Efect of Entrepreneurial Strategic Decision Making on Competitiveness of Family-owned Supermarkets in Kenya

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Abstract

The competitive advantage of an entity in a global market is essentially contingent upon the quality of decisions made by its management about development. The escalating complexity, instability, and uncertainty of the environment necessitates enhanced and diverse knowledge. The rationale for this research therefore, was to evaluate the effect of entrepreneurial strategic decision making on competitiveness of family-owned supermarkets in Kenya. The study adopted a positivist research philosophy approach and a cross-sectional descriptive research design. The study selected 96 respondents from the 24 family-owned supermarkets in Kenya through stratified sampling technique. To gather data, a structured questionnaire was utilized for primary data collection and Python was employed in the analysis. The study obtained a response rate of 81.25%. To test the reliability and validity of the research instrument, a pilot study was conducted, and a Cronbach's alpha coefficient of 0.796 was attained which depicted a high reliability for the research instrument. Content validity was ascertained through a judgmental approach by the experts in the subject matter, while construct validity was established by use of Kaiser-Meyer Olkin (KMO) test with an acceptable coefficient of 0.818 being attained. The hypothesis was tested using bivariate OLS model at 95% confidence level. The results show that the F-statistics of 9.604 and an associated Probability value of 0.00295. These results indicate that the OLS model is statistically significant at the 5% level, demonstrating a statistically significant relationship between entrepreneurial strategic decision making and competitiveness among family-owned supermarkets in Kenya. Based on these statistics, it was established that entrepreneurial strategic decision making had a statistically significant influence on competitiveness of family-owned supermarkets in Kenya. The study recommends that family-owned supermarkets in Kenya should adopt entrepreneurial strategic decision making to enhance competitiveness of their enterprises

Keywords: Entrepreneurial strategic decision making, Competitiveness,

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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).In entrepreneurial strategic decision-making, the founder serves as the entrepreneur, with the strategy directed by their personal vision and characterized by audacious choices.

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 evaluate the effect of entrepreneurial strategic decision making on competitiveness of family-owned supermarkets in Kenya.

1.2 Problem Statement

Supermarkets in Kenya have encountered many issues related to competitiveness. The supermarket industry is highly dynamic and competitive, requiring firms to continuously adapt to shifting market conditions through strategic decision-making. Family-owned supermarkets, in particular, 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 had exacerbated the retailers' financial situation, leading important suppliers to withhold products and employees to remain 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, the study aimed at evaluating the effect of entrepreneurial strategic decision making on competitiveness of family-owned supermarkets in Kenya.

1.3 Study Objective

The study objective was to evaluate the effect of entrepreneurial strategic decision making on competitiveness of family-owned supermarkets in Kenya

2. Literature Review

2.1.1 Dynamic Capabilities Theory

The dynamic capability theory (DCT) was introduced by Teece, Pisano, and Shuen (1997) to explain how firms develop and sustain competitive advantage in dynamic business environments. The approach emphasizes the ability of firms to integrate, enhance, and restructure internal and external resources to adapt to rapidly changing market dynamics. Unlike the traditional RBV, which focuses on a firm's existing resources as a source of competitive edge, the dynamic capability perspective highlights the importance of firms' ability to adapt and renew their resources to maintain long-term competitiveness (Teece, 2018).A fundamental aspect of the dynamic capability theory is that firms must continually evolve by sensing opportunities, seizing them through strategic decisions, and transforming their capabilities to remain relevant (Eisenhardt & Martin, 2000). Sensing involves identifying changes in the external environment, such as market trends, customer preferences, and technological advancements. Seizing refers to mobilizing resources and implementing strategic actions to exploit new opportunities. Transformation involves continuously modifying and reconfiguring a firm's resource base to align with emerging industry trends and sustain competitive edge (Teece, 2018).

In the context of supermarkets, the dynamic capability theory is particularly relevant, as the retail industry is highly competitive and rapidly evolving. Supermarkets must constantly adapt to shifts in consumer preferences, advancements in technology, regulatory changes, and supply chain disruptions. For example, the rise of e-commerce and digital payments has significantly impacted traditional supermarkets, requiring them to develop new capabilities such as online shopping platforms, home delivery services, and data-driven customer relationship management systems (Sirmon, Hitt, & Ireland, 2007). Applying the dynamic capability theory to the current research

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on family-owned supermarkets in Kenya, it becomes evident that these businesses need to enhance their strategic decision-making processes to improve competitiveness. Unlike large multinational supermarket chains, family-owned supermarkets may have limited resources and face challenges in adapting to market changes. However, by leveraging dynamic capabilities such as innovation, strategic flexibility, and efficient resource allocation, they can position themselves effectively in the competitive retail landscape.

One critical aspect of dynamic capability in family-owned supermarkets is their ability to innovate and respond to customer needs. By adopting digital payment systems, enhancing customer service, and integrating supply chain efficiencies, these supermarkets can remain competitive against larger retail chains. Furthermore, strategic decision-making plays a crucial role in determining how these businesses identify growth opportunities, manage risks, and allocate resources for sustainable operations (Barreto, 2010). Additionally, dynamic capability theory highlights the significance of leadership and knowledge management in shaping a firm's adaptive capabilities. In family-owned supermarkets, succession planning and leadership transitions can impact the business's long-term sustainability. Effective leadership ensures that new business models, market trends, and technological advancements are integrated into the organization's strategies (Teece, 2018).In conclusion, the dynamic capability theory offers a valuable framework for comprehension how family-owned supermarkets in Kenya can enhance their entrepreneurial strategic decision-making processes to remain competitive. By continuously sensing, seizing, and transforming capabilities, these businesses can navigate market uncertainties, improve operational efficiency, and achieve long-term sustainability in the retail sector.

2.2 Empirical Review

2.2.1 Entrepreneurial Strategic Decision Making and Competitiveness

According to Torugsa, O'Donohue, and Hecker (2018), an entrepreneurial proactive personality enhances the logical, decision-structuring models that try to optimize a venture's combined financial and social success. Proactive individuals pursue knowledge and opportunity to enhance both their own circumstances and those of the employing organization, perhaps increasing the effectiveness of decision-making (DuBrin 2014). Proactive personalities may also increase the effectiveness of decision-making. Real, Roldan, and Leal (2014) avert that entrepreneurial orientation is the strategies, processes, and decision-making styles that managers utilize in order to operate in an entrepreneurial manner. Dess, Pinkham, and Yang (2021) argue that the entrepreneurial orientation notion proposes that in order for businesses to attain better performance, they need adopt an entrepreneurial mindset. According to Gupta and Gupta (2015), this indicates that businesses must have a strategic commitment to particular, visible activities in the form of innovation, proactiveness, and risk taking, as well as the strong backing of such efforts from top management. A review study authored by Wales et al. (2018) reported that out of 123 publications written about EO, 98 of them employed just three aspects, which were innovativeness, risk taking, and proactiveness, while only 4 of the 123 studies included all 5 dimensions. When looking at the data that Hughes and Morgan (2007) came up with, one can see that proactiveness and innovativeness are connected with greater levels of success, however competitive aggressiveness and autonomy had no effect on performance, and taking risks had a negative effect on performance. In contrast to Hughes and Morgan's (2007) study, which focused on companies still in the startup phase, the current research endeavor intends to investigate small and medium-sized enterprises (SME) at all phases.

Casillas, Moreno, and Barbero (2020) discovered in their research that there is a clear connection between EO and growth among SME's when looking at it in a unidimensional manner. Their findings revealed that the effects of EO on performance in family businesses varied, depending on whether the companies were in the beginning, middle, or latter stages of the family company life cycle. In addition, the results of their analysis indicate that older and more established businesses have greater rates of growth. Depending on what stage of its lifecycle a company is now in, that company will have a certain size. This means that in order for a company to go from stage I, which is existence, to stage V, which is resource maturity, the company will need to develop its business and increase both its size and its income. It has been discovered that EO has a beneficial impact on growth (Casillas, et al., 2020), and it is well known that growth is related with progressing farther along the phases of the lifecycle. Adam et al. (2019) researched the correlations between entrepreneurial attitude and organizational success, as well as the function of the external environment as a moderator between the relationships. In addition, the authors focused on the role of the external environment as a moderator between the interactions. The possibility of include moderator elements in this study enables more accurate descriptions of the link between the two variables that were discussed and the findings of the research. The RBV thesis served as the underpinning foundation for this particular piece of research. In this research, a quantitative approach was used, and 400 questionnaires were sent out to the population that was being investigated, with 381 of them being returned. Structural Equation Modelling was conducted on the quantitative data utilizing SMART PLS 3.0. The quantitative research findings suggest that the variables of entrepreneurial orientation namely innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy significantly impact both the financial and non-financial dimensions of organizational success. It was observed that the external environment's moderating effect on the association did not significantly impact the findings. This research indicates that cultivating an entrepreneurial mindset within a company and sustaining a positive relationship with its external environment are crucial for enhancing the success of an e-business in Malaysia.

The research by Kosa, Mohammad, and Ajibie (2018) assessed the influence of entrepreneurial orientation on the success of small enterprises across diverse business sectors and firm locations. To attain this goal, primary data was gathered from a sample of 210 small enterprises selected from the central region of Ethiopia through a two-level multi-stage selection method. This selection was done in order to ensure that the data was representative of the target audience. The findings of the research suggest that an entrepreneurial approach has a beneficial impact on the success of ventures, but that this influence will be more significant when businesses are founded in urban regions and active in the industrial sector. Consequently, firm proprietors and executives must enhance their entrepreneurial attitude by integrating new product lines,

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technology, and markets. They also need to encourage worker engagement in the development of novel concepts and designs, and they need to compete fiercely by taking calculated risks. In conclusion, our findings suggest that future research need to compare businesses that have succeeded and those that have failed in the context of longitudinal studies so as to assess the development of an entrepreneurial perspective among successful and unsuccessful organizations

2.2 Conceptual Framework

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

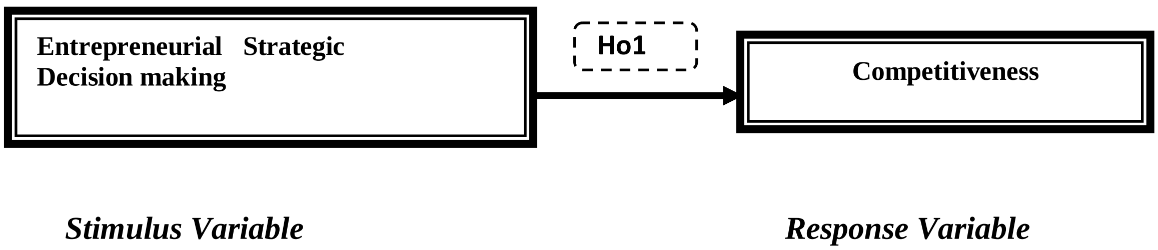

Figure 1: Conceptual Framework

2.3 Research Gaps

2.3.1 Theoretical Gaps

There exist several theoretical gaps in previous studies. For instance, research 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 succession planning strategies theory, dynamic capability theory and stewardship theory.

2.3.2 Methodological Gaps

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.

2.3.3 Contextual Gaps

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.

2.3.4 Conceptual Gaps

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 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 test 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	0.796	*Acceptable Reliability*
Construct validity test	55	0.818	11	-	*Adequate Construct Validity*

The results in Table 1 show that reliability of this construct using Cronbach was 0.796. Cooper and Schindler (2013) and Zikmund, Babin, Griffin and Carr (2010) pointed that a Cronbach's alpha coefficient of 0.7 and above is acceptable for a variable in a social study. The results further reveal that the KMO coefficient attained was 0.818 which was above the minimum threshold of 0.5 and hence confirming adequate level of construct validity among the eleven (11) measures of the variable; entrepreneurial strategic decision making.

3.3 Data Analysis and Presentation of Results

Descriptive analysis, factor analysis, test of regression assumptions and inferential analysis were conducted in that order to arrive at the conclusions of the study. Hypothesis testing was conducted by use of bivariate linear model. Model R-Square, ANOVA statistics (F Statistic and associated p-value) and regression coefficients (Beta and associated p-value at 0.05 level of significance) were generated and interpreted. The equation used in this study was in the form; Y/Competitiveness = **α + β1X+ €;** where Y represents competitiveness, α is the constant/intercept, β1 is the regression coefficient for entrepreneurial strategic decision making, X represents entrepreneurial strategic decision making, and ε is the error term.

4 Findings & Discussions

4.1 Response Rate

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.

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**

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

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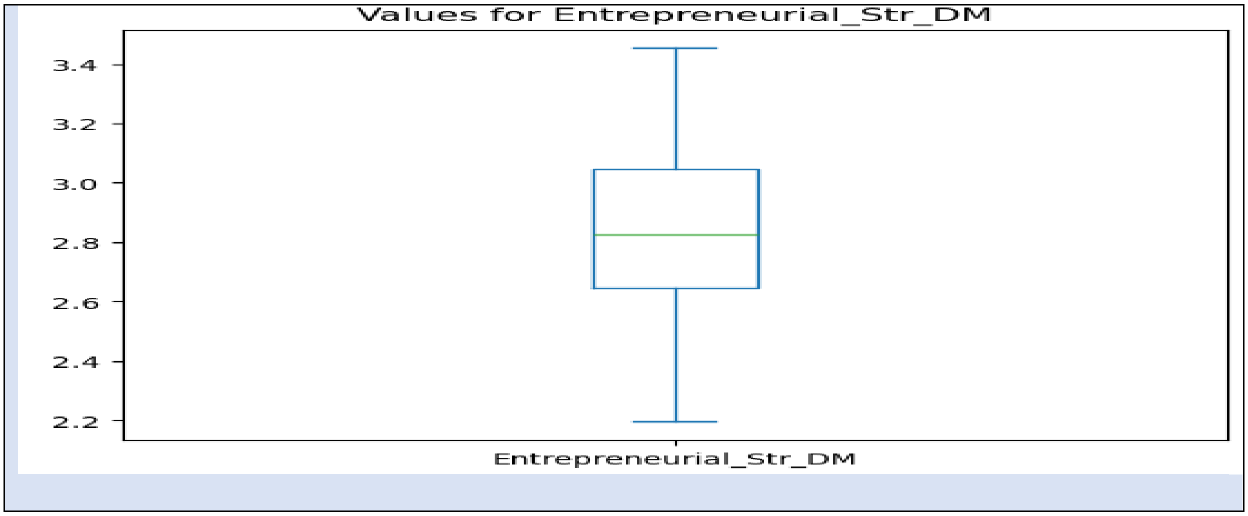
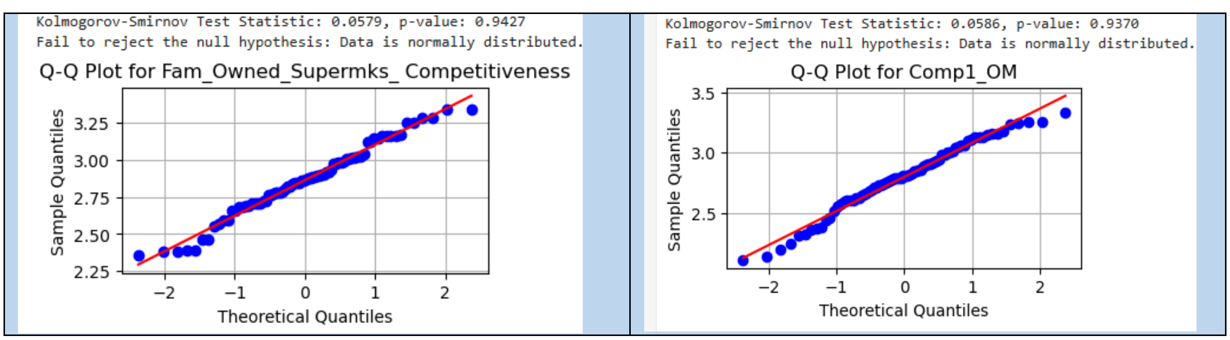


Figure 2: Outlier Test Results for Entrepreneurial Strategic Decision Making

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

The second 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.



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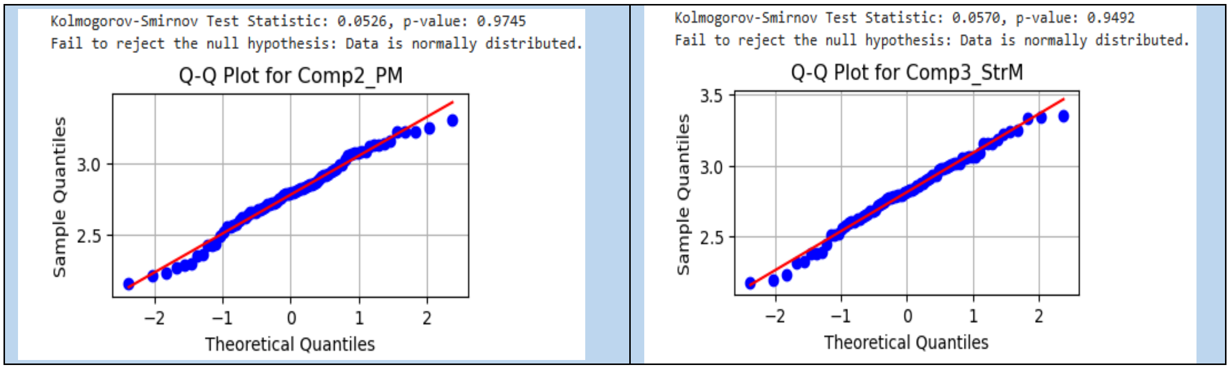

Figure 3: Normal Q-Q Plot for Three (3) measures for Competitiveness

The numerical values for each of the distributions (Kolmogorov- Smirnov) statistics of each, 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. The test of independence for entrepreneurial strategic decision making and executed by using Durbin-Watson *d* statistics. A *d*-statistic of 1.756 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.

4.3 Hypothesis Testing Results

The null hypothesis of the study was; H_0*: Entrepreneurial strategic decision making does not have a statistically significant effect on competitiveness among Family-owned supermarkets in Kenya*. To test whether the effect of entrepreneurial 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 are as shown in Table 3

Table 3: OLS Regression Summary for Entrepreneurial Strategic Decision Making

```
Statsmodels Linear Regression Summary:
                            OLS Regression Results
==============================================================================
Dep. Variable:         Competitivess   R-squared:                       0.138
Model:                           OLS   Adj. R-squared:                  0.124
Method:                Least Squares   F-statistic:                     9.604
Date:               Wed, 28 Jan 2026   Prob (F-statistic):            0.00295
Time:                       16:47:28   Log-Likelihood:                 7.2972
No. Observations:                 62   AIC:                            -10.59
Df Residuals:                     60   BIC:                            -6.340
Df Model:                          1
Covariance Type:           nonrobust
===============================================================================
                 coef    std err          t      P>|t|      [0.025      0.975]
-------------------------------------------------------------------------------
const          1.9949      0.280      7.113      0.000       1.434       2.556
Entr_Str_DM    0.3056      0.099      3.099      0.003       0.108       0.503
==============================================================================
```

The results show that the metric R-squared had a coefficient of 0.138. This means that entrepreneurial strategic decision making explained an estimated 13.8% 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 0.124, meaning that addition of other random variables would reduce the predictive power of entrepreneurial strategic decision making on competitiveness to 12.4% (reduction by 1.4%).

The table further shows the results of the OLS model and its statistical significance. The results show an F-statistic of 9.604 and an associated probability value of 0.00295. Based on these statistics, this study rejects the null hypothesis that entrepreneurial strategic decision making does not have a statistically significant effect on competitiveness among family-owned supermarkets in Kenya. These results further confirm that entrepreneurial strategic decision making has a statistically significant effect on competitiveness among family-owned supermarkets in Kenya. The results also show that the constant/intercept for the model was α = 1.9949 with an associated p>|t| value of 0.000, indicating statistical significance at the 5% level. Similarly, the coefficient ($\beta 1$) for entrepreneurial strategic decision making was 0.3056 with an associated p>|t| value of 0.003, which is less than the 0.05 significance level. This implies that entrepreneurial strategic decision making is statistically significant in the bivariate OLS linear regression model. The OLS regression coefficients indicate that a one-unit increase in entrepreneurial strategic decision making is associated with a 0.3056-unit increase in competitiveness among family-owned supermarkets in Kenya. The estimated beta coefficient (β1) of 0.3056 has a 95% confidence interval of (0.108, 0.503). Based on these statistical characteristics of the bivariate model, the regression model for entrepreneurial strategic decision making and competitiveness is:

Competitiveness =1.9949 + 0.3056 (Entr_Str_DM)

These results agree with Torugsa, O'Donohue, and Hecker (2018), entrepreneurial proactive personality research enhancing the logical, decision-structuring models that try to optimize a venture's combined financial and social success. Which concluded that proactive individuals pursue knowledge and opportunity to enhance both their own circumstances and those of the employing organization, perhaps increasing the effectiveness of decision-making (DuBrin 2014). While Real, Roldan, and Leal (2014) avert that entrepreneurial orientation is the strategies, processes, and decision-making styles that managers utilize in order to operate in an entrepreneurial manner and Dess, Pinkham, and Yang (2021) argue that the entrepreneurial orientation notion proposes that in order for businesses to attain better performance, they need adopt an entrepreneurial mindset.

5. Conclusions and Recommendations

5.1 Conclusions

The OLS model summary from a bivariate linear regression model between entrepreneurial strategic decision making and competitiveness showed that it explained approximately 13.8% of the variation in competitiveness among family-owned supermarkets in Kenya. In addition, the regression coefficients generated showed that the beta coefficient for entrepreneurial strategic decision-making practices was $\beta 1 = 0.3056$, with an associated $p>|t|$ value of 0.003, which is less than the 0.05 significance level. This means that entrepreneurial strategic decision-making practices had a statistically significant effect on competitiveness in the OLS simple linear regression model. The regression model coefficients imply that a one-unit increase in entrepreneurial strategic decision making is associated with a 0.3056-unit increase in competitiveness measures among family-owned supermarkets in Kenya.

5.2 Recommendations

The findings of this study indicate that entrepreneurial strategic decision making has a statistically significant effect on the competitiveness of family-owned supermarkets in Kenya. Therefore, family-owned supermarkets should strengthen entrepreneurial strategic decision-making practices, including proactive identification of market opportunities, informed resource allocation and timely strategic responses to changes in the business environment. The findings also support the need to leverage technology and strengthen the capacity of family-owned supermarkets to adapt to external environmental challenges, thereby supporting competitiveness.

The study did not establish evidence in the reported OLS results to support the claim that entrepreneurial strategic decision making or advocacy strategic decision making was antagonistic to competitiveness. Therefore, the earlier statement regarding a negative correlation has been removed to ensure that the recommendations remain directly supported by the reported findings. Future research may examine other dimensions of strategic decision making and their individual relationships with competitiveness using appropriate statistical models.

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