly concentrated on manufacturing or service industries, this research emphasizes the unique potential and challenges within the agribusiness sector. It provides valuable insights into how the volatility, resource intensity, and competitive pressures of the industry can be managed through the strategic customization of resources.

In addition, the study contributes to research methodology by employing a rigorous approach to data collection and analysis. This methodological robustness enhances the reliability of the findings and offers a model for future research in similar contexts.

Lastly, the study offers practical insights for academics, policymakers, and professionals in the agricultural sector. By providing actionable recommendations for resource optimization, strategic alignment, and performance monitoring, it presents a structured framework for operationalizing strategic resources to achieve performance excellence. This work enriches the discourse on strategic resources and lays the groundwork for increased innovation, competitiveness, and sustainability in agribusiness, bridging the gap between theoretical concepts and real-world application.

AREAS FOR FURTHER RESEARCH

Future research could explore how strategic resources influence performance across other sectors, such as technology, healthcare, and education. Comparative studies conducted in diverse geographical contexts may offer valuable insights into how cultural differences and market conditions shape both performance and the utilization of strategic resources. Additionally, as technology continues to play an increasingly central role in business operations, future investigations could assess the impact of digital transformation on organizational performance. Moreover, exploring how artificial intelligence tools can enhance strategic resources—particularly in areas such as enterprise knowledge and human capital—would be a valuable avenue for further study.

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