

Adaptive Decision Making and Competitiveness of Family-owned Supermarkets in Kenya

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Abstract

This study examined the association between adaptive strategic decision making and competitiveness among family-owned supermarkets in Kenya. Guided by a positivist philosophy and a cross-sectional descriptive design, the study targeted 96 managers in 24 supermarkets; 78 completed questionnaires were returned (81.25%). Primary data were analyzed in Python. The instrument showed internal consistency (Cronbach's alpha = 0.874); expert judgement supported content validity, while the reported KMO statistic of 0.603 indicated modest sampling adequacy for factor analysis. A bivariate ordinary least squares model found a positive association between adaptive strategic decision making and competitiveness ($\beta = 0.2391$, $F = 12.13$, $p = 0.000931$; $R^2 = 0.168$). The findings support investment in adaptive decision-making practices, but the cross-sectional design and self-reported measures do not establish causation. The results are specific to the sampled family-owned supermarkets and should be tested in other retail settings.

Keywords: Adaptive strategic decision making, Competitiveness

1 Introduction

1.1 Background of the Study

The supermarket industry is highly dynamic and competitive, requiring firms to continuously adapt to shifting market conditions through strategic decision-making (Gatutha & Namusonge, 2023). Family-owned supermarkets, in particular, face unique challenges related to governance structures, succession planning, and financial resource constraints. As consumer preferences evolve, regulatory frameworks shift, and digital transformation accelerates, these businesses must make well-informed, forward-looking strategic decisions to maintain their market position (Johnson & Scholes, 2022). Without effective strategic decision-making processes, supermarkets risk losing competitiveness to larger chains and e-commerce retailers that leverage data analytics and economies of scale to optimize operations (Mwenda & Wachira, 2021). Strategic decision-

making is a fundamental component of strategic management, involving the formulation, implementation, and evaluation of policies that influence long-term organizational success. According to Dijksterhuis (2023), strategic decision-making provides firms with a roadmap for sustainable growth and competitive advantage by aligning internal capabilities with external market opportunities. The process is influenced by internal factors such as organizational structure, leadership effectiveness, and financial stability, as well as external factors including economic trends, technological advancements, and competitive pressures (Henry, 2024).

Henry Mintzberg was the first to analyze the concept of the strategy-making process. Mintzberg proposed three ways commonly referred to as the three modes of strategy-making: entrepreneurial planning, and adaptive modes (Grunig, Kuhn & Montani, 2018). Hart delineated five processes for strategy formulation: symbolic, generative, command, transitive, and analytical. He distinguishes the modes based on the roles of senior managers and other personnel inside the organization (Floyd & Wooldridge, 2017). Other scholars have identified supplementary methodologies, including participative forms of strategy formulation (Abolfazli et al., 2018). They have often articulated their strategic frameworks through typologies that encompass several alternative ways accessible to organizations (Schuhly, 2022). Adaptive decision-making is defined by reactive solutions to current issues as opposed to a proactive pursuit of new opportunities (Emeagwali, 2017). The adaptive method is predominantly utilized by managers in established organizations confronting a fast-evolving environment, where several coalitions or power blocs hinder the attainment of consensus on explicit strategic objectives and corresponding long-term plans. Competitive strategies are long-range action plans of an organization that facilitate both strategic and tactical decisions to achieve a competitive edge. Possessing a competitive edge over a rival necessitates comprehensive knowledge of the competition and timely analysis of that information; hence, the firm must implement trustworthy procedures and systems. (McGonagle and Vella 2014). Competitive strategy is essential for any organization as it improves market competitiveness, facilitating customers' access to excellent products at competitive prices (Porter, 2007). Companies achieve this by evaluating the competitors' strengths and shortcomings in relation to the firm's performance. Dibrell and Moeller (2011) identify competitive strategies that encompass efforts to withstand market pressures, acquire customers, and enhance the organization's market position. Family-owned supermarkets (FOS) in Kenya operate across various sectors, significantly contributing to the nation's economic growth, employment, and wealth creation. Supermarkets can be classified based on their size and ownership structure, which determines their operational scale, market reach, and pricing strategies. Ownership structures include independent, chain, cooperative, franchised, and government-owned supermarkets. Independent supermarkets are family-run businesses, focusing on personalized services, while chain supermarkets operate multiple branches under one brand, leveraging economies of scale (Reardon et al., 2019). Cooperative supermarkets are owned by consumer groups, ensuring fair pricing, whereas franchised supermarkets operate under brand licensing agreements (Dawson & Mukherjee, 2020). Government-owned supermarkets, though less common, aim to stabilize food prices for low-income populations. The rationale for this research therefore, was to explore the influence of adaptive strategic decision making on competitiveness of family-owned supermarkets in Kenya.

1.2 Problem Statement

Supermarkets in Kenya have faced many challenges related to competitiveness. The supermarket industry is highly dynamic and competitive, requiring firms to continuously adapt to shifting market conditions through strategic decision-making. In particular, family-owned supermarkets, face unique challenges related to governance structures, succession planning, and financial resource constraints. Without effective strategic decision-making processes, supermarkets risk losing competitiveness to larger chains and e-commerce retailers that leverage data analytics and economies of scale to optimize operations. The diminished competitive edge has been linked to reduced profit margins and return on investment. As consumer preferences evolve, regulatory frameworks shift, and digital transformation accelerates, these businesses must make well-informed, forward-looking strategic decisions to maintain their market position.

Uchumi Supermarket, Nakumatt Holdings, and Tuskys experienced local failures and sub-par performance. At Nakumatt and Tuskys, an accumulating debt exacerbated the retailers' financial situation, leading important suppliers to withholding products and employees to remaining unpaid for several months. This underscores the necessity of adopting decision-making approaches to remain sustainable and resilient. Competitiveness in the supermarket sector is heavily dependent on a firm's ability to outperform rivals while maintaining sustainability and profitability. Competitiveness in family-owned supermarkets is typically measured through factors such as profitability, market share, operational efficiency, and customer retention. Businesses today face multiple disruptive forces, including digital transformation, shifting consumer behaviors, and regulatory changes, necessitating continuous strategy refinement. Due to the escalating complexity of contemporary business environments, businesses must consistently assess their strategic trajectory, leverage emerging possibilities, and manage risks linked to external disturbances. The COVID-19 pandemic further exposed the vulnerabilities of businesses that failed to adapt swiftly to external shocks, highlighting the importance of resilience and agility in strategic decision-making.

In a competitive market, customers make decisions based on their comprehension of monetary worth, which encompasses cost, perceived benefits of products or services, and other quality propositions offered by a corporation. In 2021, Rteimeh investigated on the influence of strategic decision-making on improving the viable competence of Royal Jordanian Airlines and the study's results indicated a moderate level of efficiency in strategic decision-making and a moderate level of competitiveness. Wanza, Ntale, and Kirwakorir (2017) also evaluated the impact of strategic decision-making on the performance of supermarkets in Kenya which determined that the primary difficulty confronting supermarkets is competition, and that initiatives such as growth and the integration of technology in operations conferred a competitive edge. In conclusion, the competitiveness of family-owned supermarkets in Kenya depends on their ability to adopt effective strategic decision-making processes and implement robust succession planning strategies. As market conditions become increasingly volatile, these businesses must transition from traditional decision-making models to data-driven, proactive approaches that integrate modern management practices. Thus, this study aimed at exploring the

influence of adaptive strategic decision making on competitiveness of family-owned supermarkets in Kenya.

1.3 Study Objective

The study objective was to explore the influence of adaptive strategic decision making on competitiveness of family-owned supermarkets in Kenya

2. Literature Review

2.1. Stewardship Theory

Stewardship theory, formulated by Donaldson and Davis (1991), asserts that managers and executives serve as accountable stewards of an organization's resources, prioritizing stakeholder interests above personal benefit. In contrast to agency theory, which posits that managers may prioritize self-interest and necessitate oversight, stewardship theory asserts that leaders are intrinsically driven to operate in the organization's best interest, fostering long-term sustainability and success (Davis, Schoorman, & Donaldson, 1997). The theory emphasizes trust, shared goals, and organizational commitment, leading to a governance structure that encourages collaboration rather than excessive oversight. A key principle of stewardship theory is that managers and business owners view their role as guardians of the organization, making strategic decisions that promote collective well-being. Unlike corporate executives who may prioritize short-term financial performance, family business owners tend to focus on inter-generational sustainability, customer satisfaction, and community engagement (Chrisman, Chua, & Sharma, 2005). One key application of stewardship theory in family-owned supermarkets is in leadership succession planning. Effective stewardship involves preparing the next generation of family members to take on leadership roles, warranting continuity in business operations. By mentoring and training future leaders, current business owners help sustain the strategic vision and values that have contributed to the supermarket's success (Le Breton-Miller & Miller, 2009). Additionally, stewardship theory aligns with the customer-centric nature of family-owned supermarkets. These businesses often prioritize personalized customer service, community engagement, and ethical business practices. Since stewardship emphasizes the importance of long-term relationships, family-owned supermarkets are more likely to invest in customer loyalty programs, employee well-being, and sustainable business practices that differentiate them from larger retail chains (Madison et al., 2016). Another significant aspect of stewardship in family-owned supermarkets is financial management. Unlike corporations that may focus on maximizing shareholder value through short-term financial gains, family-owned supermarkets adopt a more conservative financial approach, reinvesting profits into business expansion, inventory management, and technological advancements. This aligns with the stewardship principle of responsible resource management, ensuring that the business remains resilient in the face of economic fluctuations (Eddleston & Kellermanns, 2007).

Thus, stewardship theory offers a valuable framework for understanding the governance and management strategies of family-owned supermarkets in Kenya. By emphasizing trust, long-term

commitment, and responsible leadership, this theory explains why family businesses prioritize sustainability, customer relationships, and ethical decision-making.

2.2 Empirical Review

2.2.1 Adaptive Strategic Decision Making and Competitiveness

A flexible organization fosters the creation of innovative concepts and remains receptive to proposals for alternative methodologies. Thus, adaptive behavior manifests in a broad ability to create and implement novel ideas, technology, systems, policies, programs, procedures, goods, and services (Scott and Bruce, 2019). Consequently, adaptive behavior serves as a crucial catalyst for responsive actions, enabling an organization to adjust its commercial activities to align more effectively with evolving environmental settings. The subsequent strategic response capabilities are deemed a crucial source of competitive edge (Teece, 2007), and the affirmative correlation between adaptive behavior and competitiveness has been empirically validated in several research (Loof and Heshmati, 2019). Organizations can navigate dynamic change not just via product development and technology adoption but also by integrating technological and administrative activities to exceed their objectives. Consequently, adaptive behavior may be observed as a result of new measures implemented by managers to alter the execution of existing company activities. Adaptive behavior, when it results in beneficial alterations to current company processes, is likely to improve competitiveness.

Andersen and Nielsen (2020) provide an adaptive strategy-making model that integrates measures of emergent and envisioned strategy modes to support quantitative analysis. Structural equation modeling conducted on data from 185 commercial entities demonstrates that appearance, promoted by autonomous and hands-on strategy-making, enhances adaptive behavior, subsequently resulting in enhanced efficiency ends. Nonetheless, performance is further improved when adaptive efforts are incorporated into strategic planning. These data suggest that emergence is a crucial determinant of success, however its efficacy is enhanced when facilitated by planning activities. This outcome holds significant ramifications for strategy research and the practice of strategic management. Makkonen et al. (2018) contend that adaptive capability modifies and alters the impact of competitive strategy on performance, while also functioning independently as a distinct dynamic capability to enhance performance further. The direct impact of competitive strategy on performance decreases or fades. Adaptive small enterprises, through a profoundly ingrained concealed effect of learning, produce new knowledge vital for managing competitive activities and effectively reconfiguring scarce resources. Utilizing continuous learning, they subsequently employ various lower-order dynamic capabilities to facilitate organizational adaptability, hence enhancing performance. Adaptive capability directly influences performance while simultaneously exerting a unique control over competitive strategy through effective management.

Ortega (2020) argues that the integration of competitive strategy with dynamic capabilities yields optimal results, hence providing robust support for this position. Ortega's (2010) research demonstrated that distinctiveness and low-cost competitive strategies, in conjunction with

marketing, technological, and managerial competencies, accounted for 39% of performance variance. Managerial capabilities are indicative of organizational climate, structural efficiency, effective coordination, staff knowledge and skills, and managerial competencies. While adaptable capability may independently influence the competitive edge, it concurrently enhances the efficacy of competitive strategy. Makkonen et al. (2016) offered a significant clarification, however. Their research on Finnish companies revealed a direct influence of adaptable capacities on organizational change matters, which subsequently enhances competitive edge. They contended that these principles are relevant to all sectors, including low-tech and traditional industries, specifically referring to such transformative elements as 'organizational adaptive behavior.' A case study of a small corporation demonstrated success through the exploitation of its renewing and regenerative capacities by consistently adjusting its actions. Ngatno (2019) investigated the correlation between adaptable capability and company competitiveness to ascertain if corporate managers' adaptive capabilities directly influence firm competitiveness. The proposed conceptual model was evaluated with the moderating influences of company size and age. An empirical investigation evaluated the conceptual framework of a batik-industry sample comprising Indonesian MSMEs. The author utilized the Generalized Structured Component Analysis (GeSCA) online software application. Empirical evidence indicated that adaptive capability may exert a positive and substantial influence on corporate competitiveness. These favorable linkages typically diminish as corporate size increases and as their duration extends. Managers must recognize that adaptable agility is essential for enhancing business competitiveness. The firm's size and age may diminish the correlation between the two factors.

2.3 Conceptual Framework

In this study, adaptive strategic decision making was perceived to be the predictor for the weighted scores for competitiveness. Competitiveness was measured using primary data and a weighted score for the same was transformed to be continuous.

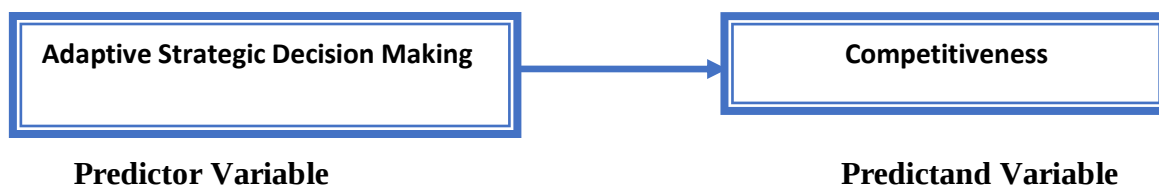


Figure 1: Conceptual Framework for adaptive Strategic Decision Making and Competitiveness

2.3 Research Gaps

2.3.1 Theoretical Gaps

There exist several theoretical gaps in previous studies. For instance, a study on the effects of strategic decision-making on the success of universities in Kenya was guided by systems theory, while the current study was underpinned on the stewardship theory. Several methodological gaps

still exist in this study. For instance, previous research on the effects of strategic decision-making on success used an explanatory research method, which established that strategic decision-making positively influences performance. However, the current research utilizes a cross-sectional and descriptive research design for its research methodology. Additionally, there exists a contextual gap in previous studies that examined the impact of strategic decision-making on enhancing competitive capability in specific industries. Some studies were based on the airline industry rather than supermarkets in Kenya. Others focused on manufacturing companies in different countries, which operate in distinct contextual environments compared to family-based supermarkets in Kenya. Finally, several conceptual gaps exist in previous studies. For instance, research has examined the effect of strategic orientation and innovation on organizational success, establishing that strategic orientation significantly affects innovation but not competitiveness. Nevertheless, these researches did not clearly show the relationship between strategic decision-making and competitiveness. Other research has explored the effect of strategic planning on competitive edge in SMEs, focusing on strategic planning rather than strategic decision-making.

3. Research Methodology

3.1 Research Philosophy, Design, and Instrumentation and Data collection

This study adopted a positivist research philosophy approach. This research philosophy ordinarily adopts an inferential approach and a deductive process. The study targeted a population of 96 respondents from the 24 of family-owned supermarkets in Kenya. Primary data was collected using structured questionnaires which contained dichotomous questions and five-point Likert scale declarations. The likert scale had equivalences of strongly disagree (1) on one side with a scale, followed by disagree (2), neutral (3), agree (4) and strongly agree (5) on the other side of the scale (Saunders and Thornhill (2007). The study utilized Python in the data analysis. Python was preferred owing to its systematic capabilities on a wide range of statistical analyses and presentations

3.2 Reliability and Validity of the Research Instrument

The test of reliability of the data collection instrument was carried by use of Cronbach Alpha Coefficient. Internal consistency tests results are presented in Table 1.

Table 1: Reliability and Construct Validity Test Results

Variable	Degree of Freedom	KMO	Number of Items	Cronbach Alpha Coefficient	Decision
Reliability test	-	-	11	0.874	Acceptable Reliability
Construct validity test	55	0.603	11	-	Adequate Construct Validity

Table 1 reports a Cronbach's alpha of 0.874 for the 11 adaptive strategic decision-making items, indicating acceptable internal consistency. The reported KMO statistic is 0.603, above the stated minimum of 0.5, but indicates only modest sampling adequacy for factor analysis. The scale would benefit from further refinement and validation in an independent sample. The reviewer cites a KMO value of 0.65; the authors should verify the original analysis and reconcile that figure with the table before submission.

3.3 Data Analysis and Presentation of Results

Descriptive analysis, factor analysis, assessment of regression assumptions and inferential analysis were conducted. The hypothesis was tested using a bivariate ordinary least squares model. Model fit (R^2 and adjusted R^2), the F statistic and its p value, and the slope coefficient with its p value and confidence interval were reported. The model was: Competitiveness = $\alpha + \beta_1$ (Adaptive strategic decision making) + ϵ , where competitiveness is the response variable and adaptive strategic decision making is the predictor.

4 Findings & Discussions

4.1 Response Rate

Table 2: Response Rate

Position/Department	Questionnaires Distributed	Questionnaires Returned	Response (%)	Rate
General Manager	24	18	75.00	
Operational Manager	24	19	79.17	
Finance Manager	24	23	95.83	
Human Resources Manager	24	18	75.00	
Total	96	78	81.25	

The results in Table 2 indicate that out of the ninety-six (96) questionnaires distributed to the respondents, seventy-eight (78) were filled and returned for analysis. The different categories and strata of the respondents that is the General Managers, Operational managers, Finance managers, and Human resource managers were adequately represented in the overall response rate of 81.25%. Saunders & Lewis (2012), Baruch and Holtom (2008) asserted that a response rate of 70% is regarded as very good for descriptive research design.

4.2 Test of Regression Assumptions

Miles and Shelvin (2010) observed that before any inferential analysis is done on a continuous set of data, the tests of regression assumptions is necessary in order to augment the prediction power of the resultant inferential model.

4.3 Test of Outliers

The first test carried out in this study was the test of outliers.

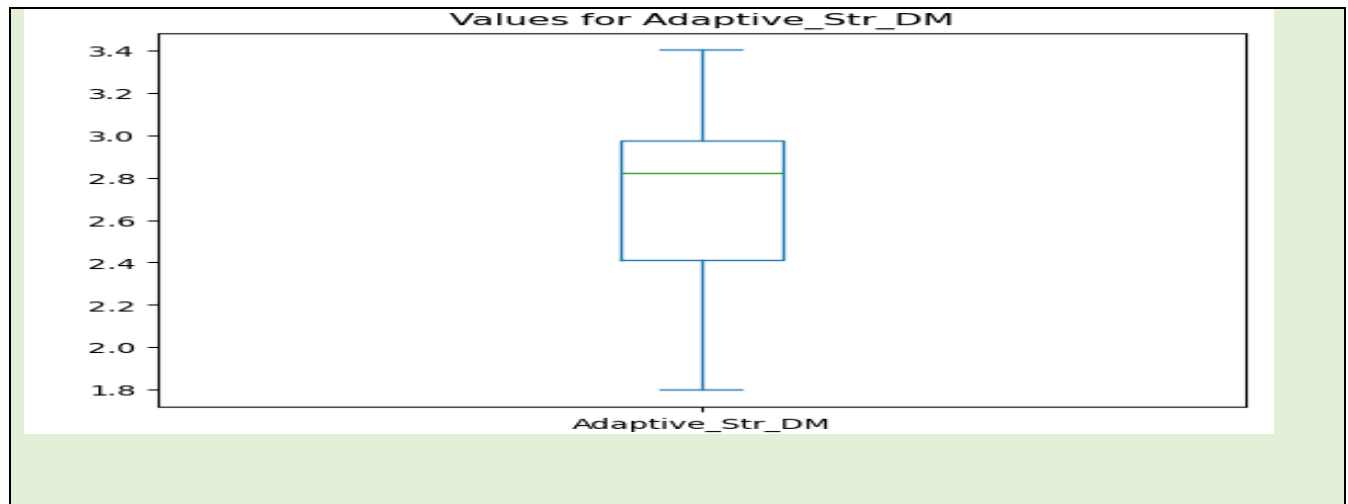


Figure 2: Outlier Test Results for Adaptive Strategic Decision Making

The results in Figure 2 shows that the study variable, adaptive strategic decision making, did not have outliers in their measure. Based on this outcome, it was considered that the variable was good for inferential analysis process and as such could be regressed in a linear model.

4.4 Test of Independence

The second test conducted was the test of independence for adaptive strategic decision making and executed by using Durbin-Watson d statistics. A d-statistic of 1.681 was extracted, which was well within the range of 1.5 and 2.5 for an acceptable level of no autocorrelation in a variable measure and hence acceptable.

4.5 Test of Linearity

The model explained 16.8% of the observed variation in the competitiveness score ($R^2 = 0.168$; adjusted $R^2 = 0.154$). The F statistic was 12.13, with $p = 9.31 \times 10^{-4}$, indicating that the bivariate model was statistically significant at the 5% level. The null hypothesis of no association was therefore rejected. These results describe an association in cross-sectional data; they do not establish that adaptive strategic decision making caused an improvement in competitiveness.

4.6 Test of Normality

The third test carried out was the test of Gaussian distribution for Competitiveness. This dependent variable was measured using three sub-components that is operational measures, performance measures and strategic measures of competitiveness. The average (weighted) competitiveness of the respective family-owned supermarkets was computed from the three

measures of competitiveness. As such, the final measure of competitiveness was the composite scores from the three sub-components. The Q-Q plots and associated Kolmogorov- Smirnov statistics for operational measures of competitiveness, performance measures and strategic measures of competitiveness were extracted and the outcomes of the theory driven graphical and numerical normality test are shown in Figure 3. The numerical values for each of the distributions (Kolmogorov- Smirnov), presented in Figure 3, shows that overall distribution was normal in distribution. Based on this outcome, it was considered that this variable was good for inferential analysis process and as such could be regressed in a linear model.

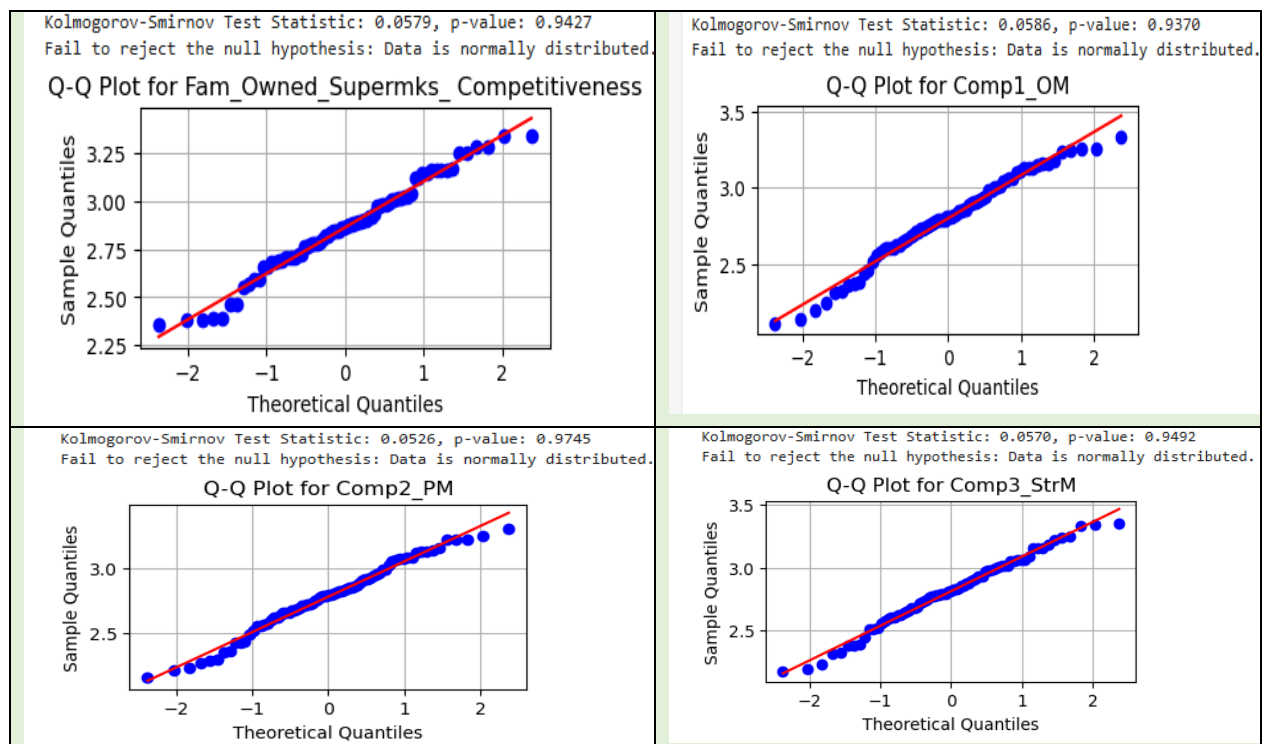


Figure 3: Normal Q-Q Plot for Three (3) measures of Competitiveness

4.7 Hypothesis Testing Results

The null hypothesis of the study was; H_0 : Adaptive strategic decision making does not have a statistically significant effect on competitiveness among Family-owned supermarkets in Kenya. To test whether the effect of adaptive strategic decision making has a statistically significant effect on competitiveness, the weighted measures of this variable were regressed on the weighted scores for competitiveness for Family-owned supermarkets in an Ordinary Least Squares (OLS) model. The results of the OLS model summary, that is Model fitness, ANOVA statistics and the associated regression coefficients and their confidence intervals, were extracted are as shown in Table 3.

The results show that the metric R-squared had a coefficient of 0.168. This means that adaptive strategic decision making explained an estimated 16.8% of the variations in competitiveness among family-owned supermarkets in Kenya. An assessment of the trade-off between model complexity and predictive power measured by the Adj. R-Squared is 0.154, meaning that addition of other random variables would reduce the predictive power of entrepreneurial strategic decision making on competitiveness to 15.4% (reduction by 1.4%). Table 3 further shows the results of the predicted model and the actual model for its significance. The results indicate that the F-statistics (for the nested model) of 12.13 and an associated Prob (F-statistic) of 9.31e-04. This means that the bivariate linear measures in the nested model of adaptive strategic decision making and weighted measures of competitiveness have a 0% probability of having occurred by chance and that the changes in competitiveness among family-owned supermarkets in Kenya have a statistical significance with the changes in adaptive strategic decision making. Based on these statistics, this study rejects the hypothesis of no difference that adaptive strategic decision making does not have a statistically significant effect on competitiveness among Family-owned supermarkets in Kenya and further confirm that indeed the adaptive strategic decision making of these supermarkets do have a statistically significant effect on competitiveness among the family-owned supermarkets in Kenya.

Table 3: OLS Regression Summary for Adaptive Strategic Decision Making

Statsmodels Linear Regression Summary:

OLS Regression Results

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Dep. Variable:

Competitiveness

R-squared:

0.168

Model:

OLS

Adj. R-squared:

0.154

Method:

Least Squares

F-statistic:

12.13

Date:

Wed, 28 Jan 2026

Prob (F-statistic):

0.000931

Time:

17:01:16

Log-Likelihood:

8.4040

No. Observations:

62

AIC:

-12.81

Df Residuals:

60

BIC:

-8.554

Df Model:

1

Covariance Type:

nonrobust

=====

coef

std err

t

P>|t|

[0.025

0.975]

const

2.2086

0.189

11.689

0.000

1.831

2.587

Adapt_Str_DM

0.2391

0.069

3.483

0.001

0.102

0.376

=====

The estimated intercept was 2.2086 (reported $p < 0.001$). The slope for adaptive strategic decision making was 0.2391 (reported $p = 0.001$), with a reported 95% confidence interval of 0.102 to 0.376. Thus, a one-unit increase in the adaptive decision-making score was associated with an estimated 0.2391-unit increase in the competitiveness score, on the scales used in this study. The fitted model was:

$$\text{Competitiveness} = 2.2086 + 0.2391 (\text{Adapt_Str_DM})$$

The findings herein agree with the studies on a flexible organization that fosters the creation of innovative concepts and remains receptive to proposals for alternative methodologies. Thus, adaptive behavior manifests in a broad ability to create and implement novel ideas, technology, systems, policies, programs, procedures, goods, and services (Scott and Bruce, 2019). Consequently, adaptive behavior serves as a crucial catalyst for responsive actions, enabling an organization to adjust its commercial activities to align more effectively with evolving environmental settings. The subsequent strategic response capabilities are deemed a crucial source of competitive edge (Teece, 2007), and the affirmative correlation between adaptive behavior and competitiveness has been empirically validated in several research (Loof & Heshmati, 2019).

5. Conclusions and Recommendations

5.1 Conclusions

The bivariate OLS model accounted for 16.8% of the observed variation in competitiveness among the sampled family-owned supermarkets ($R^2 = 0.168$). Adaptive strategic decision making was positively associated with competitiveness ($\beta = 0.2391$, reported $p = 0.001$). The cross-sectional evidence supports an association, but it does not establish a causal effect or show whether the association persists over time.

5.2 Study Limitations

The cross-sectional design captures the variables at one point in time, so temporal order and long-term effects cannot be assessed. Both the predictor and outcome relied on questionnaire responses, which may be affected by recall, social desirability or common-method bias. The reported KMO statistic of 0.603 indicates modest sampling adequacy and warrants further work on the scale. Because the sample covered family-owned supermarkets in Kenya, the results should not be assumed to extend to other retail formats or countries.

5.3 Recommendations

The findings suggest that managers of family-owned supermarkets consider practical ways to strengthen adaptive strategic decision making, including regular review of customer and operational feedback, small-scale testing of proposed changes, and timely allocation of resources. These recommendations should be treated as implications of an observed association, rather than as interventions proven by this study to improve competitiveness.

Future research could follow supermarkets over time to examine whether changes in decision-making practices precede changes in competitiveness. Researchers should refine and revalidate the measurement scale, given the modest KMO statistic reported here, and combine questionnaire responses with observational evidence or objective performance records to assess possible self-report bias. Replication across other retail formats and geographic settings would help establish how widely the findings apply.

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