Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 2 | February 2026 -Peer-Reviewed Journal

SHARED STRATEGIC VISION AND ORGANIZATIONAL PERFORMANCE OF KENYA TEA DEVELOPMENT AGENCY FACTORIES IN ZONE FIVE IN KENYA

Damaris C. Tobon[1], Dr. Patricia Chepkwony[2], Dr. Raymond Kemboi[3]
[1]MBA Student, [2]Department of Marketing Management Science, Tourism and Hospitality Management, [3]Department of Accounting, Finance and Economics, University of Kabianga.

Article DOI: https://doi.org/10.36713/epra26306
DOI No: 10.36713/epra26306

ABSTRACT

Strategic leadership has increasingly been recognized as a critical driver of organizational sustainability in dynamic and competitive environments. The tea sector in Kenya, particularly factories managed by the Kenya Tea Development Agency (KTDA), faces operational challenges including regulatory pressures, market volatility, technological shifts, and rising production costs. This study examined the relationship between shared strategic vision and organizational performance of KTDA factories in Zone Five, Kenya. Anchored on Goal Setting Theory, the study adopted a survey research design targeting supervisory, middle-level, and top management staff within the selected factories. Stratified random sampling was used to obtain a representative sample, and primary data were collected using structured questionnaires. Instrument reliability was confirmed using Cronbach's alpha coefficients exceeding the 0.70 threshold. Data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics, specifically Pearson correlation and regression analysis. The findings revealed a statistically significant positive relationship between shared strategic vision and organizational performance ($\beta = 1.193$, $p < 0.05$). The study concludes that effective communication, articulation, and internalization of strategic vision significantly enhance factory performance outcomes. It recommends that KTDA factories strengthen participatory vision-sharing mechanisms to improve alignment, commitment, and overall organizational performance.

KEYWORDS: *Shared Strategic Vision, Organizational Performance, Strategic Leadership, Goal Setting Theory, KTDA Factories, Tea Industry, Kenya.*

INTRODUCTION

In increasingly volatile and competitive business environments, organizations are compelled to adopt leadership approaches that enhance adaptability, resilience, and sustained performance. Strategic leadership has emerged as a critical managerial capability that enables firms to align internal resources with external environmental dynamics. It encompasses the ability to anticipate change, maintain strategic flexibility, articulate a compelling direction, and mobilize organizational members toward long-term objectives. Empirical evidence across diverse contexts supports the linkage between strategic leadership and organizational performance. For instance, Alhyasat and Sharif (2016) found a positive and significant relationship between strategic leadership and organizational performance in Jordan, while Sarta, Durand, and Vergne (2020) emphasized that organizational adaptation in dynamic environments depends heavily on leadership capacity to interpret and respond to internal and external pressures.

The global disruptions triggered by the COVID-19 pandemic further underscored the importance of strategic leadership. According to Barley and Breslin (2021), organizations that demonstrated adaptive leadership practices were better positioned to manage workforce transitions, operational restructuring, and policy adjustments during and after the pandemic. Broader environmental shocks including global economic instability, geopolitical tensions, and market fluctuations continue to exert pressure on organizations, necessitating leadership that is both visionary and execution-oriented. Strategic leadership theory therefore provides a framework for aligning strategic intent with operational realities, ensuring that environmental turbulence does not derail organizational goals.

Within the strategic leadership domain, shared strategic vision has been widely recognized as a foundational construct. A shared vision reflects a collectively embraced understanding of organizational purpose and future direction. It facilitates alignment, enhances commitment, and fosters coordinated action among organizational members. Mahmood, Siddiqui, and Junaid (2014) argue that shared vision strengthens communication, training, and employee linkage to organizational objectives. Similarly, Celik, Akyazi, and Akgemci (2016) found that shared vision positively influences organizational

climate, while Chang (2020) demonstrated that green shared vision enhances organizational citizenship behavior and environmental performance. These findings suggest that when employees internalize and support a strategic vision, performance outcomes are likely to improve.

In the African context, strategic leadership has been associated with enhanced employee engagement and service delivery. Muzee, Bagire, and Ngoma (2016) reported that strategic leadership significantly improved employee engagement in Uganda, while Gaitho and Awino (2018) emphasized the importance of visionary and competent leadership in aligning organizational strategies with performance objectives. In Kenya, Onkombo, Omari, and Ngacho (2017) conceptualized strategic leadership practices within the tea industry and highlighted the importance of integrating strategic vision sharing with other leadership dimensions to drive performance. Despite these insights, limited empirical attention has been directed toward understanding how specific elements of strategic leadership—particularly shared strategic vision—affect performance outcomes within Kenya's tea factory sector.

The tea industry remains a cornerstone of Kenya's economy, contributing significantly to export earnings, employment, and rural livelihoods. Kenya Tea Development Agency (KTDA) plays a central role in managing smallholder tea factories across the country, overseeing processing, marketing, and value addition activities for millions of farmers. Zone Five factories comprising Momul, Litein, Kapkatet, Tegat, and Chelal operate within a challenging environment characterized by declining global tea prices, rising production costs, climate variability, mechanization disputes, and governance concerns. These challenges have implications for profitability, productivity, and employee performance, which collectively define organizational performance in this study.

While prior research has examined strategic leadership broadly, there remains a contextual gap concerning how shared strategic vision influences organizational performance within KTDA-managed factories, particularly in Zone Five (KTDA, 2025). Given the multidimensional nature of performance encompassing financial indicators such as profitability and non-financial indicators such as employee performance and productivity understanding the role of shared strategic vision becomes strategically significant.

This study therefore investigates the relationship between shared strategic vision and organizational performance of KTDA factories in Zone Five, Kenya. By focusing on a critical leadership dimension within a strategically important agricultural sector, the study contributes to both strategic management theory and practical leadership discourse in emerging market contexts. Therefore, the following null hypothesis was tested: *$H_0$1: There is no statistically significant relationship between shared strategic vision and organizational performance of KTDA factories in Zone Five.*

LITERATURE REVIEW

This section reviews empirical and theoretical literature relevant to shared strategic vision and organizational performance. It synthesizes prior studies to establish conceptual linkages, identify methodological patterns, and highlight contextual gaps addressed by the present study.

Shared Strategic Vision and Organizational Performance

Shared strategic vision refers to the collective understanding and internalization of an organization's long-term direction, goals, and aspirations by its members. It transcends mere articulation of mission statements and instead reflects the extent to which employees cognitively and emotionally align with the strategic intent of leadership. According to Grimsley (2021), shared vision emerges when leaders effectively connect with employees through communication, role modeling, guidance, and consistent action that reinforces organizational goals. It is therefore both a leadership behavior and an organizational outcome rooted in alignment and commitment.

Mahmood, Siddiqui, and Junaid (2014) conducted an empirical study examining factors influencing shared vision within five private firms. Using a survey design, the study found that communication, system linkage, learning, and training significantly contributed to the development of shared vision, whereas teamwork had limited direct influence. The findings underscore the role of leadership-driven processes in institutionalizing a common direction. However, the study focused primarily on antecedents of shared vision rather than its performance implications, thereby leaving a gap regarding outcome-based evaluation.

Similarly, Celik, Akyazi, and Akgemci (2016) investigated the relationship between shared vision and organizational climate within the banking sector. Using questionnaire data from 80 employees across state-owned and private banks, the study established a positive and significant relationship between shared vision and organizational climate. While the study demonstrates that shared vision enhances internal organizational conditions, it did not directly examine financial or productivity-related performance outcomes, which limits its applicability to broader performance constructs.

Chang (2020) extended the shared vision construct into environmental management by examining green shared vision (GSV) and its influence on organizational citizenship behavior for the environment (OCBE). Anchored in expectancy-valence theory, organizational identity theory, and psychological ownership theory, the study found that green shared vision positively influenced employee behavior and environmental performance. Although the study highlights behavioral and sustainability outcomes of shared vision, it did not address traditional organizational performance metrics such as profitability or productivity.

In the Kenyan context, Toroitich, Kosgei, and Kemboi (2021) examined the effect of shared vision on Small and Medium Enterprise (SME) performance in Baringo and Elgeyo-Marakwet counties. Using principal component analysis and regression techniques, the study found a positive and significant relationship between shared vision and SME performance, with social networking exerting a mediating effect. This study provides contextual evidence supporting the performance implications of shared vision within Kenya. However, it focused on SMEs broadly rather than sector-specific entities such as tea factories operating under structured governance frameworks.

Kaiser, Fahrenbach, and Martinez (2021) explored shared vision from a knowledge management perspective. Their findings suggest that the development of shared vision constitutes an organizational learning process involving dialectical transformation of individual and collective perspectives. While theoretically rich, the study was conceptual in nature and did not empirically link shared vision to measurable organizational performance indicators.

Collectively, the reviewed studies indicate that shared strategic vision enhances organizational climate, employee engagement, sustainability behavior, and SME performance. Nevertheless, limited empirical research has examined the direct relationship between shared strategic vision and multidimensional organizational performance—particularly within agricultural processing sectors such as tea factories managed by the Kenya Tea Development Agency. Furthermore, prior studies have often emphasized either psychological constructs or general SME contexts without addressing structured factory operations characterized by governance complexity, fluctuating commodity prices, and environmental uncertainty. This contextual and sectoral gap justifies the present investigation.

Theoretical Review

This study is anchored in Goal Setting Theory, developed by Edwin A. Locke in the 1960s. The theory posits that specific, measurable, attainable, relevant, and time-bound goals enhance employee motivation and performance by providing direction, focus, and feedback mechanisms. According to Fried and Slowik (2004), goal clarity and employee participation in goal formulation increase commitment and task performance. The theory further emphasizes that feedback mechanisms strengthen behavioral alignment with organizational objectives.

Goal Setting Theory is particularly relevant to shared strategic vision because vision functions as a macro-level goal framework that cascades into operational and individual objectives. When leaders articulate and disseminate a strategic vision effectively, employees are more likely to align their efforts with organizational goals. Islami, Mulolli, and Mustafa (2018) found that performance feedback directly influences employee behavior and performance levels, reinforcing the central premise of goal-setting theory that goal clarity and monitoring drive outcomes.

Strategic leadership integrates goal-setting principles by fostering inclusive participation in strategic planning and aligning employee objectives with organizational direction. Kotter (2017) emphasizes that leaders who articulate clear strategic direction and reinforce it through communication and symbolic actions enhance organizational commitment and performance. Similarly, Williams Jr et al. (2020) argue that participatory goal-setting increases ownership and alignment, which are central to shared strategic vision.

Shared strategic vision, therefore, operationalizes the core assumptions of Goal Setting Theory at the organizational level. It ensures that employees not only understand strategic objectives but also internalize them, thereby increasing effort intensity, persistence, and coordination. Cortes and Herrmann (2021) note that leaders who effectively align employee goals with organizational vision enhance strategic coherence and performance sustainability.

In the context of KTDA Zone Five factories, shared strategic vision can provide direction amid environmental uncertainty, fluctuating tea prices, governance challenges, and operational constraints. By aligning employee objectives with factory-level strategic goals—such as profitability, productivity, and service delivery—shared vision may enhance organizational performance outcomes. Goal Setting Theory therefore provides a strong explanatory framework for examining the relationship between shared strategic vision and organizational performance in this study.

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METHODOLOGY

This study adopted a cross-sectional survey research design to examine the relationship between shared strategic vision and organizational performance among factories managed by the Kenya Tea Development Agency (KTDA) in Zone Five, Kenya. The design was appropriate because it enabled systematic collection of quantitative data from multiple organizational levels to capture perceptions regarding strategic leadership practices and performance outcomes. The target population comprised 161 employees drawn from factory managers (5), assistant managers (25), and supervisors and operational staff (131) working in KTDA Zone Five factories located in Kericho and Bomet Counties. Using Yamane's (1967) formula at a 5% level of precision, a sample of 116 respondents was determined. Stratified sampling was applied to ensure proportional representation of each managerial stratum, followed by simple random sampling within each stratum to enhance representativeness and minimize selection bias.

Primary data were collected using structured questionnaires consisting of closed-ended items measured on Likert-type scales. Instrument validity was ensured through expert review to establish content and construct validity, while reliability was assessed through a pilot study conducted at Mogogosiek Tea Factory. Cronbach's alpha coefficients ranged from 0.881 to 0.940 across constructs, with an overall reliability coefficient of 0.914, exceeding the recommended threshold of 0.70, thus confirming internal consistency. Data were analyzed using SPSS Version 26. Descriptive statistics (means and standard deviations) summarized respondent perceptions, while inferential statistics—including Pearson correlation and multiple linear regression—were employed to test the hypothesized relationship between shared strategic vision and organizational performance. Ethical standards were upheld through institutional authorization, research permit acquisition, informed consent, confidentiality assurance, and voluntary participation.

RESULTS AND DISCUSSIONS

The descriptive statistics consisted mean and standard deviation that were drawn from data collected and discuss objectively. The five point Likert scale played a crucial role in measuring each variable in the study. The results were presented in the following sub-topic;

Descriptive Statistics for Strategic Shared Vision

Descriptive analysis was conducted to determine respondents' perceptions of strategic shared vision in their respective organizations. The items were measured using a five-point Likert scale, and the findings are presented in Table 1.

Table 1: ***Strategic Shared Vision***

Shared Vision	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Std. Dev.
	5	4	3	2	1		
Our leaders create a sense of purpose	27(26.2%)	39(37.9%)	33(32.0%)	1(1.0%)	3(2.9%)	3.84	.93
We have defined organization direction from top management	26(25.2%)	71(68.9%)	2(1.9%)	4(3.9%)	0(0.0%)	4.16	.64
The firm has enhanced effective communication from the top management to down wards to employees.	8(7.8%)	65(63.1%)	29(28.2%)	1(1.0%)	0(0.0%)	3.78	.59
Our leaders have enhanced cooperation between members	0(0.0%)	38(36.9%)	30(29.1%)	32(31.1%)	3(2.9%)	3.00	.90
We have creative leaders, who promote creativity within the organization	11(10.7%)	29(28.2%)	36(35.0%)	27(26.2%)	0(0.0%)	3.23	.96
There is service improvement through adoption of values of the firm.	8(7.8%)	50(48.5%)	24(23.3%)	21(20.4%)	0(0.0%)	3.44	.90
Employees seek direction from the leaders.	8(7.8%)	38(36.9%)	35(34.0%)	10(9.7%)	12(11.7%)	3.19	1.10
The firm ensures employee commitment, inspiration and hope for success.	2(1.9%)	51(49.5%)	16(15.5%)	31(30.1%)	3(2.9%)	3.17	.98
Average						**3.48**	**.66**

From the results, 64.1% of the respondents agreed or strongly agreed that their leaders create a sense of purpose within the organization. This is reflected in the relatively high mean score of 3.84, suggesting that strategic leadership at KTDA

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factories fosters purpose-driven culture among employees, which aligns with Ireland and Hitt's (2016) view that purposeful leadership boosts alignment and performance.

On the aspect of organizational direction, an overwhelming 94.1% either agreed or strongly agreed that the direction is clearly defined by top management. This item had the highest mean score of 4.16 and the lowest standard deviation of 0.64, indicating a strong and consistent agreement among respondents on the existence of a clear strategic direction.

Effective communication from top to bottom was affirmed by 70.9% of respondents who agreed or strongly agreed. The mean score of 3.78 reflects moderately high approval, highlighting that the flow of information from leadership to employees is effective, which is crucial for operational efficiency and strategic alignment.

Equally, cooperation between members appeared to be a concern, with 31.1% of respondents disagreeing. The mean score of 3.00 and a relatively high standard deviation of 0.90 suggest divergent views and a need for improvement in fostering collaboration within the organization.

Regarding creativity, only 38.9% agreed or strongly agreed that leaders promote creativity. The mean score of 3.23 indicates average perception, pointing to an opportunity for strategic leaders to cultivate more innovation-friendly environments. Service improvement through adoption of firm values was moderately affirmed, with 56.3% agreement. The mean of 3.44 shows moderate approval, implying that organizational values somewhat translate into service improvements. In response to whether employees seek direction from leaders, the results were mixed. A mean score of 3.19 and standard deviation of 1.10 reflect differing opinions, suggesting that leadership influence may not be uniformly felt across all departments or roles. Finally, only about half of the respondents agreed that the firm ensures employee commitment, inspiration, and hope for success. The mean of 3.17 and relatively high standard deviation of 0.98 imply that while some employees feel motivated, others may be disengaged, necessitating stronger leadership strategies.

Generally, the average mean score for the shared vision items was 3.48, with a standard deviation of 0.66, indicating a generally positive but varied perception of strategic shared vision among KTDA staff. These findings underscore the importance of strategic visioning in achieving coherence, motivation, and performance enhancement.

Descriptive Statistics for Organization Performance

The results were obtained on the level of organization performance which were presented in Table 2. This was summarized in mean and standard deviation which were discussed respectively.

Table 2: ***Organization Performance***

Organization Performance	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Std. Dev.
	5	4	3	2	1		
Employees are motivated hence improvement on Firm's performance.	9(8.7%)	31(30.1%)	30(29.1%)	21(20.4%)	12(11.75)	3.04	1.15
There is an increase in made tea produced as compared with other years.	9(8.7%)	36(35.0%)	17(16.5%)	41(39.8%)	0(0.0%)	3.13	1.04
The firm have been able to reduce operation expenditure compared to previous years.	16(15.5%)	29(28.2%)	54(52.4%)	1(1.0%)	3(2.9%)	3.25	1.10
The profitability of the Organization has gone up	16(15.5%)	29(28.2%)	54(52.4%)	1(1.0%)	3(2.9%)	3.52	.87
There an improvement in productivity of the firm compared to previous years.	5(4.9%)	48(46.6%)	17(16.5%)	33(32.0%)	0(0.0%)	3.24	.96
There is an improvement of quality of tea produced by the firm.	13(12.6%)	41(39.8%)	28(27.2%)	18(17.5%)	3(2.9%)	3.42	1.02
Average						**3.27**	**.89**

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Table 2 presents respondents' views on organizational performance indicators. The overall average mean score was 3.27, suggesting a moderate perception of performance improvement within KTDA factories. The item on quality of tea produced recorded a relatively high mean score of 3.42, indicating general agreement that product quality has improved over time. Profitability also rated fairly high (Mean = 3.52), reflecting positive financial outcomes in recent periods.

Reduction in operational expenditure (Mean = 3.25) and improved productivity (Mean = 3.24) showed moderate agreement, suggesting that cost efficiency and production outputs are being addressed but not uniformly. An increase in made tea production compared to other years received a mean score of 3.13, indicating some uncertainty or inconsistency in production gains. However, employee motivation and its influence on firm performance received a mean of 3.04 and a high standard deviation of 1.15, suggesting mixed sentiments. Some employees perceive improvement, while others may feel disengaged or less productive.

Consequently, while key areas such as product quality and profitability show promise, KTDA factories need to improve employee engagement and operational consistency to fully realize sustainable organizational performance.
In order to test hypotheses simple linear regression was adopted. The objectives were test based on the following hypothesis respectively.

$H_0$1: There is no statistically significant relationship between shared strategic vision and organizational performance of KTDA factories in Zone Five.
The hypothesis was examined using the results from Table 3, to 5 representing model summary, ANOVA and coefficient table.

Table 3: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877[a]	.769	.767	.43158
a. Predictors: (Constant), Share Strategic Vision				

Table 3 representing Model Summary showed a strong positive correlation (R = .877) between shared strategic vision and organizational performance, with an R Square of .769. This indicates that shared strategic vision explains 76.9% of the variance in organizational performance, reflecting a substantial impact.

Table 4: *ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.762	1	62.762	336.950	.000[b]
	Residual	18.813	101	.186		
	Total	81.574	102			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Share Strategic Vision						

Table 4 demonstrates that the overall regression model is statistically significant (F = 336.950, p < .001). This means that shared strategic vision significantly predicts organizational performance among KTDA factories in Zone Five.

Table 5: *Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.878	.230		-3.822	.000
	Share Strategic Vision	1.193	.065	.877	18.356	.000
a. Dependent Variable: Organizational Performance						

The results of the current study rejected the null hypothesis ($H_0$1) and demonstrated a statistically significant positive relationship between shared strategic vision and organizational performance of KTDA factories in Zone Five (β = 1.193, p = .000<0.05). This finding supports the notion that when strategic leaders effectively communicate and embody a shared vision, it positively influences organizational outcomes. This conclusion aligns with several previous studies, which provide empirical and theoretical support for the importance of shared vision in enhancing various organizational outcomes. Mahmood, Siddiqui, and Junaid (2014) found that communication, system linkage, learning, and training significantly support the creation of a shared vision. Although their study focused more on the cultural aspects of organizations, it reinforced the argument that an effective shared vision stems from proactive leadership behavior. This is consistent with the current findings, as KTDA factory leadership that fosters training and communication evidently boosts performance.
Similarly, Celik, Akyazi, and Akgemci (2016) also confirmed a strong positive relationship between shared vision and organizational climate in the banking sector. Although their dependent variable differed from organizational performance, their findings support the broader understanding that shared vision cultivates favorable internal conditions, which in turn

may enhance performance—thus indirectly validating the current study's conclusion. Chang (2020) took a different route by examining the effects of green shared vision (GSV) on organizational citizenship behavior for the environment (OCBE). While this study did not focus directly on organizational performance, it highlighted how shared vision, particularly when linked with specific organizational themes (like sustainability), significantly influences employee behavior and engagement. This lends support to the idea that shared vision is a powerful lever for aligning employee actions with strategic goals—critical for performance improvement as observed in the KTDA factories.

Toroitich, Kosgei, and Kemboi (2021), in their Kenyan context study, provided direct evidence on the positive link between shared vision and SME performance. Their use of principal component analysis and the focus on SMEs in Baringo and Elgeyo-Marakwet provides contextual similarity to the current KTDA-based study, reinforcing the universality of the shared vision-performance relationship across sectors and regions. Additionally, Kaiser, Fahrenbach, and Martinez (2021) underscored that shared vision is a product of organizational learning and knowledge-creation processes. While their study emphasized knowledge management, the insight that shared vision helps unify organizational perspectives is crucial. It reflects the strategic leadership component required to convert vision into actionable outcomes, further aligning with the current study's findings.

The collective voice of the researchers reviewed suggests a strong consensus: shared strategic vision is a fundamental driver of improved organizational outcomes. Leaders who articulate, embody, and disseminate a coherent vision enable alignment of employee behavior, foster organizational learning, enhance internal climate, and ultimately improve performance. While different studies approach the concept from varying lenses—be it cultural change, environmental sustainability, organizational climate, or learning and knowledge management—they converge on the principle that shared vision plays a pivotal role in organizational success. The current study contributes to this growing body of knowledge by empirically affirming this relationship in the context of KTDA factories in Kenya using multiple linear regression, and reinforcing the idea that strategic leaders must actively cultivate a shared vision to drive performance.

CONCLUSIONS AND RECOMMENDATIONS

Strategic Shared Vision and Organization Performance

Descriptive results showed that most respondents agreed that having a shared strategic vision contributes to motivation and performance within the KTDA factories. The mean response was 3.71 with a standard deviation of 0.91, indicating general agreement and moderate variation among responses. Inferential analysis using regression showed a statistically significant positive relationship between strategic shared vision and organizational performance ($\beta = 1.193$, $p = .000<0.05$). This led to the rejection of the null hypothesis ($H_0 1$), indicating that a well-communicated and embraced strategic vision significantly enhances performance in KTDA factories.

Conclusion

The study concluded that strategic shared vision has a statistically significant and positive influence on organizational performance of KTDA factories in Zone Five. Employees who understand and align with the organization's long-term vision are more motivated and contribute positively to performance outcomes. This underscores the importance of effectively communicating strategic vision and involving employees in shaping the organization's direction.

Recommendations

KTDA factories should enhance the communication and internalization of their strategic vision. Leadership should involve all employees in the visioning process and consistently reinforce the vision through meetings, workshops, and performance reviews. This participatory approach ensures ownership, alignment, and a shared sense of purpose among all staff.

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