

ABSTRACT

Coffee production in Kenya has plummeted, hurting the economy and worsening social inequality and poverty. Kenyan coffee marketing cooperative associations have failed to boost exports. Coffee is Kenya's main cash crop. Coffee is the country's principal foreign exchange earner, rural employment source, food security source, and revenue source. The reduction in coffee export earnings shows that coffee marketing cooperatives are inefficient and less flexible. This study examines how shared vision affects organizational ambidexterity. This transformational leadership-based study used exploratory and cross-sectional survey methodologies. The target audience was Kenyan coffee marketing cooperatives. The sample size was 242 Kenyan coffee marketing cooperative societies. A self-administered, semi-structured questionnaire collected primary data from cooperative society managers. The data was analyzed using descriptive and inferential statistics. Results show that shared vision favorably impacts organizational ambidexterity ($R = 0.547$, $R^2 = 0.299$), explaining 29.9% of variation. Further, shared vision significantly affected organizational ambidexterity (P -value = 0.00). The study found that shared vision affected organizational ambidexterity. Thus, managers of coffee marketing cooperative societies should constantly discuss their vision with other employees to improve ambidexterity. Key Words: Organizational ambidexterity, coffee production, employment, shared vision, Ambidexterity Leadership, Entrepreneurial leadership, coffee marketing.