MEDIATING ROLE OF ENTREPRENEURIAL LEADERSHIP ON SENIOR TEAM ATTRIBUTES AND ORGANIZATIONAL AMBIDEXTERITY OF COFFEE MARKETING COOPERATIVE SOCIETIES IN KENYA.

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DECLARATION

Declaration by the Students

This thesis is my original work and has not been presented for conferement of any degree in any other university or for any other award.

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Declaration by the Supervisors

We confirm that the work presented in this thesis was carried out by the candidate under our supervision and has been submitted with our approval as university supervisors.

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DEDICATION

I dedicate this thesis to my wife Nancy Muthoni and children for their moral support.

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May God bless you all.

ABBREVIATIONS AND ACRONYMS

AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
EL	Entrepreneurial Leadership
EPZA	Export Processing Zones Authority
FAO	Food Agricultural Organisation
IFAD	International Food and Agriculture Development
ICA	International Cooperative Alliance
ICO	International Coffee Organisation
MAFAP	Monitoring African Food and Agricultural Policies
RoK,	Republic of Kenya
TL	Transformational Leadership
SPSS	Statistical Package for Social Sciences

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ABSTRACT

Entrepreneurial leadership is crucial for cooperative organizations as it involves taking risks, driving growth as it encourages creativity and innovation. Ambidexterity refers to the ability of an organization to both exploit and explore implying to deliver efficiency, control, and incremental improvements, while embracing flexibility, autonomy, and experimentation. Organizational ambidexterity has the ability of firms to pursue and synchronize exploratory and exploitative innovation simultaneously it not only helps firms overcome structural inertia that results from a focus on exploitation, but also refrain firms from accelerating exploration without deriving benefits from these activities.Coffee has been an important cash crop in Kenya's agricultural sector. It is one of the greatest foreign exchange earners of the country and a main source of employment in rural areas, providing food security and income for the rural areas. This success has been achieved through coffee cooperative societies management that process and market coffee for the farmers. In recent years, there has been a decline in coffee production in Kenya. The decline of coffee export earnings has been attributed to inefficient and ineffectiveness of coffee marketing cooperative societies management operations and therefore the need to refocus their approach. The general objective of this study was to examine how entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity among coffee marketing cooperative societies in Kenya. The specific objectives of the study were; to determine how shared vision influence organizational ambidexterity, to establish whether social integration affect organizational ambidexterity and to find out how contingency rewards influence organizational ambidexterity of coffee marketing cooperative societies in Kenya. The study also established the mediating role of entrepreneurial leadership between senior team attributes and organizational ambidexterity for coffee cooperative societies in Kenya. This study was anchored on two major theories which were Collective Entrepreneurship Theory and Path Goal Theory of Leadership and supported by other theories mentioned in the study. The study used cross-sectional survey design. The target population was coffee marketing cooperative societies registered in Kenya as at 31st December 2019. The study target population was 436 managers from coffee marketing cooperative societies while the sample size of this study was 242 managers. Primary data was obtained by the use of as elf-administered semi-structured questionnaire. A pilot study was done to check the reliability and validity of the research instrument. Data analysis was done using descriptive and inferential statistics. The formulated hypotheses were tested using Baron and Kenny's approach to validate the relationships between the study variables. Statistical Package for Social Sciences (SPSS) version 23 was used to assist in analysis and findings were presented using cross-tabulations, charts and path models. The study found that entrepreneurial leadership partially mediates the relationship between senior team attributes and organization ambidexterity (R^2 change from 11.1% to 16.6%). This study concludes that entrepreneurial leadership is a critical approach for coffee marketing cooperative societies in Kenya. The findings of the study will help managers to maximize their efficiency and achieve their strategic goals during their operations especially when they want to internationalize. The findings of this study will be of interest to coffee marketing cooperative society's board of directors, government officials, academia, financial institutions and agropreneurs.

CHAPTER ONE

INTRODUCTION

Overview

This chapter gives the background of the study, statement of the problem, objectives of the study, research hypothesis, justification, scope, limitations of the study and the operational definition of terms used in this study.

1.1 Background of the Study

Firms are constantly faced with the challenge of exploiting existing competencies and exploring new ones (Vera & Crossan, 2004). As they seek to adapt to environmental changes, firms explore new ideas or processes, and develop new products and services for emerging markets. Simultaneously, they need stability to leverage current competences and exploit existing products and services (Danneels, 2002). Hence, prior literatures have increasingly argued that successful firms are ambidextrous - they generate competitive advantages through revolutionary and evolutionary change (Tushman & O'Reilly, 1996), adaptability and alignment (Gibson & Birkinshaw, 2004), or simultaneously pursuing exploratory and exploitative innovation (Benner & Tushman, 2003). Although studies have highlighted the benefits of balancing high levels of exploratory and exploitative innovation (Gibson & Birkinshaw, 2004, He and Wong (2004), few have examined the drivers of ambidexterity. The lack of research regarding this link is surprising, especially since simultaneously pursuing both activities appears to be complex and difficult to achieve (Benner & Tushman, 2003).

Studies have shown that eencouraging senior executives to work as a team is an important mechanism by which entrepreneurship leadership can enhance senior team effectiveness in ambidextrous organizations. These scholars also argue that the executive director, as senior team leader, might participate in team processes and thereby influence team dynamics and organizational outcomes (Finkelstein, 1992; Haleblian & Finkelstein, 1993; Hambrick, 1994). For instance, executive directors may improve team effectiveness through appropriate coaching or process choices (Wageman, 2001). There is little empirical evidence on this argument, however, and scholars have called for more research in this area (Gibson & Birkinshaw, 2004; Smith and Tushman, 2005). This study addresses how entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity among coffee marketing cooperative societies in Kenya how their entrepreneurial leadership behavior (Bass, 1985) strengthens the impact of senior team attributes on achieving organizational ambidexterity.

1.1.1 Organizational Ambidexterity

Raisch and Birkinshaw (2008) defined ambidexterity as "an organization's ability to be aligned and efficient in the management of today's business demands while simultaneously adaptive to changes in the environment". The definition has since been extended to "an organization's ability to simultaneously pursue two different things", to explore and exploit (Moreno-Luzon & Pasalo, 2011). Exploration and exploitation are "essential to an organization's ability to compete in both established technologies and markets, where features like efficiency, control, and incremental improvement are highly prized and emerging technologies and markets, where features like agility, independence, and experimentation are essential" (O'Reilly and Tushman, 2013). According to this definition, ambidexterity's relationship to

discovery and exploitation is one of its defining characteristics. The disparity between exploration and exploitation has been connected to a number of organizational aspects. To "explore" something is to learn about it and think about it in new ways; this is a common definition of the word. The term "exploitation" is used to describe the use of previously gathered data to hasten the discovery procedure (Gupta, Smith, & Shalley, 2006).

Many studies have emphasized the need for organizations to combine exploration and exploitation (Eisenhardt & Martin, 2000; Levinthal & March, 1993), whereas others have associated exploration and exploitation with different types of learning and innovation (Benner & Tushman, 2003; He and Wong, 2004; Jansen, Van den Bosch, and Volberda, 2006; Smith and Tushman, 2005). Exploratory innovations are radical and designed to meet the needs of emerging customers or markets (Abernathy & Clark, 1985, Benner & Tushman, 2003). They require new knowledge or departure from existing knowledge and often are associated with experimentation, flexibility, and divergent thinking (Jansen *et al*., 2006). Conversely, exploitative innovations are incremental and meet the needs of existing customers or markets (Abernathy & Clark, 1985; Benner & Tushman, 2003). They broaden existing knowledge and skills and often are associated with efficiency, refinement, and focus (Zahra & George, 2002).

Exploitation refers to the repetition and incremental refining of an organization's current products with the purpose of improving the organization's current product-market (Piao & Zajac, 2016). It is the process of developing new products with the goal of breaking into unexplored markets, for firms to succeed they need to do both exploration (the search for new data) and exploitation (the recycling of old data) as noted by Chen (2017). Multiple studies have revealed a positive association between

ambidexterity and business success, especially with regards to revenue growth (O'Reilly & Tushman, 2013; Han & Celly, 2008).

Research on finding a balance between exploration and exploitation has been extensive because of the significance of this struggle in ambidextrous organizations. These results suggest that several paths to ambidexterity are increasingly being recognized in the scientific literature. Sequential ambidexterity is a method that can be used to promote periods of exploration and exploitation simultaneously (Chou, Yang & Chiu, 2017). Each unit would have its own unique method, culture, and dynamics (O'Reilly & Tushman, 2008), with some specializing in exploration and others in exploitation. Ambidextrous firms are the most successful, and according to a study by O'Reilly and Tushman more than 90% of ambidextrous firms achieved their organizational goals (O'Reilly & Tushman, 2013). Since it is apparent that partnerships benefit from ambidexterity, an ordinary question that arises is, how does a firm attain this state? There are three diverse forms of ambidexterity within the predominant research, and as presented by O'Reilly III and Tushman (2013) these are sequential, structural and contextual ambidexterity.

Sequential ambidexterity is the procedure of aligning a firm's structure to fit the environmental condition or strategies. In this assessment, changes within an organization are made on a sequential basis bestowing to recorded changes in the environment (O'Reilly III & Tushman, 2013). Sequential ambidexterity is grounded on temporal separation, where firms move the focus of their consideration from exploitation in one historical of time to attention on exploration in the next period of

time (Chen, 2017). Kortmann (2012) points out that a firm using sequential ambidexterity needs to have two temporal orientations, as it is the case with the present and the future, when harmonizing out short term performance and long-term survival. This means that firms use ‘semi structures’ and rhythmic swapping from a state of exploration to a state of exploitation (O'Reilly III & Tushman, 2013).

During this switching among exploration and exploitation, firms benefit from the fact that they can reasonably change the prescribed structures of the organization related to the somewhat complex change informal and traditional structures of the organization (O'Reilly III & Tushman, 2013). Therefore, sequential ambidexterity allows firms to accomplish ambidexterity over time, although the firm centers its resources in one precise direction at a very explicit point in time (O'Reilly III & Tushman, 2013). The benefit of sequential ambidexterity is, that it allows plan based firms to relate different administrative approaches to tasks that are in different stages (Chen, 2017).

However, this suggests that a sequential ambidextrous firm can not only count on the transformational capability to shift between exploitation and exploration shapes but also desires to efficiently combine an enactment capability to be able to realize the best results in each region (Kortmann, 2012). Moreover, the adjustment from one state to the other can be vastly disruptive to the organization later, as it involves the reconfiguration of strategies, structures and processes and consequently can take a long period and cause disruptions within organizations and are likely to diminish core capabilities of the firm (Chen, 2017; O'Reilly III & Tushman, 2013). O'Reilly III and Tushman (2013) clinch that sequential ambidexterity is usually most valuable for smaller firms that do not have the resources to follow simultaneous ambidexterity and are vigorous in a slower stirring environment.

In eras of rapid change sequential ambidexterity will not serve, instead a structural approach is favored. Inside structural ambidexterity, the equilibrium between exploration and exploitation is achieved through complete guiding simultaneous efforts towards both areas (O'Reilly III & Tushman, 2013). Within structural ambidexterity exploration undertakings and exploitation activities are detached into diverse business areas surrounded by one firm (Chen, 2017). This permits the different business units to accept different strategies and structures to suitably fit the business unit emphasis on either exploration or exploitation (Chen, 2017).

Kortmann (2012) plugs out that business create dual structures that distinct the contradictious responsibilities and purposes within one organization. This structural separation generates the necessary plasticity to react to the contradictory task environments and creates possession of the individual tasks (Kortmann, 2012). The organization of exploration and exploitation in two entirely different and autonomous subunits, structural ambidexterity leads to an improved demand on topmost management skills, as the top administration needs to internally support and organize the completely altered subunits with their separate strategies, structures, experiences, ethos and systems in order to generate ambidexterity for the firm (Chen, 2017; O'Reilly III & Tushman, 2013). However, structural ambidexterity is extensively stared as the most practical and very auspicious form of producing an ambidextrous organization (Chen, 2017; O'Reilly III & Tushman, 2013)

Contextual ambidexterity places its importance on the individual rather than the organization (O'Reilly III & Tushman, 2013). Gibson and Birkinshaw (2004) devised the term and describe it as “the behavioral capacity to simultaneously establish alignment and adaptability across an entire business unit” (p. 209). Alignment, the rationality across committed efforts and adaptability, the aptitude to change rendering

to the needs of the surroundings here work self-possessed to achieve contextual ambidexterity. It works by relating a set of procedures to stimulate individuals to action in ways that support contextual ambidexterity. Firms applying contextual ambidexterity allow and motivate their employees to get vigorous in exploration activities while their prescribed tasks relate more to exploitation actions (Chen, 2017).

Exploration consequently is not limited to generalized business units or time periods but can develop at any time without exceptional organizational purpose for it (Chen, 2017). This replicates also a inadequacy of contextual ambidexterity, as it does not qualify a firm to simultaneously encompass strong forms of exploration or exploitation, but contextual ambidextrous organizations assume that exploration will just happen somewhere in the organization (O'Reilly III & Tushman, 2013). Chen (2017) transcripts that contextual ambidexterity is not capable to facilitate exploration actions that are fundamentally diverse from the organizational core, as totally different ideas need a different perspective to prosper. Consequently, a firm potency not realize full ambidexterity by solitary pursuing contextual ambidexterity (Chen, 2017; O'Reilly III & Tushman, 2013).

Finally, findings show that in the long run, a grouping of these three forms of ambidexterity can be functional to handle the tautness between exploitation and exploration (Raisch, 2008). Nevertheless, ambidexterity achieved often depends on the commercial environment in which it functions (O'Reilly III & Tushman, 2013). Hitherto, Kauppila (2010) records that firms will generally influence ambidexterity through a permutation of structural and contextual exertions but not with just a solitary form of it. Chen (2017) consequently, summarizes the three diverse forms of

ambidexterity, sequential, structural and contextual, to the term dynamic ambidexterity. Dynamic ambidexterity employs all three forms at different organizational levels and therefore allows firms to positively handle the inconsistency between exploration and exploitation (Chen, 2017).

1.1.2 Senior Teams Attributes

Senior teams in ambidextrous organizations are therefore expected to recognize and translate different, ambiguous, and conflicting expectations into workable strategies. Achieving ambidexterity may enhance self-interested behaviour in which senior team members perceive direct competition regarding the allocation of scarce resources (Bower, 1970). Senior teams in ambidextrous organizations are therefore expected to recognize and translate different, ambiguous, and conflicting expectations into workable strategies. How these conflicting tensions are resolved within senior teams is a crucial element in the ability of firms to create integrative and synergetic value among exploratory and exploitative activities and to achieve organizational ambidexterity.

To uncover how senior teams are able to reconcile conflicting interests and overcome barriers associated with combining exploratory and exploitative innovation, we consider how senior team attributes and leadership affect the achievement of ambidexterity. Effectiveness of senior teams in ambidextrous organizations is associated with a set of senior team attributes including: shared vision, social integration, and group contingency rewards (Hambrick, 1994; O'Reilly & Tushman, 2004; Siegel & Hambrick, 2005; Smith & Tushman, 2005). These are the senior attributes dimensions that have been adopted.

1.1.3 Senior Team Attributes and Organizational Ambidexterity

Organizational ambidexterity has the ability of firms to pursue and synchronize exploratory and exploitative innovation simultaneously (Benner & Tushman, 2003; He & Wong, 2004). According to a study by Levinthal and March (1993) organizational ambidexterity not only helps firms overcome structural inertia that results from a focus on exploitation, but also refrain firms from accelerating exploration without deriving benefits from these activities (Levinthal & March, 1993). Scholars have argued that an overarching set of values, team integration processes, and common fate incentive systems enable senior teams to manage inconsistent alignments (Siegel & Hambrick, 2005; Tushman & O'Reilly, 1996). These studies have suggested that the effectiveness of senior teams in ambidextrous organizations is associated with a set of senior team attributes: (1) shared vision, (2) social integration, and (3) group contingency rewards (Hambrick, 1994; O'Reilly & Tushman, 2004; Siegel & Hambrick, 2005; Smith & Tushman, 2005).

O'Reilly and Tushman argue that the ability of a firm to be ambidextrous is at the core of dynamic capabilities. Ambidexterity requires senior managers to accomplish two critical tasks. First, they must be able to accurately sense changes in their competitive environment, including potential shifts in technology, competition, customers, and regulation. Second, they must be able to act on these opportunities and threats; to be able to seize them by reconfiguring both tangible and intangible assets to meet new challenges (O'Reilly & Tushman, 2004). As a dynamic capability, ambidexterity embodies a complex set of routines including decentralization, differentiation, targeted integration, and the ability of senior leadership to orchestrate the complex trade-offs that the simultaneous pursuit of exploration and exploitation

requires. Developing these dynamic capabilities is a central task of executive leadership (Harreld, O'Reilly III & Tushman, 2007).

1.1.4 Entrepreneurial Leadership

The success of a business is dependent on the owners and managers' successful entrepreneurial and leadership skills (Mitchelmore & Rowley, 2013). One of these entrepreneurship skills is entrepreneurial leadership. According to (Alvarez and Barney, 2014), entrepreneurial leadership is a form of entrepreneurship that consists of actions taken at the individual level to establish a business, actions taken at the organizational level to follow innovations, and actions taken at the market level to capitalize on opportunities. Entrepreneurial leadership is a term that arose from the combination of entrepreneurial ability and leadership spirit. Entrepreneurial leadership emerges as finer points and the spirit of leadership is applied to the nature of entrepreneurship, and it has the potential to change the direction of the world (Kuru, 2016). Lumpkin, Steier and Wright (2011) conducted an in-depth review of the relationship between leadership and entrepreneurship. They describe some areas where the two fields potentially overlap and compare research methods through the two fields' life cycles. The primary thematic overlap categories found are vision, followers' influence, and leading creative people planning. (Lippitt, 1987) described entrepreneurial leaders as those who are "capable of taking risks, innovating, focusing on the task, accepting personal responsibility, and possessing an economic orientation." This seems to be the earliest definition of entrepreneurial leadership (Fernald, Solomon & Tarabishy, 2005).

Entrepreneurial leadership is one of the most important aspects that businesses must consider achieving their goals. As a result, the entrepreneurial leadership characteristics of those in positions of authority have an impact on the companies' success, continuity, effectiveness, and productivity. These individuals should possess entrepreneurial leadership skills to gain competitive advantages, expand and improve their businesses, and flourish in this competitive environment. A leadership spirit, in addition to entrepreneurial qualities, indicates that the person in charge is an entrepreneurial leader. Entrepreneurial traits include risk-taking, seizing opportunities, seeking innovations, being innovative, productive, interchanging, and strategic, as well as entrepreneurial leader characteristics like influencing-people, vision, originality, and courage. Entrepreneurial leaders glimpse the unseen and uncover the possibilities in the impossible (Singh et al., 2022).

For the success the coffee cooperative societies in Kenya, the entrepreneurial process must be embraced. In the business arena organizational ambidexterity means actively looking for new opportunities while also maximizing those already available. By fostering a culture of ambidexterity, businesses can grow in both exploration and exploitation in a way that is both innovative and efficient (Raisch & Birkinshaw, 2008). The exploration process includes providing new layouts, creating new markets, and establishing new channels of distribution. The purpose of exploitation is to make the most of pre-existing resources, such as data, knowledge, and technology (Heavey & Simsek, 2017).

1.1.5 Global Perspective of Coffee Marketing Cooperative societies

For business arena, organizational ambidexterity means actively looking for new

opportunities while also maximizing those already available. For an organization to be ambidextrous and be entrepreneurial there must be support by management teams. Senior management teams often include employees from different departments to ensure balanced and all-encompassing decision-making (Menguc et al., 2017). Therefore, successful organizations in a dynamic environment are ambidextrous where the demands are always in conflict for task environment for instance investment in current versus future projects differentiation versus low- cost production thus there are always tradeoffs decisions to be made by senior teams (Gibson & Birknshaw, 2004). Therefore, coffee marketing cooperatives need to be ambidextrous, as senior teams promote entrepreneurial leadership for the success of these organizations.

Entrepreneurship leadership is being adopted by many cooperative societies as a strategy for becoming more globally competitive. Further, cooperative societies are becoming more product-based and less-region based (which has an impact on member representation). They are also tending to change their ownership structures in order to attract more equity capital. In the agricultural sector, for instance, federated cooperative societies are tending to disappear or to become farmer-owned as opposed to user owned. Cooperative societies seek wider recognition and better integration of their business model. However, uncertainty remains, created by the impact of globalization, diverging national competition laws and the unpredictable future of binding international rules.

Demand for coffee has increased by 65 percent over the past two decades, leading to massive growth in the global coffee industry. More than 50 countries produce coffee commercially, and the world consumes over 3 billion cups per day, making coffee a

vital economic resource for many producer countries. Brazil ($1.5 billion), Vietnam ($2.7 billion), and Columbia ($2.5 billion) were the leading producers and exporters in 2019. The United States ($2 billion), Germany ($3.5 billion), and France ($2.8 billion) were the three largest coffee importing countries (ICO, 2019). It is predicted that the coffee market generates in excess of USD 200 billion in sales annually. More than 125 million people had jobs in the coffee industry in 2017, which had a retail market worth USD 83 billion and exported 70% of its total production for USD 19 billion.

According to a report by the International Coffee Organization (ICO, 2019), coffee cooperative societies have been successful in promoting sustainable coffee production and improving the livelihoods of small-scale coffee farmers. In addition, these cooperative societies have also helped to promote social and environmental sustainability in coffee-growing communities. One example of a successful coffee marketing cooperative society is the Cafédirect Producers' Foundation (CPF), which is based in the United Kingdom but works with coffee farmers from various countries such as Peru, Nicaragua, and Tanzania. CPF provides training and support to farmers to improve the quality of their coffee, increase yields, and adopt sustainable farming practices. CPF also helps farmers to access markets directly, cutting out intermediaries and increasing their income.

1.1.6 Regional Perspective of Coffee Marketing Cooperative societies

African colonial powers used cooperative societies as a policy mechanism to collect high-value export commodities like coffee, cocoa, and cotton from rural producers in clusters at a reduced cost to the producers individually (Leonard et al., 2013). The governments of the newly independent African states quickly came to appreciate the importance of cooperative societies, particularly for rural development, once their

countries achieved independence. Therefore, majority of people in Africa work together in cooperative societies. Thus, they are used to unite those living on the periphery of society and the economy. Cooperative societies were afforded special privileges, including monopolies on product distribution and sales, which shielded them from competitors. In the end, cooperative societies became government tools-but only after members gave up their autonomy, democratic control, and economic effectiveness. In Tanzania, all of the country's most important social and economic organizations operate as cooperative societies. Scholarly efforts have led to a deeper understanding of the dynamics between cooperative participants and decision-making.

Coffee farming in Ethiopia has been a great success and return to farmers is encouraging. This success is as a result of well-organized cooperative sector in the country. According to Gutema (2014) study, it was observed that cooperative societies benefited Ethiopian farmers by reducing seasonal price volatility and stabilizing local markets. Cooperative societies among Ethiopia's farmers improve their economic standing in a number of ways. Myers (2004) found that for Ethiopia's smallholder farmers to succeed in the global coffee trade, cooperative societies are essential. Cooperative societies have made substantial contributions to reducing poverty and ensuring food security by giving members access to a variety of employment opportunities. Cooperative societies are crucial to Ethiopia's free market economy because they enable communities to pool their scarce resources and give smallholder producers more leverage in negotiations. Over the past two decades, the cooperative sector has been an integral part of Ethiopia's strategy for growth and transformation. However, entrepreneurial leadership is critical if cooperative societies are to expand and thrive over the long term. As of December 30, 2016, there were

79,636 primary cooperative societies in Ethiopia, serving 15,879,502 people (11,297,713 males and 4,581,789 (28.5%) female).

1.1.7 Coffee Marketing Cooperative Societies in Kenya

Kenya relies heavily on the export of coffee, which is one of the country's most lucrative industries and everyone works together from harvest to sale. Records indicate that more than six million people have found stable employment in the coffee sector. Kenya's primary coffee-producing regions are the highland plateau surrounding Mount Kenya, the Aberdare ranges, Kisii, Nyanza, Bungoma, Nakuru, and Kericho (Wamucii, 2022). As a result, the Kenyan blue print, Vision 2030, calls for an increase in the involvement of coffee marketing cooperative societies in resource mobilization, agro-processing, and marketing of agricultural produce. However, in the short to medium term, increasing the economy's stock of capital and labor causes development to speed up, resulting in unrelenting rapid growth that hastens technological improvements and innovations in firms' productivity.

Studies carried out in Cooperative societies in Kenya indicate that, a cooperative society needs entrepreneurial leadership to ensure effective marketing and management of its resources (Theuri, 2012). The long-term agricultural development, economic growth, and poverty reduction initiatives of the country would all benefit from an increase in agricultural production and marketable surpluses as was noted by Theuri (2012). On the other hand, a number of new and supplementary investments are singled out as crucial.

Many of Kenya's agricultural commodities sub-sectors are looking at new or additional distribution methods. Farmers' cooperative societies and other marketing organizations have been blamed since they haven't been providing enough services,

which has resulted in poor financial returns. Farmer payments are frequently late because of cooperative societies' chronic cash flow issues and high transaction costs. With the laws of trade continually evolving, the market environment has become extremely volatile and therefore the need for a visionary senior team (Chege, 2012).

Kenya is an entrepreneurial nation as witnessed by fast growth of formal business startups and her capabilities are diversified mostly in low complexity goods such as tea or coffee and have been increasing in recent years (World Bank, 2021). Cooperation is the social and community practice of entrepreneurship. Cooperation is one of the main principles of cooperatives as leaders focus on mobilization of resources (ICA, 2021).Senior teams have to promote attributes that improve professionalism in coffee marketing of cooperatives. Cooperatives in entrepreneurship are a common factor of marketing coffee commodity. From an economic and commercial point of view the cooperatives ensures the professionalization of those producers' collectively. Therefore, it is critical to develop capabilities of senior teams and improve their entrepreneurial leadership qualities to cope with challenges associated with the growth and success as they deal with the competitive business enviroment of coffee marketing cooperatives (Cogliser & Brigham, 2004). Kenya's coffee industry needs a shift of how things are done in order to improve its current status by embracing entrepreneurship it its operations. The goal of entrepreneurship is wealth creation, which in turn reduces poverty, generates new employment opportunities, boosts agricultural output for the underprivileged in rural areas, and boosts farmer incomes through increased value addition. Successful entrepreneurial leadership can be thought of as the impetus behind meeting a need in the market with a novel idea and a unified set of

resources in response to that need. For this purpose, entrepreneurs rely on a triadic paradigm of originality, initiative, and risk-taking which is key in management of coffee marketing cooperatives (Pangarso et al., 2020).

Kenya's coffee trade is a significant part of the country's agricultural economy. Kenya's coffee marketing cooperative societies are gradually embracing a new style of leadership that allows them to effectively operate in both the domestic and international markets (ICO, 2020). The economic pillar of Kenya vision 2030 aims to create " a globally competitive and prosperous country with high quality of life by 2030" it aims to transform Kenya into " a newly- industrializing, middle income country a middle income. The agricultural sector is targeted as a key driver and coffee marketing therefore becomes a target (Republic of Kenya, 2022).

The entrepreneurial process typically begins with the identification of an opportunity, which is followed by the enlistment of a team of people to help make it a reality and the provision of the leadership essential to the growth of those individuals and the achievement of the organization's greatest potential (Utami & Wilopo, 2018b). Thus, effective entrepreneurial leadership needs tobe exercised in an environment rich in novel activities and cutting-edge developments, full of ideas and concepts that are always evolving and frequently defy straightforward classification. These social interactions are inherently fluid; consequently, their corresponding organizational structure must foster and accommodate ongoing adaptation and, in many cases, the ensuing conflicts. For the success the coffee cooperative societies in Kenya, the entrepreneurial process must be embraced (Utami & Wilopo, 2018b).

Not only shoulc coffee cooperative societies in Kenya adopt entrepreneurial process, they should also beambidextrous. An ambidextrous business is the one that

can succeed in both established sectors, which value predictability, hierarchy and gradual improvement and emerging ones which require boldness, agility and a willingness to take risk (Mom et al., 2019). By fostering a culture of ambidexterity, businesses can grow in both exploration and exploitation in a way that is both innovative and efficient (Raish & Birknshaw, 2008).

1.2 Statement of the Problem

Some 70% of the world's poor live in rural areas, making agricultural co-operatives an especially important tool for combating poverty (FAO, 2012; CBK, 2022). Agricultural entrepreneurship and market participation by smallholder farmers in Kenya has continued to decline despite the reforms undertaken by government (FAO, 2022; World Bank, 2021). Sabari, Gichohi and Rintari (2020) outlines in their study challenges faced by coffee marketing cooperatives in Kenya. For coffee marketing cooperatives to succeed over the long term, it needs to master both adaptability and alignment an attribute that is sometimes referred to as ambidexterity ((Tushman & O'Reilly, 1994; Gibson & Birkinshaw, 2004; He and Wong, 2004; Jansen, 2006 and Jansen, 2016).

Organizational ambidexterity has been found to have the ability of assisting firms to pursue and synchronize exploratory and exploitative innovation simultaneously (Benner and Tushman, 2003; He and Wong, 2004). According to a study by Levinthal and March (1993) organizational ambidexterity not only helps firms overcome structural inertia that results from a focus on exploitation, but also refrain firms from accelerating exploration without deriving benefits from these activities (Levinthal & March, 1993). In ambidextrous organizations top managers shape

enterprises and make them more efficient as indicated in past studies on senior team attributes Ertugrul and Krishnan (2020); Araya & Gebremeskel 2021; Tushman, & O'Reilly, 1996; O'Reilly III & Tushman, 2013).

The decline in export earnings from US$500 million in the 1990s to less than US$150 million in 2015 is an indicator of the difficulty faced by coffee marketing cooperative societies. If the coffee sector issues are not addressed and the trend reversed, the coffee marketing cooperatives may collapse thus there is need for entrepreneurial leadership if this scenerio is to be reversed and ensure sustainability (Farmers Review Africa, 2023). Entrepreneurial leadership is essential because it facilitates the productive collaboration of people from all walks of life towards a similar objective (Astrid et al., 2014)

Past studies have been carried on performance of coffee marketing cooperatives (ICO, 2020). However, there hasn't been much research done in Kenya on how entrepreneurial leadership and organizational ambidexterity affect coffee marketing cooperative societies in Kenya. The study intends to establish mediating role of entrepreneurial leadership on senior team attributes and organizational ambidexterity in coffee marketing cooperative societies in Kenya.

1.3 General Objective

The general objective of the study was to determine the mediating role of entrepreneurial leadership on senior team attributes and organizational ambidexterity in coffee marketing co-operative societies in Kenya.

1.3.1 Specific Objectives

The study is guided by the following specific objectives:

i. To investigate the influence of shared vision on organizational ambidexterity of coffee marketing co-operative societies in Kenya.

ii. To examine the influence of social integration on organizational ambidexterity ofcoffee marketing co-operative societies in Kenya.

iii. To establish the influence of contingency rewards on organizational ambidexterity ofcoffee marketing co-operative societies in Kenya.

iv. To assess whether entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity of coffee marketing cooperativesocieties in Kenya.

1.4 Study Hypothesis

This study will seek to test the following hypotheses**.**

Ho_1: Shared Vision has no effect on organizational ambidexterity of coffee marketing co-operative societies in Kenya.

Ho_2: Social Integration does not influence organizational ambidexterity of coffeemarketing co-operative societies in Kenya.

Ho_3: Contingency Reward does not affect organizational ambidexterity of coffee marketing co-operative societies in Kenya.

Ho_4: Entrepreneurial leadership does not mediate the relationship between senior team attributes and organizational ambidexterity in coffee marketing co-operative societies of Kenya.

1.5 Significance of the Study

The study is significant because it established that there is a significant relationship between the senior team attributes of shared visions social integration and organizational ambidexterity in coffee marketing co-operative societies in Kenya. The study found that there was low frequency of sharing the vision of the organization. The study recommended that managers need to share organizations vision and establish contingency rewards to motivate other society employees in order to improve organizational ambidexterity of coffee marketing cooperative societies in Kenya.

The study is also significant because it established that entrepreneurial leadership has a role in the mediating function between senior team attributes and organizational ambidexterity as the senior teams needs devise ways to bear risks, be innovative, and become creative and in order to address coffee marketing cooperative societies dynamic issues accordingly.

The study is also important because it established the need for coffee marketing cooperatives to become ambidextrous by creating marketing systems and structures that will improve performance and efficient service delivery to the members. Top managers will shape organizational context through the systems, incentives and controls they put in place, and through the actions they take on a day-to-day basis thereby reinforcing through the behaviors and attitudes of people throughout the cooperative organization.

1.6 Scope of the Study

The study focused on the senior team (managers) from 33 coffee-growing counties in Kenya. The main counties where coffee grows includes Kiambu, Nairobi, Nyeri, Muranga, Embu, Kirinyaga, Machakos, Meru, Taita Taveta, Makueni, Kajiado, Kericho, Nakuru, Nandi, Elgeyo Marakwet, Baringo, Uasin Gishu, and Trans-Nzoia. The total number of coffee marketing cooperatives registered at the time of the study were 436 where managers worked dealing in coffee business and licensed by Kenya coffee directorate. A total of 210 managers from those coffee marketing cooperatives were responsive to the study and accounts for 87% of the target population under study.

The study was limited to the four variables which were; influence of shared vision, influence of social integration, influence of contingency and to assess whether entrepreneurial leadership mediates the relationship between seniorteam attributes and organizational ambidexterity of coffee marketing cooperativesocieties in Kenya

1.7 Limitations of the Study

The study scope was wide as the geographical area of coffee growing regions were 33 counties where all the responses were expected to be received from the respondents. This took a lot of time as the researcher also kept on calling and reminding the respondents to finalise the research instruments..

The previous knowledge or theoretical concepts on this topic was a challenge especially in the local context. This aspect delayed the development of both the design and research problem for the investigation. Therefore, a lack of adequate

knowledge or other previous studies limited the scope of the analysis and consumed a lot of time during the study.

In the view of the wide coffee growing zones under study. Data collection posed a challenge. The research assistants had to travel in the whole country and collect data from the respondents. This aspect consumed time and resources during the study. The development of the objectives and the questionnaires posed the first limitation. Sources such as literature reviews, feedback from supervisors or peers and ethical considerations were other limitations.

Another limitation was bias from the assistant researchers. Given the nature of coffee marketing cooperatives background, some of the respondent's biasness on the questionnaires. Another limitation encountered involved obtaining information from the sample that was selected as somewere not willing to disclose information, they may consider confidential. The mitigating measure that was put in place was having an introductory letter from the university and research permit from National Commission for Science Technology and Innovation (NACOTSI) to assure the respondents that information provided was to be used for academic purposes only. As humans, it was inherent that bias was present to some extent. However, the research assistants were able to explain the respondents clearly on the purpose of the study.

1.8 Definition of Terms

This section explains the meanings attached to the main conceptual terminologies relating to this study.

1.8.1 Contingency Rewards

These are the rewards and incentives that help in increasing productivity among senior teams. The contingency reward is a motivator along with the recognition in order to inspire the senior teams to be more innovative, creative and bear the risks especially of the coffee dynamic market.

1.8.2 Contextual Ambidexterity

Contextual ambidexterity refers to establishes of "both/and-thinking" in coffee marketing cooperatives as business unit's behavioral capability to simultaneously focus on alignment and adaptability of its resources.

1.8.3 Cooperative Societies

A cooperative society mean society registered under the provisions of the cooperative societies Act Cap. 490 laws of Kenya as a coffee marketing cooperative society.

1.8.4 Entrepreneurial Leadership

Entrepreneurial leadership is the ability to help people in an influential way to have an increased capacity to recognize and exploit entrepreneurial opportunity. It is both a skill set and a mindset to see opportunities where others see problems. Entrepreneurial leaders inspire work together asa team, solve problems and create value to the coffee marketing cooperative society.

1.8.5 Marketing

Marketing is understood to include the coffee value chain where the process of receiving of coffee from the farm, sorting at the cooperative society factory, processing, packing, storing, transporting the cherry, delivering to the millers, marketers and to the buyers after which the members receive their payments from

the cooperative society.

1.8.6 Organizational Ambidexterity

Organization ambidexterity refers to the coffee marketing cooperative societies ability to be efficient in its management of today's business and also adaptable to coping with future changing market dynamism. Being ambidextrous means using both exploration and exploitation of available resources by being innovative with reduced aspects of risk in the business.

1.8.7 Sequential Ambidexterity

Sequential ambidexterity is the set of decisions and routines of the coffee marketing cooperativesto sense and seize new opportunities through reallocation of resources of organizational assets ofthe coffee marketing cooperative society.

1.8.8 Shared Vision

Shared vision is defined as the vision of the entire organization, which is action guiding for the future and provides essential orientation for strategy-making and decisions in the organization. It refers to all members of the coffee marketing cooperative society senior teams havinginternalized a shared mental picture of the organization' ideal future.

1.8.9 Social integration

Social integration is defined as the evaluation of the relationships we maintain with the cooperative society and the community. Social integration is the process of promoting the values, relations and institutions that enable all people to participate

in social, economic and political life on the basis of equality of rights, equity and dignity especially during the coffee marketing business.

1.8.10 Structural Ambidexterity

Structural ambidexterity is the approach of balancing exploration and exploitation through directing simultaneous efforts towards both areas. Also structural ambidexterity may be called simultaneous ambidexterity, indicates that a firm assigns tasks that are different to sub-units which are different in the firm as balancing way to explore or exploit trade-off through utilizing organizationally distinct strategic integrated business sub units which have various systems in a coffee marketing cooperative society.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the concepts of collective entrepreneurship and organizational ambidexterity, the senior team attributes, and the mediating role of entrepreneurial leadership in this study. It presents pertinent theoretical and empirical literature in which this study is contextualized. Important theories related to organizational ambidexterity, entrepreneurial leadership, and collective entrepreneurship are discussed. A framework to assist conceptualization of the relationship among the study variables is graphically presented, followed by a brief discussion of each variable. Several empirical studies related coffee marketing cooperative societies are reviewed, and the chapter then ends with an explication of the identified research gaps.

2.2 Theoretical Review

Imenda (2014) posits that a theoretical framework guides the research study as it is the application of a theory, or a set of concepts drawn from one and the same theory, to offer an explanation of an event, or shed some light on a particular phenomenon or research problem. Theories discussed in this study include; Collective Entrepreneurship Theory, Path Goal Theory of Leadership, The Upper Echelons Theory, Need for Achievement Theory, Entrepreneurial Passion Theory and Cognitive Evaluation Theory.

2.2.1 Collective Entrepreneurship Theory

Cook and Plunkett (2006) have been among the first to relate the concept of collective entrepreneurship to agricultural cooperatives. They contemplated collective entrepreneurship as a new phenomenon for agricultural co-operatives and define it as: "a form of rent-seeking behaviour exhibited by formal groups of individual agricultural producers that combine the institutional frameworks of investor-driven shareholder firms and patron-driven forms of collective action." In other words Cook and Plunkett (2006) survey the appearance of jointly-owned enterprises where entrepreneurial activity takes place at varied levels of the organisation, in particular at the extent of the individual member-owners and at the extent of the jointly-owned firm, and where the member-owners are both investors in and users of the jointly-owned organisations. Agricultural co-operatives have claimed that many of these organisations are restructuring towards more "entrepreneurial" organizational models. Agricultural co-operative fascinating because the co-operative is basically an organisations that is owned collectively by different single-proprietor enterprises for example farmers.

Verhees et al., (2015) even acclaimed entrepreneurship at two levels within a co-operative: personal entrepreneurship at the level of the individual producer-owner and collective entrepreneurship at the level of the jointly-owned business. Entrepreneurship is principally associated with the undertaking of an individual agent – the entrepreneur. It has also been related to the concept of firm ownership. This may lead to the speculation that a firm that is collectively owned is a setting for collective entrepreneurship. Nilsson (2016), define what is entrepreneurial about the new in entrepreneurship in a producer-owned co-operative where farmers are owners of the

co-operative enterprise, with the managers of the co-operative, or with both. He posits that market conditions for agricultural co-operatives change, as they have in the 1980s and 1990s, leading to entrepreneurial activities thus shifting from the members to the co-operative and its managers. Collective Entrepreneurship in the Producer-Owned Co-operative is used when the assets are taken not by an individual but by a group of people and where the assets over which the group decides are jointly owned by the members of the group. Joint decision-making implies that it is not the decision of the individual that applies, but the combined prudence of a group of individuals (Nilsson, 2016).

An example of collective entrepreneurship is the producer-owned co-operative. In traditional perspectives on the economic behaviour of (marketing) co-operatives, the producer-owned co-operative is conceptualised as a joint vertical integration of otherwise autonomous firms (Emelianoff, 1948). One organizational layer consists of the group of individual member firms. This group has established a jointly owned firm (the second layer) for performing economic activities in support of the members. Decision-making in the co-operative organisation lies with the group of member firms. The co-operative firm, in this perspective, is a dependent business entity, which does not have an entrepreneurial function itself. A second perspective considers the co-operative as an independent firm (Helmberger & Hoos, 1962), with its main objective of maximising benefits for its owners. Savage (1954) states that "individual farmers pool certain of their entrepreneurial functions and in doing so they authorised a collective body to perform these functions for them." A third, and more recent, perspective considers the co-operative as a coalition of firms (Hendrikse & Bijman, 2002).

In the coalition of firms approach, entrepreneurship is located both at the level of the members and at the level of the co-operative. At the farm level, the owner (the farmer) has to decide individually, using her individual judgment in the face of uncertainty, about the deployment of the farm assets. At the co-operative, however, deployment of assets is traditionally decided by a governing body representing the collective interests of members. The key characteristic of the system of collective entrepreneurship in co-operatives is that the deployment of the assets individually owned by the member and the deployment of the jointly-owned assets in the co-operative are interdependent.

Over the last decades, agricultural co-operatives have become more customer oriented, increasing their effort of responding to customer demands (Kyriakopoulos & Moorman, 2004). As customer orientation requires knowledge and skills of marketing, the judgment of the (marketing) managers has become relatively more important than the judgment of the member-owners. If this shift in strategic orientation means that owners and managers no longer jointly decide on future projects, it may lead to quasi –entrepreneurship. Co-operatives have become larger and more international, making it more difficult for the co-operative to engage all members in the decision-making process the larger the co-operative, the more layers of representation and delegation between the individual member and the board of directors and managers (Nilsson, 2009).

One may wonder why a co-operative, being a collective action body, should be entrepreneurial, that is, should engage in new and risky activities. According to the 'zero contribution thesis' as developed by Olson (2012), no rational, self-interested individual will contribute to the group interests, even when such co-operation would be beneficial to all members of a group. For the co-operative, this would imply that no

member would be willing to invest capital in joint innovative activities like product and market development or even invest time and effort in participating in the governance of the co-operative. However, in reality many cooperatives engage in entrepreneurial projects, particularly when they operate in a competitive market environment. Farmers have often become successful by being entrepreneurial with their own farm and they are likely to extend their entrepreneurial spirit to decision-making in the co-operative (Jones, 2004).

Bijman and Doormeweert (2010) posit that cooperatives, however, apply democratic decision-making, with each member having one vote regardless of the amount of capital she has contributed to the co-operative. While decision rights are not distributed strictly according to the one member-one-vote system in all countries, deviations from this system only allow for a small number of votes per member. Co-operatives applying proportionality have been keen to avoid too much decision rights in the hands of individual members. As to the relationship between decision making in co-operatives and entrepreneurship observations can be made that in the producer-owned co-operative, commitment of owners to the decision-making process has always been high. With the shift from producer orientation towards customer orientation, there is a risk of reduced commitment, which may lead to lower entrepreneurship. Some co-operatives are addressing the problem of reduced member commitment by reinforcing member participation in decision-making (Österberg & Nilsson, 2009). Therefore, in this study understanding the concept of collective entrepreneurship in relation to agricultural producer and marketing cooperatives is key as cooperatives seek to become more entrepreneurial when they need additional capital which they obtain by implementing innovative structures as it is the case of coffee marketing cooperatives in Kenya.

2.2.2 Path Goal Theory of Leadership

The Path Goal Theory of leadership was developed by Robert House (1971). It explains that a chosen style of leadership should be contingent in nature (EPM, 2019) where there is a perfect balance between behavior, need and context. Northouse (2016) explains that the path-goal theory basically focuses on how leaders motivate their followers to achieve set objectives. Path Goal Theory claims that most successful leaders are those who keep their employees and subordinates motivated defining and making the path work clear to them through their vision. The main characteristics of leadership according to the theory are to motivate their teams to meet the organizational goals by keeping control of the outcomes of their work and activities. Leaders also appreciate the employees and give rewards on their good work, and raise their enthusiasm by giving them confidence about their ability as well as to work (House, 1971).

The theory states that the main goal of the leader is to help subordinates attain their goals effectively and provide them with the necessary direction and support to achieve their own goals as well as those of the organization (Silverthorne, 2001). The attainment of goals is alluded by the shared vision between leaders and the subordinates. A vision is more than an empty dream until it is widely shared and accepted (Sergiovanni (1990). Senge (1993) avers that a shared vision is what you and other members want to create or accomplish as part of the organization goals. A shared vision is a vision to which people are committed because it reflects their personal vision. A well-crafted vision has the potential to guide employee's actions and decisions and to motivate them to move toward a common vision (Bort & Tobone, 1998).

Leadership effectiveness is shown by quality results evidenced by output such as quality of products and services. The coordination of human element in achieving set goals and objectives is critical for the organization. Getting results through others and the ability to build cohesive goal-oriented teams is the essence of good leadership (Ulrich, Zenger & Smallwood, 2013). Organizations are focusing heavily on customer relationship development and investing in customer relationship management systems to enhance service delivery (Joshi2013).Service delivery relate to the provision of tangible goods and intangible services and this can be done by organisations. Quality service delivery can be evaluated from customer perspective whether there is better provision and satisfaction. Therefore, the service organisations desire to survive and compete in global environment (Kandampully & Hu 2007). Customer satisfaction is deemed one of the most important experiences in service delivery models of quality products and services achieved through common goals set by the organization leadership (Shun, Elliot, 2001). Thus, the prepositions under path goal theory are valuable in guiding the study of senior teams attributes to deliver quality products and services that give customer satisfaction. The path-goal theory is able to connect leadership theories with motivational theories. The preposition underscore the importance of managers to guide and motivate subordinates to perform tasks effectively and deliver quality appropriate goods and services for the organisations (Dixon & Hart, 2010).

2.2.3 The Upper Echelons Theory

Hambrick and Mason (1984) were the first proponents of this theory. The theorists asserted that managerial background characteristics predict strategic choices and performance levels. According to Hambrick (2007), organizations have two different perspectives which were being explained on organizational theory as to organisations

act as they do and secondly why the organisations perform the way act. The dominant principle of the theory is that manager's interpretations of the situations they face is motivated by their experiences personalities. The theory underlines the fact that managers have little bearing on the organizational outcomes because the organisations operate in a dynamic environment influenced by external forces (Di Maggio & Powell, 1983). The theory posits that performance of a firm depend on characteristics of its managers such as age, functional background, and educational experiences (Adaghinejad & Namjmaei, 2013). In this vein, organizational outcomes depend at least in part of senior team composition. Strategic theorists tend to attribute strategic choices and organizational performance to industry specific contingencies (Porter,1980), whereas in the field of management organisations were deemed to make optimal, economically rational and objective decisions by analyzing the situations for example market threats and opportunities they are faced with (Porter,1980).

The theory proposes that strategic situations stifle highly multiplex and ambiguous information, so making flawlessly rational decisions is not feasible. Although organisations may attempt to be rational and support their choices on a rigorous analysis of internal (such as., resources and capabilities) and external (such as., market trends) surroundings, the bounded rationality theory (Simon, 1990) concedes that decision-makers have intrinsic cognitive restrictions, such as control in knowledge and computational capacity, that limit their ability to attain technical reasonableness in their decisions. Under this perspective, strategic situations are solely interpretable rather than objectively "*knowable*", and strategic possibilities are the product of detectable factors rather than an unemotional quest for economic optimization (Cyert & March, 1963; March, 1993). Managers descend on previous occurrences, take mental shortcuts and site their own personal interpretations on

planned issues and substitutes (March 1993), and, therefore, a firm's calculated decisions largely build on how its decision-makers recognize "*actual situations*" (Hambrick, 2007). Perceptions of tactical issues, however, are exceedingly subjective as they emerge from decision-makers' individual biases, as well as their cognitive foundation (such as., knowledge or assumptions about ensuing events, substitutes, and their outcomes) and usefulness (such as., principles for ordering alternatives and their consequences) (Hambrick & Mason, 1984). The upper echelon theory (Hambrick & Mason, 1984) indicates that senior team diversity encourage senior team members to search and collect more external information as well as increase the ability of senior teams to embrace variety perspectives in the process of strategic planning and decision-making

In case of consideration that senior executives are the most influential actors in organisations, UET propound that strategic alternatives and resulting performance results are remarkably affected by the peculiarity of a firm's top-level managers (such as., managers notably involved in strategic decision-making such as a firm's CEO and his/her direct reports) (Carpenter, Geletkanycz & Sanders, 2004). Thus, the upper Echelons theory is considered relevance in this study as it explains one of the reasons why coffee marketing cooperatives perform differently. The upper echelon theory (Hambrick & Mason, 1984) indicates that senior team diversity encourage senior team members to search and collect more external information as well as increase the ability of senior teams to embrace variety perspectives in the process of strategic planning and decision-making.

2.2.4 Need for Achievement Theory

McClelland's (1961) theory of "need for achievement" says that entrepreneurs are people with a desire to succeed, accomplish, exceed, or achieve. According to Shaver and Scott (1992), the urge for achievement is only convincing as a persona aspect in the establishment of new ventures. A good technique to encourage people to put in extra effort is to offer them contingent rewards. Given that, entrepreneurs are unique individuals with high achievement and that rewarding them is associated with the firm's ability to combine high levels of exploitative and exploratory dual abilities (ambidexterity) activities, the research by Jansen (2008) suggests that rewarding them is a good idea. McClelland identifies three main characteristics of an entrepreneur's character. They characteristics are the need to make choices on one's own, a liking for taking moderate risks, and an interest in knowing the specific outcomes of those choices in advance (Simpeh, 2011).

McClelland (1961) argues that a higher average degree of need achievement in a community should lead to a higher average level of entrepreneurialism He further, posits that the power of someone's attention to gain achievement is called the value of need for achievement. The need for achievement is a character that is based on the expectations to do something better or faster than others or better than their own achievements or previous others' achievements. Study further said that the need for achievement develops through childhood influences, especially education that stresses self - reliance (self-confidence) (McClelland, 1961). A high NAchi encourages one to set lofty objectives, put forth much effort in pursuit of those objectives, and make effective use of the resources at one's disposal (Islam et al., 2011). As an added bonus, people's intrinsic motivation encourages them to go the extra mile when

pursuing their goals, despite the inherent dangers this may entail (Islam et al., 2011). A strong goal orientation, a fixation with the job or activity at hand, is what Allam and Hossan (2003) mean when they talk about the urge for achievement. Greenberg et al., (2011) defined the need for achievement as the strength of one's desire to be the best or to succeed at various tasks and perform these tasks better than others. Entrepreneurs, according to the research of Islam and Mamun (2000), are driven not so much by the desire for external praise or acclaim as they are by a deep-seated sense of pride in a job well done. Furthermore, they imply that one's ACh level can be raised by training and the establishment of a suitable culture. Leaders in the cooperative societies are embracing entrepreneur leadership in their operations in order to achieve organizational ambidexterity. This theory is thus supports the study as it the proponents of the theory opined that leaders are driven by achievement. To enhance performance the leaders provides contingency rewards and this connotes with the theory.

2.2.5 Entrepreneurial Passion Theory

Cardon (2014) argued for an entrepreneurship theory based on emotional investment. The theory states that when an individual's entrepreneurial drive is stoked by doing what they love, they have a rich, concrete experience that can be communicated through their thoughts, feelings, and actions (Russell, 2003). Damasio's (2001) theory of emotional perception holds that the brain and body's responses to arousing emotions like passion are not random but rather articulated, synchronized, and sustained over time. According to Cardon et al., (2005), an entrepreneur's passion is neither a characteristic of the entrepreneur themselves (a trait) nor a feature of the venture itself. Rather, it is a fundamental emotional meta-experience for entrepreneurs

(a situational quality). Rather, entrepreneurial passion is a gestalt expression generated by the entrepreneur to promote a coherent and integrative story about an emotional experience of extreme pleasantness, arousal, and energy mobilization involving the entrepreneur and the venture.

Emotions centered on current, desired, past, or future events and passion can be entirely emotional (Smilor, 1997; Chang, 2001), or they can influence and interact with cognitions (Branzei & Zietsma, 2003). As a felt emotion, passion shares common theoretical foundations with other felt emotions such as frustration, regret, sorrow, and pleasure, as it is founded on the characteristics of intensity and valence (Tellegen, Watson & Clark, 1999). It is safe to argue that the experience of passion aids an entrepreneur's effort in adapting to environmental challenges, and the senior team attributes will trigger entrepreneurial leadership in the learning of experiences that will be shared to achieve organizational ambidexterity, especially in coffee co-operative societies in Kenya. For example, in coffee cooperative societies in Kenya, where ambidexterity is essential, senior team members learn about entrepreneurship by seeing and interacting with other team members.

2.2.6 Cognitive Evaluation Theory

Cognitive Evaluation Theory was introduced in the 1970s (Deci, 1975) and refined during the early 1980s (such as., Deci & Ryan, 1980a; Ryan, 1982; Ryan, Mims & Koestner, 1983), and yet its core elements have remained largely intact and empirically well supported since that time. Cognitive evaluation theory is a psychological theory that deals with internal or external also called intrinsic and extrinsic motivation related to the level of competence that people feel. Cognitive

evaluation theory pronounces that when people are intrinsically motivated the feelings of competence and their desire to succeed also come from within. The theory focuses on a person's cognitive evaluation of an activity and the reasons for engaging in the activity. The theory predicts and interprets the effects of external events on intrinsic motivation (Ryan, Mimsand & Koester, 1983). The theory affects extrinsic rewards on intrinsic motivation (Deci, Ryan, 1972a, 1972b). Motivation is the driving force which leads people to want to act, perform or do something without pressure or undue manipulation (Eshun & Duah, 2011). According to the theory, the effects of intrinsic motivation of external events such as offering rewards, the delivery of evaluation, the setting of deadlines other motivated inputs are a function of how these events influence a person's perceptions and self-determination (Deci, Koenster & Ryan , 2001). Contingent can mean either that subjects are rewarded for working on the task on for completing. Malhotra defines rewards as "all forms of financial return, tangible services and benefits an employee as part of an employment relationship". Every employee expects some level of reward after delivering a function or task (Malhotra, 2007:2097).

Contingency rewards embrace intrinsic motivation, performance contingency and unexpected rewards. Motivated behaviors have no apparent reward except the activity itself. The behaviors are intrinsically or extrinsically. Intrinsically motivated behavior is performed to increase or decrease the level of stimulation. This is an attribute behavior. The theorists posit that when people are internally motivated, their feelings of competences and their drive to succeed also come from within (Deci, 1972 a, 1972b). Managers use motivation in workplaces to inspire people to work, both individually and in groups to produce the best results in most efficient and effective manner (Besel, 2002:1). One relevant psychological principle related to cognitive

evaluation theory is called locus of control. People's locus of control determine whether internal or external influences will have more of an effect on their successful completion of the tasks and their accompanying feelings of competence. Thus, people whose locus of control is strong feel that they are in charge of how they behave and their proficiency when they complete tasks. Those whose external locus control of control is stronger believe that other people or their environment have more influence over what they do than they personally do themselves.

Cognitive evaluation theorists maintain that intrinsic motivation can be affected by a change in perceived locus of causality from internal or external. Such changes cause a decrease in intrinsic motivation. The situation occurs when one receives an extrinsic reward for intrinsically motivated activity. Intrinsic motivation can be affected by a change in feeling of competence and self-determination with their dimution intrinsic motivation will decrease. The theorists further assert that events such as rewards and communication have two functional aspects: informational and controlling aspects. There is a preposition that every reward has a relative salient that is operative from the two functional aspects. If the control aspect is salient changes are initiated in perceived locus of causality to external. If information aspect is more salient changes in feelings of competence and self-determination will be initiated. The information aspect may be positive or negative leading to increases and negative leading to decreases in feelings of competence and self-determination. The result is an increase or decrease in motivation. Deci and Ryan (1972 a, 1972b) posit that first the intrinsic motivation can be affected by change in perceived locus of causality from internal or external. Such changes cause a decrease in intrinsic motivation.

According to attribution view, a person will be more likely to perceive himself extrinsically motivated if he is presented with a salient reward for performance. This

situation occurs when one receives an extrinsic reward for intrinsically motivated activity. Contingency is a term used to refer to “zero- sum” situations, which two or more people compete for a reward. Performance contingent reward is interpreted to mean a reward is given for a specified level of performance that is meeting the criteria, norm or level of competence. Performance contingency reward convey that the recipient is skillful or competent at that activity. Obtaining rewards means one is performing better Deci, Ryan (1972 a, 1972b).The theorists further avers that extrinsic reward such as money presented contingently for intrinsically motivated activities will act to increase the salience of control aspect of reward.

The process by which intrinsic motivation can be affected is change feeling of competence and self-determination with their dimution intrinsic motivation will decrease. Performance contingent reward is interpreted to mean a reward that is given for a specified level of performance that is meeting the criterion, norm or level of competence. Performance contingency reward convey that the recipient is skillful or competent at that activity. Obtaining reward means one is performing better. Performance rewards have an incentive effect on employees because they believe that it can establish a more direct and clear connection amongst effort, performance and reward to encourage employee to show behavior (Gerhat & Rynes, 2003). Extrinsic motivation refers to the performance of an activity because it leads to external rewards. The presence of money is an external reward for intrinsically motivating a person to do the activity. It suggested that when a person performs intrinsically motivated task for money, his perception of reason for performing the task shifts. It is intrinsically motivated by money. On the other hand unexpected rewards make people pay more attention to what happens next combining them with intrinsic motivation attribute (Gerhat & Rynes, 2003). Cognitive evaluation theory is important

in explaining the influence of senior team attribute of contingency rewards in performance of coffee marketing cooperative societies in Kenya.

2.3 Entrepreneurialship Model

A Model is used to support interaction, understanding, sharing, and collaboration among people. It is dependent on existing knowledge, the actual (ontological) state of the reality, the situation of the person's senses and state of mind, and the situation of employed instruments. Thus, models depend on the basic concepts, which are accepted in a group (Bernhard, 2013). The Models have been developed to outline the concept of entrepreneurial leadership since it produces remarkable results in improving organizational performance. The following models have been used by in this study to explain the concept of entrepreneurial leadership. For example:

2.3.1 Models of Entrepreneurial Leadership

Leitch and Harrison (2018) described entrepreneurship as a style of leadership (leadership has primacy); second, entrepreneurial leadership as an entrepreneurial mindset (entrepreneurship has primacy); and third, entrepreneurial leadership at the interface of both domains as illustrated below in figure 2.1 :

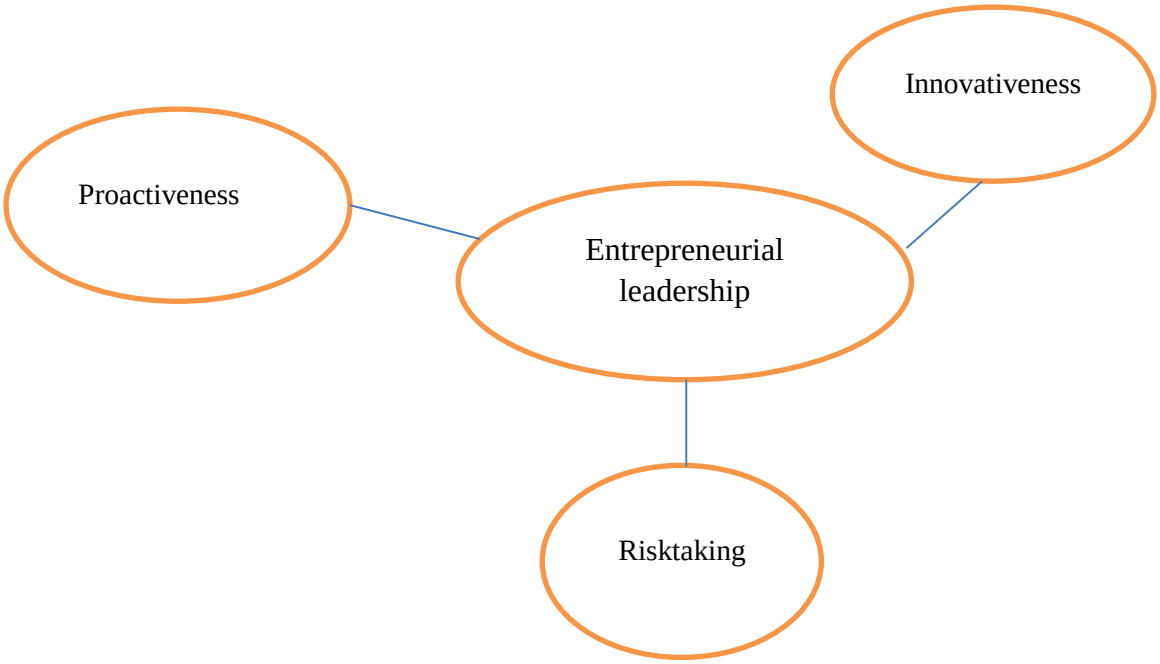


Figure 2.1 Basics Dimension of Entrepreneurial Leadership

An entrepreneur who holds the top position in an organization is seen as the leader of the organization that has certain leadership attributes and entrepreneurial characteristics. Many previous researches have coined the idea of entrepreneurs as the leader of the organization (Henton *et al*., 1997; Dees, 2009).

Gupta, (2004**)** Model of Entrepreneurial Leadership is the one of the model which is widely used in literature to explore the effect of entrepreneurial leadership. Gupta (2004) defined entrepreneurial leadership as leadership which consists of two dimensional concept, scenario enactment and cast enactment. Gupta et al., (2004) explains the challenges faced by entrepreneurial leaders to mobilize the competencies of the organization and its stakeholders by two dimensions such as. scenario enactment and cast enactment. Scenario enactment means creating a scenario of possible opportunities whereas cast enactment means creating a cast of people with competence and appropriate resources to accomplish required changes. Scenario enactment means creating a scenario of possible opportunities whereas cast enactment

means creating a cast of people with competence and appropriate resources to accomplish required changes. Gupta *et al*., (2004) suggest that entrepreneurial leadership involves building commitment by forging the capacity in the organization for innovation, risk-taking, and proactiveness are important cultural features. This study considered the dimensions of entrepreneurial leadership as described by Leitch and Harrison (2018) and Gupta (2004).

2.3.2 Concept of Entrepreneurial Leadership

Entrepreneurial Leadership concept often combine Leadership and entrepreneurship (Reid *et al*., 2018). While a number of reviews (such as. Clark *et al*., 2019; Faridian, 2023) have recently sought to bring some clarity, and have done so with admirable depth and acuity. Ravet- Brown, Furtner and Kallmuenzer (2022) in their study of Entrepreneurial leadership: a review and of distinction and overlap established that the leadership behaviours is a style that is combined with entrepreneurship fit. This is more so because both were developed with leadership science and entrepreneurial leadership is considered representing a new suitable construct capturing leadership in the current era of economic upheaval and opportunity (Mehamood, 2019); Roschke, 2018). Entrepreneurial leadership dimensions include; risk taking, proactiveness and innovativeness (Gupta, 2004**).**

Crucial here is the aspect of individuality, with due care being given to each and every follower as a unique individual whose needs diverge from those of others, and from those of the group at large. Taken together, proper practice of these dimensions has shown itself overwhelmingly effective (Wang *et al*., 2011). The importance of leadership to organizational outcomes can hardly be overstated (Banks *et al*., 2017), and entrpreneurial leadership in particular has repeatedly shown itself to be an

eminently effective tool in a leader's kit (such as. Deng *et al*., 2022; Judge and Piccolo 2004; Lowe *et al*., 1996). Specifically, these beneficial effects have been theoretically and empirically linked to each of the three facets of EL noted above. For example, proactiveness is considered as boosting followers' rational, which in turn is crucial to creativity (Amabile 1996; de Jesus *et al*., 2013), while risk taking taking engages and promotes followers' capacity for critical and exploratory thinking (Sosik *et al*., 1998), thereby boosting creativity and innovation (such as. Thuan 2020; Yasin *et al*., 2014), which has been shown to mediate the positive effect on senior teams and firm performance (Overstreet *et al*., 2013) which have a widely accepted utility.

EL is the one mainstream style of leadership most routinely applied to entrepreneur ship (such as. Fries *et al*., 2021; Luu, 2023; Soomro & Shah, 2022), having been used to predict entrepreneurial creativity (Gumusluoglu & Ilsev, 2009) and performance (Harsanto & Roelfsema 2015), among other outcomes. Second, as the respective authors state, the three most eminent measures for EL currently available (Bagheri & Harrison, 2020; Gupta *et al*., 2004; Renko *et al*., 2015) with varying degrees during their conceptualization, in particular on the sub-facets of innovativeness, proactiveness and encouraging novel ways of acting in followers (risk taking). These three eminent measures together represent the vast majority of citations for any measures of EL, and lie at the heart of much of the theoretical discourse on EL (see such as Clark *et al*., 2019; Leitch & Harrison, 2018b). Researchers continue to use EL, as defined in the Multifactor Leadership Questionnaire (Bass & Avolio 1997), to measure the leadership of entrepreneurs, in place of any of the three currently available EL questionnaires (see such as Bamiatzi *et al*., 2015; Ensley *et al*., 2006; Ng & Kee, 2018; Verma & Kumar, 2021).

In addition, numerous studies have recently sought to replicate the results achieved with EL novel conceptualizations (such as. Newman *et al*. 2018). Finally, a select few studies have actually quantitatively examined the two together (Cai *et al*., 2019; Lee *et al*., 2020; Newman *et al*., 2018); their contribution has yet to be considered within the larger picture. In summary, EL may be considered a staple of mainstream leadership science, with extensive evidence accrued in support of its predictive power and validity. It has been repeatedly considered by some to represent the leadership and entrepreneurship as characterized in questionnaires. This study has adopted the Multifactor Leadership Questionnaire (Bass & Avolio, 1997), in designing the questionnaire instrument for establishing the mediating role of EL on senior team attributes and organizational ambidexterity of coffee marketing cooperatives in Kenya

As a field, entrepreneurial leadership is still evolving, lacks definitional clarity and has not yet developed appropriate tools to assess its characteristics and behaviors: it is, in other words, still seeking its identity (Leitch & Harrison, 2018; Leitch *et al*., 2013; Renko *et al*., 2015). Entrepreneurial leadership is parked at the intersection of leadership and entrepreneurship (Renko et al., 2015) wherein leadership translates the process of influencing (Yukl,2008) whereas entrepreneurship reflects both the entrepreneur and the intersection of an entrepreneur with his or her surrounding opportunities (Renko et al., 2015). Entrepreneurial leadership has been presented to be existing at the junction of leadership and entrepreneurship (Leitch & Volery, 2017).

Other studies view EL as characterized by risk-taking, proactivity, innovation, creativity and is very effective in addressing business difficulties in a dynamic business environment (Bagheri, 2013, Chen, 207, Harison, 2018, Surie & Ashley, 2008, Swiercz & Lyon, 2002). In reviewing the relevant literature with the objective of identifying the most significant dimensions that reflect entrepreneurial leadership, a

list of essential attributes, including vision, opportunity-focused, influencing, planning, motivating, creativity, achievement-oriented, flexibility, persistence, patience, risk-taking, high ambiguity tolerance, tenacity, power-oriented, self-confidence, proactive behaviour and internal locus of control (Becherer, Mendenhall & Eickhoff, 2008; Stogdill, 1948) has been unravelled where the concepts of entrepreneurship and leadership converge. Furthermore, entrepreneurial leadership is a process in developing an entrepreneur vision and mission that will inspire the organization to create an objective that need to be achieved (Agbim, Owutuamor & Oriarewo, 2013).

Entrepreneurial leadership also have four main components which are proactive, innovative, creativity and risk taking (Ichrakie, 2013; Agbim, Ayatse & Oriarewo, 2013; Hejazi, 2012; Barba-Sanchez & Atienza-Sahuquillo, 2010; Strubler & Redekop, 2010). Proactive can be defined as always accept every failure responsibility as one of the assets to achieve goal or mission in a way to make their organization stay in the right path. Furthermore, proactive leader always predicts every incoming problem and thinking all of that are important in order to make changes (McCarthy, Puffer & Darda, 2010; Muller & Granese, 2012; Gibbs, 2010; Saldaria, 2012).This study adopted three dimensions of proactiveness, risk taking and innovativeness.

Creativity is a thinking process that is motivating in realizing new idea and as a new venture that is more on reality. In context of creativity, it is can be defined as a combination of new and old idea. New idea is needed and old idea need to be studied and assessed. It is a process in looking back, choosing, replacing, intervention of two ideas and skills (Burton, 2012). Innovative in the entrepreneurial leadership is a tendency and ability to create a creatively, develop a novel and useful a quality idea in

opportunity recognition, resources of utilization, innovative development dedicated to achievement, value making and problem solving (Pihie, Asimiran & Bagheri, 2014). Risk taking in entrepreneurial leadership is a willingness to absorb uncertainty and take the burden of responsibility for the future. In this study, the concept of entrepreneurial leadership is important in explaining the behaviour mangers of coffee marketing cooperatives in Kenya.

2.4 Organizational Ambidexterity Concept

Raisch and Birkinshaw (2008) defined ambidexterity as "an organization's ability to be aligned and efficient in the management of today's business demands while simultaneously adaptive to changes in the environment". The definition has since been extended to "an organization's ability to simultaneously pursue two different things", to explore and exploit (Moreno-Luzon & Pasalo, 2011). Exploration and exploitation are "essential to an organization's ability to compete in both established technologies and markets, where features like efficiency, control, and incremental improvement are highly prized and emerging technologies and markets, where features like agility, independence, and experimentation are essential" (O'Reilly and Tushman, 2013).

According to this definition, ambidexterity's relationship to discovery and exploitation is one of its defining characteristics. The disparity between exploration and exploitation has been connected to a number of organizational aspects. To "explore" something is to learn about it and think about it in new ways; this is a common definition of the word. The term "exploitation" is used to describe the use of previously gathered data to hasten the discovery procedure (Gupta, Smith & Shalley, 2006).

According to Piao and Zajac (2016), “exploitation” refers to “the repetition and incremental refining of an organization’s current products with the purpose of improving the organization’s current product-market connection.” The process of developing new products with the goal of breaking into unexplored markets is what we mean when we talk about exploration. If they want to succeed, firms need to do both exploration (the search for new data) and exploitation (the recycling of old data) as noted by Chen, (2017).Multiple studies have revealed a positive association between ambidexterity and business success, especially with regards to revenue growth (O’Reilly & Tushman, 2013; Han & Celly, 2008).

Research on finding a balance between exploration and exploitation has been extensive because of the significance of this struggle in ambidextrous organizations. These results suggest that several paths to ambidexterity are increasingly being recognized in the scientific literature. Sequential ambidexterity is a method that can be used to promote periods of exploration and exploitation simultaneously (Chou, Yang & Chiu, 2017). Each unit would have its own unique method, culture, and dynamics (O’Reilly and Tushman, 2008), with some specializing in exploration and others in exploitation. Ambidextrous firms are the most successful, and more than 90% of ambidextrous firms achieved their organizational goals (O’Reilly & Tushman, 2013). Since it is apparent that partnerships benefit from ambidexterity, an ordinary question that arises is, how does a firm attain this state? There are three diverse forms of ambidexterity within the predominant research, and as presented by O'Reilly III and Tushman (2013) these are sequential,structural and contextual ambidexterity.

2.4.1 Sequential Ambindexterity

Sequential ambidexterity is the procedure of aligning a firm's structure to fit the environmental condition or strategies. In this assessment, changes within an organization are made on a sequential basis bestowing to recorded changes in the environment (O'Reilly III & Tushman, 2013). Sequential ambidexterity is grounded on temporal separation, where firms move the focus of their consideration from exploitation in one historical of time to attention on exploration in the next period of time (Chen, 2017). Kortmann (2012) points out that a firm using sequential ambidexterity needs to have two temporal orientations, as it is the case with the present and the future, when harmonizing out short term performance and long-term survival. This means that firms use 'semi structures' and rhythmic swapping from a state of exploration to a state of exploitation (O'Reilly III & Tushman, 2013).

During this switching among exploration and exploitation, firms benefit from the fact that they can reasonably change the prescribed structures of the organization related to the somewhat complex change informal and traditional structures of the organization (O'Reilly III & Tushman, 2013). Therefore, sequential ambidexterity allows firms to accomplish ambidexterity over time, although the firm centers its resources in one precise direction at a very explicit point in time (O'Reilly III & Tushman, 2013). The benefit of sequential ambidexterity is, that it allows plan based firms to relate different administrative approaches to tasks that are in different stages (Chen, 2017).

However, this suggests that a sequential ambidextrous firm can not only count on on the transformational capability to shift between exploitation and exploration shapes but also desires to efficiently combine an enactment capability to be able to realize the best results in each region (Kortmann, 2012). Moreover, the adjustment from one

state to the other can be vastly disruptive to the organization later, as it involves the reconfiguration of strategies, structures and processes and consequently can take a long period and cause disruptions within organizations and are likely to diminish core capabilities of the firm (Chen, 2017; O'Reilly III & Tushman, 2013). O'Reilly III and Tushman (2013) clinch that sequential ambidexterity is usually most valuable for smaller firms that do not have the resources to follow simultaneous ambidexterity and are vigorous in a slower stirring environment.

2.4.2 Structural Ambindexterity

In eras of rapid change sequential ambidexterity will not serve, instead a structural approach is favored. Inside structural ambidexterity, the equilibrium between exploration and exploitation is achieved through complete guiding simultaneous efforts towards both areas (O'Reilly III & Tushman, 2013). Within structural ambidexterity exploration undertakings and exploitation activities are detached into diverse business areas surrounded by one firm (Chen, 2017). This permits the different business units to accept different strategies and structures to suitably fit the business unit emphasis on either exploration or exploitation (Chen, 2017).

Kortmann (2012) plugs out those businesses create dual structures that distinct the contradictious responsibilities and purposes within one organization. This structural separation generates the necessary plasticity to react to the contradictory task environments and creates possession of the individual tasks (Kortmann, 2012). The organization of exploration and exploitation in two entirely different and autonomous subunits, structural ambidexterity leads to an improved demand on topmost management skills, as the top administration needs to internally support and organize the completely altered subunits with their separate strategies, structures, experiences,

ethos and systems in order to generate ambidexterity for the firm (Chen, 2017; O'Reilly III & Tushman, 2013). However, structural ambidexterity is extensively stared as the most practical and very auspicious form of producing an ambidextrous organization (Chen, 2017; O'Reilly III & Tushman, 2013).

2.4.3 Contextual Ambidexterity

As a final point, contextual ambidexterity places its importance on the individual rather than the organization (O'Reilly III & Tushman, 2013). Gibson and Birkinshaw (2004) devised the term and describe it as "the behavioral capacity to simultaneously establish alignment and adaptability across an entire business unit" (p. 209). Alignment, the rationality across committed efforts and adaptability, the aptitude to change rendering to the needs of the surroundings here work self-possessed to achieve contextual ambidexterity. It works by relating a set of procedures to stimulate individuals to action in ways that support contextual ambidexterity. Firms applying contextual ambidexterity allow and motivate their employees to get vigorous in exploration activities while their prescribed tasks relate more to exploitation actions (Chen, 2017).

Exploration consequently is not limited to generalized business units or time periods but can develop at any time without exceptional organizational purpose for it (Chen, 2017). This replicates also a inadequacy of contextual ambidexterity, as it does not qualify a firm to simultaneously encompass strong forms of exploration or exploitation, but contextual ambidextrous organizations assume that exploration will just happen somewhere in the organization (O'Reilly III & Tushman, 2013). Chen (2017) transcripts that contextual ambidexterity is not capable to facilitate exploration actions that are fundamentally diverse from the organizational core, as totally different ideas need a different perspective to prosper. Consequently, a firm potency

not realize full ambidexterity by solitary pursuing contextual ambidexterity (Chen, 2017; O'Reilly III & Tushman, 2013).

Finally, findings show that in the long run, a grouping of these three forms of ambidexterity can be functional to handle the tautness between exploitation and exploration (Raisch & Birkinshaw, 2008). Nevertheless, ambidexterity achieved often depends on the commercial environment in which it functions (O'Reilly III & Tushman, 2013). Hitherto, Kauppila (2010) records that firms will generally influence ambidexterity through a permutation of structural and contextual exertions but not with just a solitary form of it. Chen (2017) consequently, summarizes the three diverse forms of ambidexterity, sequential, structural and contextual, to the term dynamic ambidexterity. Dynamic ambidexterity employs all three forms at different organizational levels and therefore allows firms to positively handle the inconsistency between exploration and exploitation (Chen, 2017).

2.4.4 Senior Teams Attributes

Senior teams in ambidextrous organizations are therefore expected to recognize and translate different, ambiguous, and conflicting expectations into workable strategies. Achieving ambidexterity may enhance self-interested behaviour in which senior team members perceive direct competition regarding the allocation of scarce resources (Bower, 1970). Achieving ambidexterity may enhance self-interested behaviour in which senior team members perceive direct competition regarding the allocation of scarce resources (Bower, 1970). Senior teams in ambidextrous organizations are therefore expected to recognize and translate different, ambiguous, and conflicting expectations into workable strategies. How these conflicting tensions are resolved within senior teams is a crucial element in the ability of firms to create integrative and

synergetic value among exploratory and exploitative activities and to achieve organizational ambidexterity.

To uncover how senior teams are able to reconcile conflicting interests and overcome barriers associated with combining exploratory and exploitative innovation, we consider how senior team attributes and leadership affect the achievement of ambidexterity. Effectiveness of senior teams in ambidextrous organizations is associated with a set of senior team attributes including shared vision, social integration, and group contingency rewards (Hambrick, 1994; O'Reilly and Tushman, 2004; Siegel & Hambrick, 2005; Smith & Tushman, 2005). These are the senior attributes dimensions that have been adopted.

2.4 Empirical Literature

With the help of this research, we can better understand the dynamics between senior team characteristics and organizational duality. According to O'Reilly and Tushman's (2004) research on Ciba Vision, a manufacturer of contact lenses, the company decided to combine exploratory and exploitative innovation by competing in the established market for traditional contact lenses while also investigating the potential of emerging sectors like the fashion industry. Concerned that new technologies would put current departments out of business and lead to tensions within executive teams, Ciba Vision established a unified mission to promote "healthy eyes for life," which helped rationalize the continued operation of both established and novel enterprises.

Achieving ambidexterity and settling conflicts over resource sharing and consolidation were both aided by the executive team's common vision. The need to allow differentiation while retaining integration and balanced decision-making

presents significant problems to senior executives, as shown by conceptual arguments, and highlights the need for ambidexterity as a leadership trait (Smith and Tushman, 2005).Connell (1999) says that collective entrepreneurship is when business owners work together to make a community better economically and socially. They do this by changing social norms, values, and networks, which Trompenaars and Hampden-Turner (2002) say is involved in the joint production of goods and services and the sharing of risks that come with them. According to Stewart (1989), a group's entrepreneurial spirit flourishes when its members work together to meet the challenges and seize the opportunities presented by an ever-changing environment. Manufacturers are turning more and more to the idea of "collaborative entrepreneurship" to help them deal with problems and get the most out of economic growth. Cook and Plunkett (2006) argued, however, that studying communal entrepreneurship is warranted. Entrepreneurship at the group level is essential to a flourishing economy. By developing and adapting its resources, skills, and organizational design in response to (and with the potential to shape) market conditions and development, an organization's entrepreneurial spirit brings it into harmony with those conditions (Bratnicki, 2005).

Senior teams in ambidextrous organizations, according to Jansen et al., (2007), are accountable for resolving competing strategic challenges while also managing the operational functions over which they have authority. As a further test of the central hypothesis that senior team attributes and transformational leadership differentially influence a firm's capability to pursue exploratory and exploitative innovation and achieve organizational ambidexterity, senior teams are crucial components for ambidextrous organizations to resolve conflicts and combine exploratory and

exploitative activities across the organization. Jansen et al., (2007) research disproves the idea that social integration among senior team members can help resolve interpersonal tensions. The study also doesn't show how important entrepreneurial leadership within senior teams is to the success of organizations with goals in both directions. Social integration was thought to aid senior teams in resolving competing demands and allocating resources to both exploratory and exploitative innovation, but the results of this study show that it does not.

People usually think that socially integrated teams are more effective. However, achieving organizational ambidexterity (Lubatkin et al., 2006) does not benefit from their level of integration in terms of how they act. More research is needed to determine how the social integration factors (attraction to the team, satisfaction with other team members, and social interaction among team members) affect the performance of senior teams in ambidextrous organizations, as suggested by Jansen et al., (2007).

According to the results of this research, socially integrated teams in ambidextrous firms require the inspiration and creativity of a transformational leader in order to discuss competing interests and find common ground among members of the senior team. The importance of incentive systems in enacting complicated strategic choices, such as establishing organizational ambidexterity, is highlighted by the research findings of Jansen et al., (2007) on senior team contingency rewards. This research demonstrates that senior team contingency awards have a negative influence on organizational ambidexterity when led by a transformative leader. Whereas previous research on CEO pay has focused mostly on the personal effects of different pay

structures, this analysis suggests that senior teams in ambidextrous businesses may be impacted when executives get the same or similar income (Siegel & Hambrick, 2005).

Incentives for senior staff to work together rather than compete with one another are an effective way to keep ambidextrous businesses from descending into disorganized shards of activity (Wageman, 2001). The emerging conversation on the level of control leaders may have over senior team processes and, by extension, in influencing organizational ambidexterity is enriched by studies by Jansen et al., (2007) on the moderating effect of transformational leadership for creativity, inspirational motivation, risk-taking consideration, and items for innovation influence (Haleblian & Finkelstein, 1993).

Members at the top of a team are drawn to a transformational leader because of his or her ability to motivate and inspire creativity. They may also unconsciously think they can trust the leader to give rewards that are tied to the team's success. For instance, Shamir (1993) stated that transformational leadership drives followers through intrinsic factors including self-expression, self-efficacy, self-worth, and consistency. The perceived value of negotiating and implementing extrinsic contingency senior team rewards that are connected to overall business success declines when senior team members are intrinsically motivated. Based on these results, it's clear that no research has been done in Kenya to find out how entrepreneurial leadership affects senior team qualities and organizational ambidexterity in the country's coffee co-operative societies.

2.4.1 Shared Vision and Organizational Ambidexterity

Organizational ambidexterity refers to an organization's ability to simultaneously explore and exploit different opportunities, thereby enabling it to balance short-term and long-term goals. In the context of coffee marketing co-operative societies in Kenya, a shared vision on organizational ambidexterity can help these societies to achieve sustainable growth and long-term success.

According to Pangarso *et al.,* (2020), to develop a shared vision on organizational ambidexterity, the organization follows a number of steps. One is conducting a situational analysis of the organization. This involves assessing the current state of the coffee marketing co-operative societies in Kenya. This analysis should focus on the strengths, weaknesses, opportunities, and threats facing the societies. Second is defining the Vision of the organization. The vision for organizational ambidexterity should be developed with input from all stakeholders, including the management, members of the co-operative societies, and external partners such as government agencies and coffee buyers. The vision should be aligned with the overall goals of the co-operative societies and should emphasize the need to balance exploration and exploitation.

Third is the development of a road map within the organization. A roadmap should be developed to guide the implementation of the vision. The roadmap should outline the key activities, resources, and timelines required to achieve the vision. Fourth, is the implementation the roadmap. The roadmap should be implemented with a focus on building the necessary capabilities to achieve organizational ambidexterity. This may involve developing new products and services, expanding into new markets, or investing in research and development. Finally is to monitor and evaluate progress. Regular monitoring and evaluation should be conducted to track progress towards the

vision. This will help to identify areas that require improvement and to adjust the roadmap accordingly. By developing a shared vision on organizational ambidexterity, coffee marketing co-operative societies in Kenya can position themselves for sustainable growth and long-term success. It will enable them to balance short-term and long-term goals, adapt to changing market conditions, and take advantage of emerging opportunities.

Organizational ambidexterity refers to the ability of an organization to simultaneously pursue and balance exploration and exploitation activities, leading to innovation and efficiency (Gupta, Smith, & Shalley, 2006). In the context of coffee marketing co-operative societies in Kenya, organizational ambidexterity can enable these organizations to effectively navigate both the volatile global coffee market and the challenges posed by local conditions. A shared vision among members, management, and stakeholders is crucial in fostering organizational ambidexterity. This shared vision should prioritize the development of new products, services, and processes, while also optimizing existing ones. Additionally, it should foster an environment that supports experimentation, risk-taking, and learning from both successes and failures (O'Reilly & Tushman, 2013).

To achieve this shared vision, coffee marketing co-operative societies in Kenya must also invest in talent development, innovation capacity building, and resource allocation strategies that support ambidexterity (Chengappa et al., 2014). Moreover, leadership should be transformative, adaptable, and collaborative to ensure that the vision is sustained in the long run. It is clear that, organizational ambidexterity is crucial for the success of coffee marketing co-operative societies in Kenya. A shared vision, coupled with deliberate investment and leadership strategies, can foster a

culture of innovation and efficiency that allows these organizations to thrive in a rapidly changing environment.

A shared vision among members of these co-operatives could be developed through open communication, collaboration, and a commitment to long-term goals. This could involve a shared understanding of the need for both explorative and exploitative strategies, as well as a commitment to balancing short-term and long-term goals. Research has shown that organizational ambidexterity can lead to improved performance in various industries (Raisch and Birkinshaw, 2008). In the context of coffee marketing co-operatives in Kenya, it could lead to increased competitiveness, greater market share, and improved financial performance.

Organizational ambidexterity refers to the ability of an organization to simultaneously pursue and excel in both explorative and exploitative activities (Raisch & Birkinshaw, 2008). In the context of coffee marketing co-operative societies in Kenya, this can be achieved by developing a shared vision that emphasizes the need to balance innovation and efficiency in their operations. Chebbi et al., (2017) found that when senior teams have a shared vision, they are better able to solve conflicts that arise from different ideas about how to explore and exploit resources in the organization. A lack of such shared values, on the other hand, may be indicative of distrust and suspicion among senior team members and throughout the organization, making it difficult to draw common characteristics and to identify, extract, and utilize diverse skills, abilities, and perspectives within exploratory and exploitative functions.

Organizational ambidexterity requires senior team members to continually focus on their common goals and endeavor to share their vision and values in order to produce

chances. The lack of top management and company-wide vision sharing increases distrust and suspicion, whereas a lack of vision sharing reduces friction and disagreements (Jansen *et al*., 2008). Sharing a shared set of values and goals also fosters a sense of belonging and encourages a perspective that is more long-term, both of which are crucial for any kind of research. Therefore, departments within a company should work together to achieve common goals (O'Reilly & Tushman, 2008).

Such a shared vision can be articulated through the development of a strategic plan that explicitly recognizes the need for ambidexterity. This plan should outline how the co-operative will continue to improve its existing operations while also exploring new opportunities and adapting to changing market conditions. This requires a culture of innovation, where employees are encouraged to share new ideas and take calculated risks. According to Mukerezi (2013), developing a shared vision is crucial for the success of co-operative societies in Kenya. This shared vision should be based on the co-operative's values and should align with the aspirations of its members. It should be communicated clearly to all stakeholders and should be regularly reviewed and updated to ensure it remains relevant.

In summary, developing a shared vision on organizational ambidexterity is crucial for coffee marketing co-operative societies in Kenya. This vision should emphasize the need to balance innovation and efficiency, and should be articulated through the development of a strategic plan. A culture of innovation should be fostered, and the shared vision should be regularly reviewed and updated to ensure it remains relevant.

2.4.2 Social integration and organizational ambidexterity

Social integration, which refers to the degree of interconnectedness and social interaction among individuals within an organization, has been found to have a significant influence on organizational ambidexterity. Organizational ambidexterity is the ability of an organization to simultaneously pursue both exploitative and exploratory strategies to achieve long-term success.

Studies have shown that social integration enhances organizational learning and knowledge sharing, which are crucial for successful ambidexterity. When employees are more connected and engaged in their work, they are more likely to share information and collaborate, leading to a better understanding of the organization's goals and strategy. This, in turn, can facilitate the development and implementation of both exploitative and exploratory initiatives (Pangarso, 2016).

In the context of coffee marketing, social integration can be particularly important given the competitive nature of the industry and the need for constant innovation to stay ahead. A study by Marzuki *et al.*, (2021) found that social integration positively influenced organizational ambidexterity in coffee shops in Malaysia. The study highlights the importance of creating a culture that encourages social interaction and knowledge sharing among employees to enhance organizational ambidexterity.

Social integration, defined as the degree to which individuals within an organization are connected and share common goals and values, has been found to have a significant influence on organizational ambidexterity, the ability to balance exploration and exploitation activities within a company (Raisch & Birkinshaw, 2008). In the context of coffee marketing, social integration can facilitate the development and implementation of ambidextrous strategies that balance innovation

and efficiency, allowing firms to adapt to changing market conditions and maintain a competitive advantage.

Research by Jansen et al., (2006) found that social integration promotes the sharing of knowledge and resources between different parts of an organization, enabling the development of new products and services while maintaining efficient operations. Additionally, a study by Aoki and Wilhelm (2017) found that social integration is positively related to organizational learning, which is critical for effective ambidexterity in rapidly changing markets such as the coffee industry.

A group's level of social integration can be inferred from the extent to which its members are involved in group activities, how satisfied they are with their membership, and how much they interact with one another in their daily lives (Birkinshaw, Zimmermann & Raisch, 2016). Employees that have a high level of social integration with one another are more likely to work well together on projects (Aoki & Wilhelm, 2017), and this is true whether or not they report to the same boss. Internal communication such as bargaining, compromise, and collaboration across organizational units is especially important in highly interdependent settings, and research shows that social integration has a positive effect on these processes (Michel & Hambrick, 2017). When people are more socially integrated, they are able to work together more effectively and produce greater results as a team.

Integrative members, on the other hand, are required to put in more effort in order to maximize the benefits of integrating exploratory and exploitative endeavors (Nkechi & Onugu, 2015). Therefore, social cohesion helps promote organizational ambidexterity by balancing the goals of exploration and exploitation, which are often at odds with each other (Jansen *et al*., 2008). The unified vision of a leadership team

is realized through long-term objectives and initiatives that chart the course for the company's expansion and improvement.

Taking a cue from Jansen and Tempelaar (2009), the study looked at top management team connectivity mechanisms as those that improve each member's social network inside the top management team in order to facilitate communication. The success of any management team hinges on the strength of its interpersonal connections. Members of the upper management who are friendly with one another have less trouble approaching one another and more freedom to speak their minds without fear of retribution. When top-level executives g*et al*ong well with each other, they are more likely to share confidential information and trade secrets (Kyazze, Nkote & Wakaisuka-Isingoma, 2017).

Expanding the top management team's network of connections and encouraging a culture of mutual respect might improve their ability to work together and share knowledge. In addition, the improved network connections provide more venues for team members to voice their disagreements and work together to discover solutions to resource allocation challenges. When a company's top leaders work together, the number and quality of their personal relationships improve (Levi, 2013; Sinha, 2013). Because all key team members are heard and considered in higher-quality social interactions, decisions are better thought out. As a result, one could argue that connection mechanisms foster collaborative behavior, information exchange, and shared decision making-the three pillars of a behaviorally integrated top management team. Thus, it can be deduced that highly cohesive management teams aid in

spreading the advantageous effect connectivity mechanisms have on subordinates' ambidexterity in the workplace.

In conclusion, social integration plays a crucial role in promoting organizational ambidexterity in coffee marketing, enabling firms to balance exploration and exploitation activities effectively. Organizations that foster social integration are better positioned to adapt to changing market conditions and maintain a competitive advantage in the industry.

2.4.3 Contingency rewards and organizational ambidexterity

Contingency rewards refer to the practice of providing incentives to individuals or teams based on their performance in achieving specific goals or outcomes. Organizational ambidexterity, on the other hand, refers to an organization's ability to balance its exploration and exploitation activities, such as., its ability to simultaneously pursue innovation and efficiency. Several studies have investigated the influence of contingency rewards on organizational ambidexterity. For example, a study by Liu and Huang (2020) found that contingency rewards positively affect organizational ambidexterity in Chinese firms. Similarly, a study by Verburg *et al*., (2017) found that the use of contingent rewards can help firms achieve greater ambidexterity.

In the context of coffee marketing co-operative societies, contingency rewards can play a crucial role in promoting ambidexterity. For example, co-operatives could reward individuals or teams that come up with innovative marketing strategies while also meeting efficiency targets. This could help ensure that the co-operative is able to

innovate and remain competitive while also meeting its financial goals. Overall, the evidence suggests that contingency rewards can be an effective way to promote organizational ambidexterity. However, it is important to design reward systems carefully to ensure that they do not inadvertently incentivize individuals or teams to prioritize exploration or exploitation at the expense of the other.

Contingency rewards refer to performance-based incentives that are given to employees based on their individual or team performance. Organizational ambidexterity, on the other hand, refers to an organization's ability to simultaneously pursue exploration and exploitation strategies. Research has shown that contingency rewards can have a positive influence on organizational ambidexterity in coffee marketing co-operative societies. According to a study by Odhiambo, Ngugi and Waweru (2018), contingency rewards can motivate employees to engage in both exploration and exploitation activities, thus promoting organizational ambidexterity.

The study found that in coffee marketing co-operative societies in Kenya, the use of contingency rewards was positively associated with organizational ambidexterity. The authors suggest that this is because contingency rewards can encourage employees to take risks and explore new opportunities, while at the same time, rewarding them for achieving established goals and exploiting existing resources. Another study by Al-Hawari, Al-Dmour and Al-Nsour (2019) also found that contingency rewards were positively related to organizational ambidexterity in Jordanian banks. The authors suggest that contingency rewards can promote a culture of innovation and experimentation within organizations, which can lead to improved performance and competitiveness. In summary, research suggests that contingency rewards can have a positive influence on organizational ambidexterity in various contexts, including coffee marketing co-operative societies. By motivating employees to engage in both

exploration and exploitation activities, contingency rewards can promote innovation, improve performance, and increase competitiveness.

Contingency rewards, or rewards that are contingent upon the achievement of specific goals, can have a significant influence on organizational ambidexterity in coffee marketing co-operative societies. These rewards can motivate employees to engage in both exploratory and exploitative activities, which are necessary for organizations to be ambidextrous.

According to a study by Kariuki and Kihoro (2020), contingency rewards were positively related to organizational ambidexterity in Kenyan coffee marketing co-operative societies. The study found that organizations that used contingency rewards had higher levels of exploratory and exploitative activities, which allowed them to adapt to changing market conditions and improve their performance. Other studies have also found a positive relationship between contingency rewards and organizational ambidexterity. For example, a study by Wang and Huang (2019) found that contingency rewards were positively related to exploratory and exploitative activities in Chinese manufacturing firms.

Overall, the use of contingency rewards can be an effective way for coffee marketing co-operative societies to encourage both exploratory and exploitative activities, and thereby enhance their organizational ambidexterity. Contingency rewards refer to rewards that are provided to individuals or teams based on the achievement of specific goals or performance targets. The use of contingency rewards has been found to have a significant influence on organizational ambidexterity, which refers to an organization’s ability to simultaneously explore new opportunities and exploit existing resources.

A study by Olaleye and Osibanjo (2020) examined the influence of contingency rewards on organizational ambidexterity in coffee marketing co-operative societies in Nigeria. The study found that the use of contingency rewards was positively associated with organizational ambidexterity. Specifically, the study found that the use of contingency rewards encouraged employees to engage in both exploratory and exploitative activities, which in turn promoted organizational ambidexterity.

In another study, Wang and Huang (2021) found that the use of contingency rewards had a positive impact on the innovation performance of Chinese high-tech firms. The study found that the use of contingency rewards encouraged employees to engage in exploratory activities, which in turn led to increased innovation performance. Overall, the use of contingency rewards has been found to be an effective tool for promoting organizational ambidexterity and innovation performance. Organizations that want to encourage their employees to engage in both exploratory and exploitative activities may want to consider implementing a contingency rewards program.

Contingency rewards, such as bonuses or incentives tied to achieving specific goals or outcomes, can have a significant impact on organizational ambidexterity in co-operative societies. In the context of coffee marketing co-operatives, contingency rewards can help incentivize both exploration and exploitation activities, allowing the organization to simultaneously pursue new opportunities and optimize existing operations.

One study that supports this idea is "The Ambidextrous Co-operative: A Study of Co-operative Societies in the Indian Coffee Industry" by Ranganathan and Nandakumar (2015). The authors found that co-operative societies that used contingency rewards were more likely to engage in both exploratory and exploitative activities, leading to

increased organizational ambidexterity and better performance. Another relevant study is "Contingent Rewards and Their Effect on Employee Innovative Behavior" by Scott and Bruce (1994). This study found that contingent rewards, such as recognition or promotions, can positively influence employee innovative behavior, which is a key component of organizational ambidexterity.

Overall, these studies suggest that contingency rewards can be a useful tool for promoting organizational ambidexterity in coffee marketing co-operative societies. By providing incentives for both exploration and exploitation, co-operatives can better adapt to changing market conditions and maintain a competitive edge in the coffee industry. Contingency rewards refer to compensation plans that reward employees or teams for achieving specific goals or milestones. In the context of organizational ambidexterity, contingency rewards can play a significant role in encouraging employees to balance exploration and exploitation activities, which are essential for sustained innovation and growth.

Senior team contingency rewards are a popular term used in the highest echelons of management to describe bonuses based on team performance (Jansen *et al*., 2008). No matter how well or poorly an individual senior team member performs, under the team's contingency reward plan; everyone in the team receives the same percentage of the reward (Wageman & Baker, 1997). The senior team may be offered stock options, profit sharing, and performance-based bonuses as examples of contingency reward systems. Jansen *et al*. (2008), O'Reilly and Tushman (2004), and Smith and Tushman (2005) all offer evidence that senior teams receive contingent compensation.

Financial incentives encouraged workers to invest more time and energy towards discovery and exploitation, as reported by Ahammad *et al*., (2015). In order to

achieve the strategic goal of finding a middle ground between exploration and exploitation, Jansen *et al*., (2009) propose compensating the senior management team on a contingency basis to encourage them to work together to assure the organization's success. These findings lend credence to the argument that contingent reward structures for senior teams can promote ambidexterity in the workplace. Senior members of the team also receive bonuses based on the company's success.

As a result, people are more likely to collaborate, discuss, and consider the company as a whole (Jansen *et al*., 2008; Smith & Tushman, 2005). Members of the top management team are incentivized to put aside the interests of their various departments and openly disclose information about the roots of their expertise with the firm because of the possibility of collecting rewards based on the team's overall performance. Top management teams are more willing to participate in cross-departmental projects if they are convinced that doing so will yield greater financial rewards than working in isolation. It has also been suggested that senior team contingency rewards might help foster an environment where contextual ambidexterity is valued and utilized (Smith & Tushman, 2005). Organizational ambidexterity is likely to increase; however, if there are senior team contingency payment structures and other things in the top management team, like a shared vision and strategic consensus (Pearce, 2004).

The frequency with which a company's senior executive's talk to one another is indicative of the degree to which the company is behaviorally integrated (Hambrick, 1994). When employees are given opportunities to grow professionally, are assured of job security, are given feedback on their work, and are given the possibility to teach

and be taught by others, they are more likely to have a sense of belonging to the company as a whole. Without them, pursuing untried means of financial success is difficult (Patel *et al*., 2013). Despite certain similarities, it is essential to differentiate between the goals being pursued and the additional human resources and work practices that drive employee behavior to help achieve these goals.

Different perspectives on who they are as a person reduce employee dedication and boost intragroup competitiveness, leading to hostility, mistrust, and conflict (Voss *et al*., 2006).When senior managers make judgments on employee awards, it can have a positive effect on motivation and productivity, but it can also foster resentment, jealousy, and unhealthy rivalries among workers (Siegel & Hambrick, 2005). To get high performance from workers and create synergy between exploratory and exploitative activities, it's important to keep them motivated and treat them well, especially when their tasks depend on each other. Exploiting anything requires finding ways to enhance and streamline the way things are done, which often calls for extremely specific skills and techniques (He & Wong, 2004). However, there is flexibility in the organizational structure to adapt to the needs of the activity.

A study by Omotayo and Akintoye (2021) examined the influence of contingency rewards on organizational ambidexterity in coffee marketing co-operative societies in Nigeria. The study found that contingency rewards significantly influenced organizational ambidexterity, as they motivated employees to engage in both exploratory and exploitative activities. Specifically, the study found that contingency rewards positively affected organizational ambidexterity by promoting a culture of innovation, risk-taking, and collaboration among employees. The findings of this

study are consistent with previous research that has shown that contingency rewards can effectively promote innovation and ambidexterity in organizations (Jansen *et al*., 2009; Naranjo-Valencia *et al*., 2018). However, it is important to note that the effectiveness of contingency rewards may depend on various factors, such as the organization's culture, leadership style, and the nature of the rewards offered. Overall, the study suggests that contingency rewards can be a useful tool for promoting organizational ambidexterity in coffee marketing co-operative societies and other organizations seeking to balance exploration and exploitation activities.

2.4.4 Senior Team Attributes and Organizational

Organizational ambidexterity refers to the ability of an organization to simultaneously explore new opportunities and exploit existing capabilities. Senior team attributes can play a significant role in shaping the level of ambidexterity within an organization. One study that examines this relationship is "Senior Team Attributes and Ambidexterity in SMEs: The Role of Formal and Informal Control Mechanisms" by Arshad, Hussain and Zaman (2020). The study finds that senior team attributes such as their level of education, experience, and entrepreneurial orientation have a significant impact on organizational ambidexterity. Additionally, the study suggests that formal and informal control mechanisms, such as rules and regulations and social norms, can further enhance or limit the effect of senior team attributes on ambidexterity.

According to the research by Ertugrul and Krishnan (2020), senior team attributes such as cognitive diversity, strategic agility, and transformational leadership positively influence organizational ambidexterity in co-operative societies. The study found that senior team members with diverse backgrounds, experiences, and

perspectives are better equipped to identify new opportunities and adapt to changing market conditions. Strategic agility, which involves the ability to quickly respond to new challenges and opportunities, helps co-operative societies to balance exploration and exploitation activities. Additionally, transformational leaders who inspire and motivate their teams to embrace change and innovation are more likely to promote organizational ambidexterity.

Organizational ambidexterity refers to the ability of an organization to simultaneously pursue explorative and exploitative activities. According to some studies, senior team attributes such as cognitive diversity, social capital, and transformational leadership can significantly affect organizational ambidexterity (Gupta *et al*., 2019; Zhou *et al*., 2019). For example, Gupta *et al*., (2019) found that cognitive diversity and social capital of senior teams positively influence ambidextrous orientation in Indian manufacturing firms. Similarly, Zhou *et al*., (2019) found that transformational leadership of senior teams positively affects ambidextrous strategy implementation in Chinese firms. In the context of coffee marketing co-operative societies, it is likely that senior team attributes such as cognitive diversity, social capital, and transformational leadership would also affect the organization's ability to pursue both explorative and exploitative activities simultaneously, thus enhancing organizational ambidexterity.

According to the research by Araya and Gebremeskel (2021), senior team attributes such as strategic vision, cognitive diversity, leadership style, and communication are positively related to organizational ambidexterity in coffee marketing co-operative societies. The study found that senior teams with a strategic vision were better able to balance exploration and exploitation activities, while cognitive diversity helped to generate a variety of ideas for new products and services.

Moreover, transformational leadership style and effective communication were essential for creating a supportive organizational culture that fosters ambidexterity. For instance, a study conducted by Adetunji *et al*., (2020) found that senior teams with high cognitive diversity are better equipped to balance exploratory and exploitative activities, leading to higher levels of ambidexterity. Similarly, a study by Helfat and Peteraf (2015) demonstrated that senior leaders who exhibit a transformational leadership style are more likely to foster a culture of innovation and risk-taking, which can facilitate organizational ambidexterity.

Moreover, a study by Sarmiento *et al*., (2019) showed that senior leaders who have a high risk-taking propensity can facilitate exploration activities, while those who have a low risk-taking propensity are more likely to engage in exploitation activities. This finding suggests that senior team attributes can have a direct impact on the allocation of resources toward exploration and exploitation activities, which ultimately affects the level of ambidexterity within the organization.

Overall, senior team attributes play a critical role in promoting organizational ambidexterity within coffee marketing co-operative societies. By fostering cognitive diversity, exhibiting transformational leadership, and embracing risk-taking propensity, senior leaders can create a culture of innovation and balance exploratory and exploitative activities effectively. Sayilar (2016) argued that, there are several the key attributes of senior teams that can affect organizational ambidexterity of coffee marketing co-operative societies. To start with, management team diversity. Having a diverse top management team with varied backgrounds and experiences can lead to more creative problem-solving and idea generation, which in turn can promote organizational ambidexterity. Secondly, transformational leadership among the senior team members such as inspiring and motivating their subordinates can help create a

culture of innovation and risk-taking, which is essential for organizational ambidexterity.

Third, the level of tolerance for ambiguity has a great impact. The senior team members who are comfortable with ambiguity and uncertainty are more likely to encourage experimentation and exploration, leading to greater organizational ambidexterity. Fourth, senior team members who possess strategic agility, the ability to quickly adapt to changing circumstances and make strategic decisions, can help organizations balance exploration and exploitation activities. Finally, senior team members who are proactive in seeking out new opportunities and taking calculated risks can help organizations pursue ambidexterity (Sayilar, 2016). An example of a study that supports the relationship between senior team attributes and organizational ambidexterity is the research conducted by Huy and Shipilov (2012). The study found that senior team attributes, such as diversity, strategic agility, and proactiveness, positively affect ambidexterity in organizations.

Research by Oluwafemi *et al*., (2020) examined the effect of senior team attributes on organizational ambidexterity of coffee marketing co-operative societies in Nigeria. The study found that senior team attributes such as visionary leadership, risk-taking propensity, and cognitive diversity have a significant positive impact on organizational ambidexterity. Furthermore, the study revealed that the senior team's experience and knowledge positively moderate the relationship between senior team attributes and organizational ambidexterity. The authors concluded that senior team attributes are essential drivers of organizational ambidexterity, and co-operative societies should prioritize the development of these attributes to achieve long-term success.

According to Hughes *et al*., (2020), there needs to be a middle ground between staying the same and moving forward when it comes to ideas of organizational identity and related concepts. According to Tarba *et al*., (2020), achieving contextual ambidexterity, which is distinct from the more common notion of structural ambidexterity, requires building a series of processes or systems that enable and encourage individuals to make their own judgments about how to allocate their time between competing demands for alignment and adaptability. In addition, as pointed out by Venugopal *et al*., (2020), there is a dearth of research into the factors that contribute to a company becoming fully ambidextrous and a lack of high-quality, systematic evidence supporting the notion that ambidextrous businesses are successful. When it comes to ambidexterity, management teams have a twofold impact: first, through the management and strategic decision-making of resources to meet the paradoxical demands of ambidextrous firms (Carmeli & Halevi, 2009); and second, through the design and facilitation of ambidextrous human resource architectures for employees (Kang & Snell, 2009).

Entrepreneurial leadership requires more than just intelligence, education, and a comfortable background. It would appear that a key factor in determining success is the entrepreneur's capacity to deal with possibilities through the dynamics of an organizational environment in a way that enables and motivates the people engaged to be actively and enthusiastically involved and successful. By investing in their employees' personal and professional development, successful entrepreneurs build a dedicated team that is committed to the company's success. Business procedures that emphasize transformative leadership styles are how entrepreneurialism takes shape in a company (Guo, 2009).

It's a big help in making workers feel like they're contributing to something bigger than themselves, which boosts their loyalty to the firm as a whole (Luu, 2015). Leadership in an entrepreneurial setting requires more than just brains; it also requires the ability to read and influence the emotions and motivations of others. As an example, many leadership studies in the context of entrepreneurship have indicated that the typical entrepreneur spends the vast bulk of their day communicating with others. Most cooperative organizations' biggest outlay of money goes toward paying their citizens.

Workers are the most valuable and important asset of every company. Every effort made by an entrepreneur to boost efficiency rests on the shoulders of its participants. The company's founder, Sam Walton, recognized the importance of this and frequently visited stores to meet with staff (Luu, Dinh & Qian, 2019). Without initiative from its leaders, a company would fail, and strategic planning is essential for success. Furthermore, organizations with an emphasis on entrepreneurship may be temporarily or permanently impacted by variables beyond their control, such as fluctuations in exchange rates or the difficulty of acquiring access to essential resources (Luu, Dinh & Qian, 2019).

The success of a company is not due to good financial management, no matter how vital that is; rather, it is due to the distinctive value that the company has delivered to the market. An entrepreneurial organization can only sustain superior performance over the long term through cutting-edge innovations in resource acquisition and usage, as well as the subsequent growth of relevant markets. Transcendence, or "the perspective of opposites as complementary and related," is the optimal tactic (Garcia-Ruiz & Tominelli, 2015). Exploitation is necessary for adaptive systems, but it "is likely to find that it bears the costs of experimentation without getting many of the

advantages," while exploration "is likely to find that it is caught in suboptimal stable equilibria.

Letts *et al*., (2013) argued that funding both programs at once is necessary for the system's sustainability. This way of thinking says that the long-term success of an organization depends on how well its employees can adapt to new situations. According to Felcio *et al*., (2013), the cost of developing the systems and processes necessary to accomplish ambidexterity is the only thing that is probably holding this idea back. Up until now, there just isn't enough information to make an accurate estimate of how much money has been spent on these activities. However, after speaking with several of the businesses included in this analysis, we're confident that ambidexterity's advantages outweigh its disadvantages.

In reality, it is far more cost-effective to monitor and supervise people when they have been trained to be ambidextrous in the ways we'll discuss below (Felcio *et al*., 2013). Due to this, the plan may end up costing less than conventional building methods. The path to entrepreneurial success is fraught with strategic miscalculations (Garcia-Ruiz & Tominelli, 2015). In actuality, it is more challenging to capture the actions and strategies of social entrepreneurs contributing to the development of regional, national, and international markets due to the fuzziness of the concept of entrepreneurial leadership success (Letts *et al*., 2013). It's impossible to overstate the value of today's corporations. Business scientists weren't all that interested.

Despite the fact that the context in which a leader takes entrepreneurial initiative is vital to the character of such leadership, the "where" (context) question is rarely

brought up in psychological studies on entrepreneurial leadership (Billing & Alvesson 2012; Leitch, McMullan & Harrison, 2012). This is done in order to acknowledge that the entrepreneurial environment is one characterized by a high level of ambiguity, risk, uncertainty, innovation, environmental instability, organizational scale, and novelty (Autio, 2013; Chen, 2017; Leitch, McMullan & Harrison 2009; Surie & Ashley, 2008). Context is very important when studying entrepreneurial leadership, because ideas, points of view, and ways to analyze that work in one situation may not work in another. Successful leadership in the startup industry requires a different approach than that used by established corporations.

In recent years, there have been three major changes to leadership theory and practice. There has been a rejection of positivist and post-positivist mentalities that emphasized command, control, and hierarchy in the modern workplace, and these changes are a reflection of the economic, demographic, and competitive developments that have taken place in the business world (Johanson, 2018). There has been a shift in perspective, with more attention being paid to leadership as a function that requires the leader to engage with the leader's social and organizational environment and less on the leader's persona and the heroic ideal of leadership (Leitch, McMullan, and Harrison, 2012; Thorpe *et al*., 2009).

Second, leadership has shifted from being perceived as a collection of individual traits to being understood as a collaborative process (Bolden, 2011). Third, whereas formerly it was believed that all leaders were created equal, we now realize that leadership has different forms based on characteristics like gender, race, and circumstance. These variations in attention create the framework for rethinking the

relative value of men and women in leadership positions, particularly in business. This conclusively demonstrates that the systems and practices that were founded on "a nineteenth-century mixture of beliefs from patriarchal visions of the world, militarism, theories of social Darwinism, and the metaphor of the machine bequeathed by Newtonian physics" (Rao & Kelleher, 2000) are now antiquated.

Because the symbolic cosmology of masculinity has a big effect on the growth of leadership (Patterson, Mavin & Turner, 2012), it is hard to separate leadership from men (Eagly & Carli, 2017). For example, in a society where masculinity and men are prevalent, societal gender norms influence how we view institutions, leaders, and personal responsibilities. Those in influential positions in business have been exhorted to adopt a more altruistic worldview, one that prioritizes the greater good of society and works to alleviate social injustice whenever possible (Greenberg et al., 2011). To deal with this problem and take a truly global view, studies of entrepreneurial leadership should look into the structural factors that make demographic differences lead to inequality. Without fully developing the idea, Hughes *et al*., (2020) imply that a holistic interpretation of gender, diversity, and difference centered on themes of social justice and inequality agendas as they play out today is necessary due to the marginalization of gender and diversity in academic discourse and the limitations of Western perspectives on gender and diversity in evaluating contemporary global, social, and organizational change.

A new form of leadership, described as "entrepreneurial," is emerging in response to the changing environment in which all businesses and institutions must operate, one distinguished by immeasurable uncertainty rather than quantified risk. The differences between heading a major firm and a startup or small business could account for this

discrepancy (Alvarez & Barney, 2014). Hansson and Mnsted (2008) say that business leaders will be better able to spot good opportunities if they have better access to data. To put it another way, the risk-taking spirit of entrepreneurs births new ventures, which in turn fosters the development of entrepreneurial leadership skills that fuel organizational innovation (D'Intino, 2008).

According to Chebbi et al., (2017), transformational leaders are those who inspire followers to achieve the impossible. He thinks that modern businesses need CEOs who can bring about change in order to forge innovative new courses. Entrepreneurial leadership and other characteristics associated with transformational leadership were shown to be more prevalent among the leaders of successful organizations than those of less successful ones in a study conducted by Jandaghi, Matin and Farjami (2009). This data suggests that organizations that achieve great success have leaders who are capable of bringing about radical change. Researchers have found that teams and organizations do better when their leaders act like entrepreneurs, especially when they use transformational leadership. Researchers have been studying entrepreneurs for decades, but it has only been relatively recently that a learning perspective on the growth of entrepreneurial leadership has been attempted (Kempster & Cope, 2010). These forward-thinking managers strengthen the expertise of their staff, who in turn safeguard the interests of the company's many constituents.

Entrepreneurial leaders motivate their teams to innovate by applying smart and effective methods, taking the company to new heights. There is a danger that entrepreneurial leadership, like other post-heroic models of leadership that stress cooperation, relationship development, and interdependence, will be seized by the established order. This is because the meritocratic and individualist ideas that most

traditional approaches are based on are getting weaker. It has been noted by academics that both entrepreneurship and leadership have evolved similarly, with an early emphasis on traits and personality attributes and conceptual overlaps like vision, influence, leading innovative or creative individuals, and planning (Coglister & Brigham, 2004; Renko *et al*., 2015).

The relationship between entrepreneurialism and leadership has been the subject of debate between two camps. As entrepreneurship can be considered a "sub-domain of leadership," it is appropriate to simply extrapolate the findings from leadership studies into the arena of entrepreneurship. However, leadership is important to the entrepreneur's profession, as stated by Kuratko (2007), because it necessitates an entrepreneurial frame of mind and set of behaviors. Both of these extremes run counter to what we know about effective entrepreneurial leadership. However, entrepreneurial leadership can only be found at the crossroads of product development and operations management. The continued possibility for ambiguity at this crossroads is evidenced by the lack of agreement on what constitutes entrepreneurial leadership. Most of these definitions share a common etymological background with the literature on entrepreneurship since they center on the personality qualities and actions of entrepreneurial leaders.

Accordingly, it seems that the state-of-the-art literature on entrepreneurial leadership values structure and inward, intra-organizational focus above everything else (Welter 2011). Because of this, we can separate the work on entrepreneurial leadership into two groups. The first is a distinction in emphasis: we split studies into two camps, one concerned with the inner lives and habits of entrepreneurial leaders and the other with

the exterior settings and situations in which those lives and habits are played out (Welter, 2011).

An essential mechanism through which strategic leadership can improve senior team performance in ambidextrous organizations is the function of leadership behavior as a mediator between senior team dynamics and organizational ambidexterity. Therefore, senior team members may disagree on how to achieve ambidexterity due to the inherent tension between the exploitative units' emphasis on short-term efficiency and control and the exploratory units' emphasis on long-term experimentation and decentralized designs (Jansen et al., 2017). When senior team members face direct competition for scarce resource allocation competencies, achieving ambidexterity may improve self-interested behavior. Entrepreneurs, like all leaders, need to have certain qualities, but they also need to be experts in a wide variety of fields so that they can effectively lead their companies.

Chou et al., (2017) distinguished between self-competencies (innate talents) and functional competencies (acquired skills) when determining the types of leadership skills that entrepreneurial CEOs need to build at different times in the establishment, growth, and evolution of a business (capabilities needed for performing various leadership tasks). The authors say that marketing, finance, and human resources are the most important functional competencies, while the most important self-competencies are intellectual integrity, promoting the firm instead of the individual leader, using outside advisors, and building a sustainable organization. Scholars in the field of entrepreneurship have long debated what sets entrepreneurial CEOs apart from those who choose more traditional management styles, and they have repeatedly pushed for more in-depth examination of this divide (Gupta *et al*., 2004). Further,

there is no widely acknowledged theory of the learning process involved in developing entrepreneurial leadership because it is both contextual and relational (Kempster & Cope, 2010).

Cooperative societies are well-known institutions that aid national economies by fostering entrepreneurship, creating wealth, speeding up the expansion of businesses in the agricultural, transportation, financial, housing, and credit sectors, and securing other social services. But cooperative managers have to face the fact that there is competition in the public sphere in the modern business world. Managerial leadership has a role in making the entrepreneur's vision a reality within the company. Due to the many theoretical and conceptual similarities between the two areas, academics have blended entrepreneurship and leadership into a new paradigm termed "entrepreneurial leadership." The complementary nature of "entrepreneurial leadership" has the potential to enhance both academic study and professional application while also illuminating traits in both that were previously hidden (Gupta *et al*., 2004; Yang, 2008).

The capacity and propensity of entrepreneurial leaders to create new opportunities, maximize existing resources, and solve long-standing problems is what has been called "innovativeness" (Chen, 2007; Gupta *et al*., 2004; Mattare, 2008; Okudan & Rzasa, 2006). Entrepreneurs, in contrast to would-be sole proprietors, can do things that no one else would even consider doing (Kuratko, 2005; Mueller & Thomas, 2000; Okudan & Rzasa, 2006). When it comes to their work, entrepreneurs are "dedicated to action and value creation and marked by a high degree of innovation and inventiveness," as stated by Surie and Ashley (2008).

Scholars' levels of entrepreneurial ability and interest in entrepreneurship programs both rise when they are exposed to experiential learning (Plaschka & Welsch, 1990). Therefore, Fuchs *et al*., (2008) highlighted the relevance of giving scholars various opportunities to get experience in the real world. Experiences of this nature benefit academics greatly. Yet, there is a significant information gap about how these types of programs actually assist scholars in developing their entrepreneurial leadership abilities (Okudan & Rzasa, 2006). One of the most challenging aspects of teaching entrepreneurship is finding ways to integrate classroom theory with practical business experience. Scholars who take an engaged and in-depth approach to learning about entrepreneurship, assert Henry *et al*., (2005), should not be left without a firm theoretical grounding. As Fiet (2000) explains, entrepreneurship theory can help scholars develop the business acumen they will need to succeed.

The idea that one must have experienced it all before becoming an entrepreneur is pervasive. In particular, the process of founding and running a business provides entrepreneurs with a realistic context in which to learn and practice leadership (Kempster & Cope, 2010). An entrepreneur learns something and gains confidence in a new domain with every engagement (Minniti & Bygrave, 2001). According to Holcomb *et al*., (2009), "competency increases when a person's gained knowledge contains more concepts and becomes more integrated through experience in a given sector". Leaders of an organization develop experience, credibility, and clout as time goes on (Politis, 2005).

2.4.5 Entrepreneurial Leadership, Senior Team Attributes and Organizational Ambidexterity in Coffee Marketing Cooperative Societies

This study aims to determine the mediating role of entrepreneurial leadership in the relationship between senior team attributes and organizational ambidexterity in the context of coffee marketing cooperative societies. The findings suggest that senior team attributes are positively associated with entrepreneurial leadership, which in turn positively affects organizational ambidexterity. This research contributes to the understanding of how senior team attributes and entrepreneurial leadership can enhance the ability of organizations to achieve ambidexterity. One study that supports the idea that entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity is "Entrepreneurial leadership and organizational ambidexterity: Examining the moderating role of organizational structure" by Quan-Hoang Vuong, Thu-Trang Vuong and Ngoc-Thanh Nguyen (2018).

In this study, the authors examine the relationship between senior team attributes, entrepreneurial leadership, and organizational ambidexterity in coffee marketing cooperative societies in Vietnam. They find that senior team attributes, such as diversity and experience, are positively related to entrepreneurial leadership, which in turn is positively related to organizational ambidexterity. The authors suggest that entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity, as it enables senior teams to effectively manage the tension between exploration and exploitation. They also suggest that organizational structure moderates this relationship, as certain structures may facilitate or hinder entrepreneurial leadership and organizational ambidexterity.

In a study, by Chen *et al.,* (2018) they investigated the relationship between senior team attributes, entrepreneurial leadership, and organizational ambidexterity in the context of coffee marketing cooperative societies. They argue that entrepreneurial leadership, as exhibited by senior team members, can mediate the effects of senior team attributes on organizational ambidexterity. Through a survey of 237 members of coffee marketing cooperative societies in China, the authors find support for their hypotheses and highlight the importance of senior team attributes and entrepreneurial leadership for promoting organizational ambidexterity in this context.

Another study that supports the idea that entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity in coffee marketing cooperative societies is "Entrepreneurial leadership, senior team attributes and organizational ambidexterity in coffee marketing cooperative societies: A study of Kenyan coffee farmers" by Ombuki-Berman and Njoroge (2019). This study found that entrepreneurial leadership played a significant mediating role in the relationship between senior team attributes (team cohesion and team diversity) and organizational ambidexterity in Kenyan coffee marketing cooperative societies. In this study, the authors examine the role of entrepreneurial leadership as a mediator in the relationship between senior team attributes and organizational ambidexterity in coffee marketing cooperative societies in Kenya. They used a survey questionnaire to collect data from 250 managers and leaders of coffee marketing cooperative societies, and analyze the data using structural equation modeling. The study finds that senior team attributes (such as top management support, team diversity, and team size) have a significant positive effect on organizational ambidexterity, and that entrepreneurial leadership mediates this relationship. The authors suggest that coffee marketing cooperative societies can enhance their organizational ambidexterity by promoting

entrepreneurial leadership among their senior teams, and by developing diverse and supportive team environments.

Artz and Norman (2017) did study on entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity is "Senior team attributes and ambidexterity in SMEs: the mediating role of entrepreneurial leadership. The study found that entrepreneurial leadership mediates the relationship between senior team attributes (such as., cognitive diversity, team orientation, and conflict resolution) and organizational ambidexterity (such as., the ability of an organization to simultaneously pursue exploration and exploitation strategies). The authors suggest that entrepreneurial leadership, which involves creating a culture of innovation and risk-taking, is critical to facilitating ambidexterity in small and medium-sized enterprises. The study focused on SMEs in general, but the findings could be applied to coffee marketing cooperative societies specifically.

Another study that examines the relationship between senior team attributes, entrepreneurial leadership, and organizational ambidexterity in the context of coffee marketing cooperative societies is Nguyen and Nguyen (2021). The study focused on the role of entrepreneurial leadership in mediating the relationship between senior team attributes and organizational ambidexterity: Evidence from coffee marketing cooperative societies. In this study, the authors investigate the impact of senior team attributes, such as diversity, experience, and knowledge, on the development of organizational ambidexterity in coffee marketing cooperative societies. The study also examines the mediating role of entrepreneurial leadership, which is considered a key driver of organizational ambidexterity. The findings of the study suggest that senior team attributes have a positive impact on entrepreneurial leadership, which in turn contributes to the development of organizational ambidexterity in coffee marketing

cooperative societies. The study provides insights into the factors that facilitate the development of ambidexterity in cooperative organizations and highlights the importance of senior team attributes and entrepreneurial leadership in this process.

The ability to reorganize a company in a way that makes it more responsive to opportunities and better able to come up with novel approaches to competition in a volatile market is a hallmark of entrepreneurial leadership (Huang *et al*., 2014). Leadership in the spirit of entrepreneurship entails influencing followers and directing available resources strategically so as to place an emphasis on actions that seek out and capitalize on new opportunities (Ireland *et al*., 2003). First, according to Gupta, MacMillan and Surie (2004), entrepreneurial leadership is characterized by encouraging creativity amongst employees; second, it is characterized by encouraging individuals to constantly compete with other organizations; and third, it is characterized by risk-taking, or the willingness to face uncertainties and take responsibility.

In dynamic corporate contexts, where change is quick and technological and market dynamics are more unstable, the behavior of senior team members is especially influential on organizational outcomes and hence aids firms in achieving ambidexterity (Smith, 1994). Managers need to be involved in the appropriate decision-making process in order to alleviate the stresses and ambiguities brought on by ambidexterity. Managers at the top of an organization have a significant impact on employee behavior (He & Wong, 2004) and help create an environment where teams may thrive (Simth & Tushman, 2005). Managers can resolve the aforementioned problems by developing their skills in dispute resolution, resource allocation (particularly between exploration and exploitation), and personnel management.

Accordingly, managers can attain organizational ambidexterity by addressing such tensions and thereby creating integrative and synergetic value between exploratory and exploitative operations (Jansen et al., 2008). A clear common vision, social integration, and contingent reward are all traits that contribute to an organization's success and efficiency (O'Reilly & Tushman, 2008; Jansen *et al*., 2008; Siegel & Hambrick, 2005) and can be fostered by employing competent top managers. Businesses that investigate technological knowledge while exploiting it in the geographical domain, or vice versa, should encounter less competition for finite organizational resources, less unfavorable consequences of path dependence for balancing, and the requirement for distinct processes and routines (Lavie & Rosenkopf, 2006; Lin *et al*., 2017).

By removing mental and procedural barriers, domain separation may make it simpler for businesses to establish a middle ground (Levinthal & March, 1993). According to research by Hess and Rothaermel (2011), the innovativeness of 108 multinational pharmaceutical firms was connected to their capacity to both explore internally (through the hiring of star scientists) and exploit outside (through the formation of downstream relationships). Lavie *et al*., (2011) investigated the alliance portfolios of software firms and found that when one software company explored in the function domain while exploiting in the structure domain (such as., technical alliances with former partners), the resulting firm had higher financial success (such as., market alliances with new partners).

Overall, EL and organizational ambidexterity are not separate concepts. However, it's unclear how EL might mediate the relationship between organizational ambidexterity

and senior team attributes. In order to succeed, businesses must inevitably adopt structures that are tailored to their unique settings (Ashmos *et al*., 2000; Eisenhardt & Piezunka, 2011).It is essential that organizational designs become more adaptable and responsive as business contexts become more complex and present paradoxical demands to sustain productive exchange conditions with their environments.

In the literature on ambidexterity, researchers explore the subject of an organization's flexibility in the face of competing environmental pressures. Camargo and Ehrenhard, (2021) say that one definition of organizational agility (OA) is "the ability to pursue both incremental and discontinuous innovation by allowing multiple structures, processes, and cultures to coexist within the same corporation." Exploration and exploitation, if unregulated, will drive each other to extinction as they compete for the same finite resources. Strategic approaches to organizational design are necessary because of the high level of competition (Kauppilla, 2010). In order for exploration to take place, it is necessary to conduct searches that go above and beyond the standard. EL is used by managers who become using innovative by having the right skills and following the rules set by institutions. This, in turn, requires a willingness to try new things and take risks. As the definitions of "group pride," "team spirit," and "teamwork" show, social integration relates to emotional aspects or social forces among personnel within firms (Kauppilla, 2010).

According to O'Reilly and Tushman's (2013) definition of ambidexterity, it might manifest in one of three ways: sequentially, structurally, or in a given situation. Contextual ambidexterity argues that workers should be allowed to make their own decisions about what is best for the company, as opposed to top management's traditional focus on exploration and exploitation. In response, studies have examined

both the work practices and management systems of employees (Güt *et al*., 2010) and the activities and characteristics of the top management team (TMT) (Jansen et al., 2008; Raisch, Birkinshaw, Probst & Tushman, 2009).

Managers at the highest levels, for the purpose of team cohesion, When a company decides to pursue two seemingly incompatible innovation strategies, the rest of the workforce may be misled if upper management does not have a clear knowledge of the firm's objectives and the activities and behaviors involved with achieving those objectives. That is to say, the company's upper-level leadership must have a shared comprehension of the organization's exploratory and exploitation innovation objectives, as well as the means by which they will be achieved (Raisch, Birkinshaw, Probst & Tushman, 2009).

High-velocity markets, environmental uncertainties, instability, discontinuous and emerging competition, technology, and demands (Eisenhardt, 1989; Bourgeois & Eisenhardt, 1988) all contribute to organizational ambidexterity by making employees' tasks dependent on one another and necessitating greater collaboration and coordination among them (Siegel & Hambrick, 2005). Workers in such an atmosphere work together to achieve common goals through the exchange of ideas, the resolution of conflicts through negotiation, and the use of frequent mutual adjustments within teams (Siegel & Hambrick, 2005). Exploration and exploitation should be done at distinct times and in different places to minimize friction between the two. Duncan (1976) provided an early case for the necessity of adapting corporate structures to developing strategic needs and external pressures for innovation and efficiency.

Historically, organisations have been at the frontline of EL application, but Chang, and Hughes (2012) found that they have increasingly become embedded in the central nervous systems of organizations to become efficient. He argues that a company is a dynamic system that places a premium on phenomena like selection, variation, and retention is key. Machimu and Kumburu (2013) argued that, from a structural standpoint, more corporate settings should be able to accommodate both evolutionary and revolutionary changes simultaneously as well as exploratory and exploitative aspects. Businesses can better adapt to change and avoid unnecessary specialization if they establish clear limits between exploration and exploitation. It's important to keep in mind that it's not uncommon for well-established organizations to fall into a rut in terms of their organizational structure and culture. Because of the dynamic and unpredictability of the business world, it is essential for companies to have a wide spectrum of professional expertise within their ranks. This" dynamic capability supported by organizational routines and procedures" (Jansen *et al*., 2009) makes it possible to coordinate, integrate, and put together activities inside this internal organizational environment.

The authors Gibson and Birkinshaw (2004) propose the concept of "activity" as an organizing element for ensuring separation between managers' focus on novel, non-routine initiatives and their focus on more usual, but no less important, responsibilities. In this sense, the division of work becomes contextual and OA models predicated on a previously established organizational hierarchy. Instead, it assumes that managers can multitask, engage in conflicting thought, and take on additional responsibilities that are not explicitly stated (Raisch & Birkinshaw, 2008; Mom, Bosch & Volberding, 2009). There is a rapid transition from exploration to

exploitation in ambidextrous companies, requiring corresponding shifts in management's focus and resources.

Utilizing exploitation, businesses can advance the state of the art, boost the efficiency of current methods of production and operations, and reap the benefits of the current situation before attempting to change the status quo. To maintain a competitive advantage over the long run, however, businesses must invest in risky but potentially lucrative areas of technological exploration. "Organizational ambidexterity" is described as "the condition in which both structural and dynamic equilibrium coexist inside an organization" (Heavey & Simsek, 2017; Koryak et al., 2018).

EL models provide evidence for alleviating the conflicts between exploratory and exploitative facets since enterprises have a propensity to commercialize technical knowledge outside the company (Lichtenthaler, 2011). According to a 2017 study (Grigoriou & Rothaermel, 2017), there has been an increase in research into the link between explorative and exploitative nature of business performance. The term EL as seen in innovativeness dimension describes the growing trend of businesses using other experts' expertise to complement their own (Lazzarotti et al., 2017). In light of the changing institutional landscape in which modern businesses operate, EL has emerged as a crucial strategic choice in business models (Ardito *et al*., 2018).

The EL strategy is to break down conventional walls that have traditionally stifled creative thinking. This motivates businesses to develop strategies for commercialization that take advantage of external resources such as fresh ideas, technologies, and expertise (Chesbrough *et al*., 2014; Randhawa, Wilden &

Hohberger, 2016). Similar to other market leaders, Google places a focus on both in-house research at its Google X Lab and external exploration via strategic partnerships and the purchase or creation of novel technology (Martini, Neirotti & Appio, 2017). Today, more than ever before, ambidexterity concerns are being researched and used in a variety of settings because of the open innovation paradigm (O'Reilly & Tushman, 2013). Firms need to think about how they will integrate exploration and exploitation across functional structures when deciding on their business models (Lavie *et al*., 2011; Rothaermel & Alexandre, 2009; Stettner & Lavie, 2014; Wassmer, Li & Madhok, 2017). These data and events shed light on an alternative viewpoint, one that attributes contingent significance to global knowledge-brokering paradigms in the effects of ambidexterity on performance. OA is a problem-solving strategy that promotes the integration of both internal and external expertise and resources charmed by EL (Rubera, Chandrasekaran & Ordanini, 2016).

Chesbrough and Crowther (2006) in their study consider a decentralized process that works by managing the flow of information between departments which is key for ambidextrous organizations. A company may acquires ideas and crucial knowledge from outside sources, or if a third party supplies complementary assets vital to the company's economic success, in exploratory and exploitative ways (Bianchi et al., 2016). Businesses can take advantage of exploratory and exploitative success and lessen the burden of its costs by becoming efficient. Yet, research into how EL acts as a moderator between organizational ambidexterity and senior team is still continuous.

When the top management team has a shared comprehension of the possibilities, the preferred order of options, and the repercussions of each decision, they are more likely to communicate effectively (Hambrick, 1994). When upper management has a common frame of reference, they are better equipped to work together in the face of possibly different points of view and interpretations of the situation (Smith & Tushman, 2005). Because they share a common worldview and use the same mental shortcuts when assessing and responding to information, the top management team functions more efficiently as a whole (Smith & Tushman, 2005). The management team's capacity to learn from one another, collaborate successfully, and reach consensus on key issues is directly impacted by the quality of the channels of communication across departments.

According to Sawaean and Ali (2020), the ever-increasing pressure to be efficient is a direct result of the evolution of the business landscape and become ambidextrous. When business leaders recognize an opportunity, utilize their resources effectively, and solve a problem in a novel way, they are demonstrating EL as well as becoming innovative (Chen, 2007; Gupta *et al*., 2004; Matare, 2008; Okudan & Rzasa, 2006). People who want to be entrepreneurs are different from those who just want to be self-employed because of their innovative nature (Kuratko, 2005). Entrepreneurial leaders are visionary thinkers who are dedicated to taking practical steps to improve their organizations, according to Surie and Asley (2008). EL aspect of proactivity, is the tendency to take the initiative rather than passively wait for events to shape one's own future, is a key characteristic of successful business owners (Fuller & Marler, 2009).

According to Shafi *et al*., (2020), individuals using their knowledge and experience in novel ways of exploratory and exploitive facilitate resource mobilizations in organizations. Entrepreneurial leaders who are proactive are able to foresee potential issues, seize advantageous opportunities, and pinpoint areas in dire need of change and improvement (Kurtko *et al*., 2007; Okudan & Rzasa, 2006). Business success and expansion can be attributed to the influence of entrepreneurial leadership, which is defined as "a proactive response to environmental opportunities" (Surie & Asleys, 2008). This type of leadership encourages innovation, commitment to long-term goals, and the launch of new ventures (Kickul & Gudry, 2002; Zampetakis, 2008).

EL undertakes risks as they consider their future's responsibilities and uncertainties despite the potential for negative outcomes in the organization (Chen, 2007). Leaders who succeed in the entrepreneurial world share a tendency toward caution and cautious risk-taking (Robinson *et al*., 2006; Zhao *et al*., 2005). In addition, entrepreneurial leaders (managers) are often portrayed as more likely to take chances and they often need to take a wide range of risks throughout the formation and growth of their ventures (Thomas & Mueller, 2000). According to Fontana and Musa (2017), a company can only flourish when its leaders take calculated risks. According to Alvarez and Barney (2014), entrepreneurial leadership entails both initiating and supporting organizational-level innovation, with the latter having a direct impact on employees' efforts to realize the former. Without risk, taking the goals cannot be achieved. Leaders with an entrepreneurial spirit are those who actively seek out new prospects, putting their company in a position to capitalize on those developments (Gundz, 2010).

Effective management abilities, such as entrepreneurial leadership, are crucial to the company's long-term success. Consequently, entrepreneurial leadership encourages three types of change that have a statistically significant, beneficial impact on the overall performance of ambidextrous organizations: innovation, proactivity, and risk-taking (Chaobanpho, 2017). Through their knowledge, experience, and character traits, entrepreneurial leaders pave the way for senior teams to carry out their organization's mission, foster teamwork, and increase productivity and adaptability through the use of incentive programs. The shared vision of an organization's leaders is an expression of their joint hopes and dreams for the company's future. Senior teams are more open to diverse perspectives on tactical matters when they recognize that they are working toward a common goal. Leaders with an entrepreneurial mindset take the initiative to foster cooperation and knowledge sharing among members of the executive team, despite the possibility of rival agendas (Chaobanpho, 2017).

In order to inspire their senior teams, entrepreneurial leaders encourage those reluctant to take risks by offering them contingency rewards or recognizing and rewarding excellent performance based on values of fairness and trust rather than on exchange agreements. Entrepreneurial leaders can inspire their senior teams to rise above mundane concerns and narrow interests by displaying and attributing role models (Bass & Riggio, 2006). Therefore, in ambidextrous firms, entrepreneurial leadership promotes acceptance and dedication to senior team contingency compensation. Organizational ambidexterity is enhanced by the senior team characteristics of shared vision, social integration, and contingency rewards under the direction of an entrepreneur (Jansen *et al*., 2008).

In order to increase their chances of success, innovative leaders should encourage their teams to become ambidextrous through the pursuit of new ideas and optimal opportunities (Dawood *et al*., 2020). However, taking advantage of openings requires a focus on perfection, output, efficiency, and the deployment of one's organizational skills (March 1999). Exploitation, according to Luger (2014), is the process by which entrepreneurial leaders enhance an organization's capabilities and carry out predetermined objectives. The actions that entrepreneurial leaders take to establish credibility through their experience and knowledge are the very essence of opportunities. Senior management must become ambidextrous in order to successfully exploit both exploration and exploitation of these opportunities (Dawood *et al*., 2020).

A company is said to be ambidextrous if it can engage in seemingly opposite activities without stifling itself. These activities might include exploring new opportunities while also capitalizing on existing ones, focusing on both differentiation and integration, or maintaining both static and dynamic efficiency (Gulati & Puranam, 2009). The ability of senior teams and entrepreneurial leaders to pursue both exploratory and exploitative innovation at the same time requires a set of skills known as "sequential ambidexterity," which involves the use of structural differentiation, contextual structure, and ambidexterity (Jansen *et al*., 2009).

For ambidextrous organizations, business leaders must strengthen their ambidexterity by engaging in both exploration and exploitation (Zhang & Liu, 2010). Entrepreneurial leaders have a distinct leadership style that allows them to thrive in environments where resources are scarce, regardless of the sector, type of firm, or cultural norms in which they operate. For this reason, it is essential for entrepreneurial

leaders to become more ambidextrous by acquiring a set of skills necessary for the successful launch of new ventures and the promotion of growth and development (Gupta *et al*., 2004; Swierez & Lydon, 2002). As a whole, the greatest difficulty in cooperative societies is still figuring out how to ensure their long-term viability and financial success without sacrificing their primary mission of helping the poor. Many Kenyans rely on cooperative societies as a primary source of income or a means to supplement their income. Cooperative firms produce an estimated 45 percent of the country's GDP, employing 63 percent of the population (Schneider, 2015).

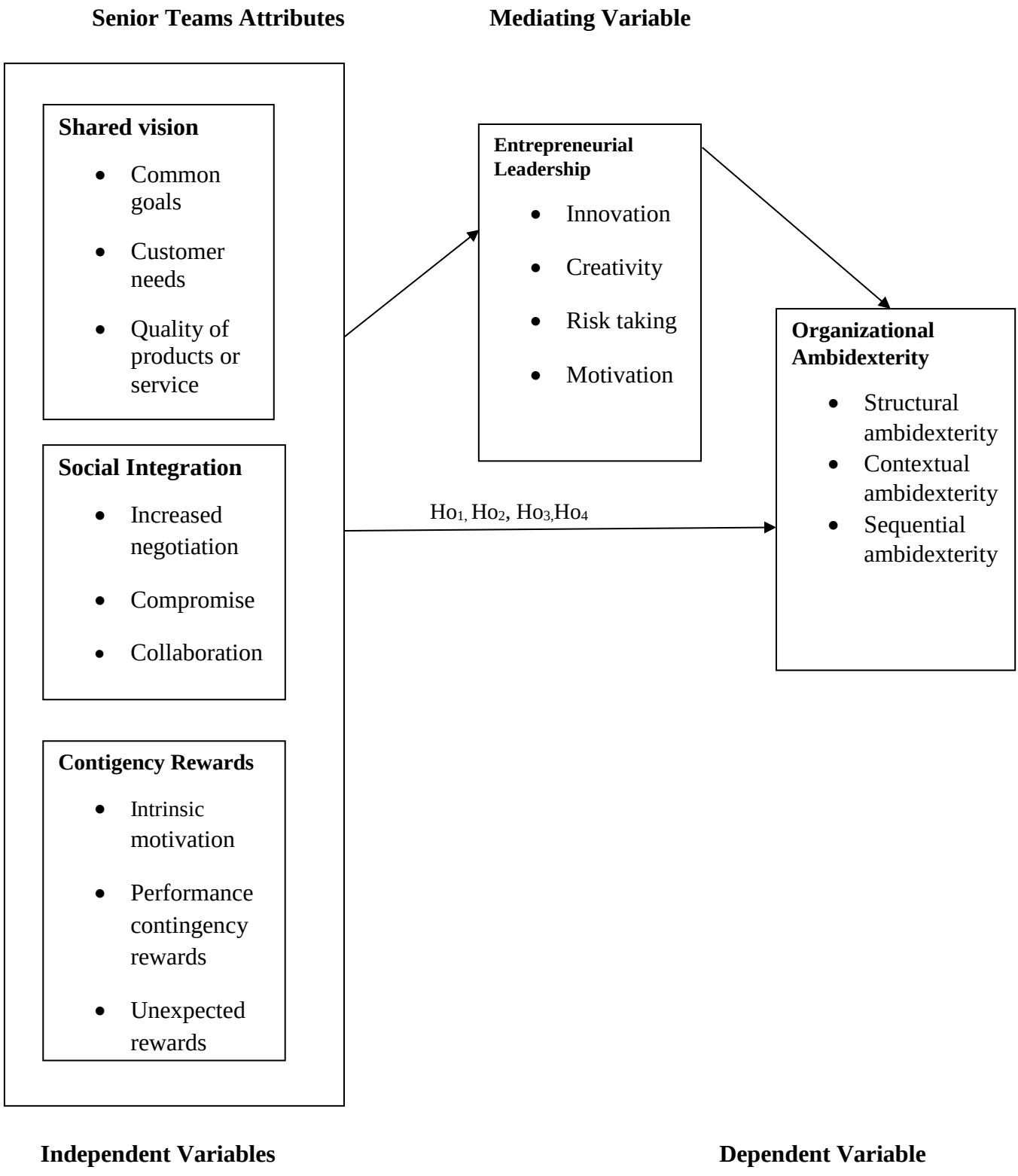
Thus, entrepreneurial leadership can be said to be the activity conducted by cooperative managers in planning, organizing, operating, monitoring, transparency and communicative in leading subordinates and other parties as well as searching opportunities taking risks and have the entrepreneurship mentality to achieve their goals. This can be used to review entrepreneurial leadership of cooperative managers (Supartha & Saraswaty, 2019).

2.5 Conceptual Framework

A conceptual framework is a set of overarching ideas and principles gleaned from related disciplines of study that are utilized to organize a future presentation (Reichel & Ramey, 1987). According to Kombo, Dak and Tromp (2014), a conceptual framework is "a research tool meant to assist the researcher in developing awareness and comprehension of the situation under scrutiny and in communicating this."

According to Guba and Lincoln (1989), a researcher's conceptual framework is an element of the agenda for negotiation that may be examined, revised, and reformed in

light of the findings of the study if it is well articulated. In figure 2.2 below, we can see how the independent variables of interest-shared team qualities and the mediating function of entrepreneurial leadership influence the dependent variable of organizational ambidexterity in coffee cooperative societies in Kenya.



Source: Adapted from Leitch and Harrison, (2018)

Figure 2.2: Conceptual Framework

2.6 Research Gap

Several scholars have studied the relationship between senior team attributes and organizational ambidexterity. Pangarso *et al.,* (2020) studied how shared vision impacts on organizational ambidexterity, however, the study didn't consider the mediating role of entrepreneurial leadership. O'Reilly and Tushman (2013), also studied shared vision and organizational ambidexterity, but the study evaluated the contextual ambidexterity and missed on sequential and structural ambidexterity. Chengappa et al., (2014) in their study emphasized on innovation and its influence organizational ambidexterity and missed on the role of entrepreneurial leadership in the relationship. From this, it can be noted that there is a contextual gap that needs to be filled.

Marzuki *et al*., (2021); Raisch and Birkinshaw (2008); Nkechi and Onugu (2015) on their part studied the relationship between social integration and organizational ambidexterity. The studies indication a positive relationship, however, they studies didn't consider the combined effect of the senior team attributes and this leaves a contextual gap that needs to be filled. Levi (2013) and Sinha (2013) also studied the relation and they missed on the entrepreneurial leadership thus contextual gap.

Several studies have investigated the influence of contingency rewards on organizational ambidexterity. For example, a study by Liu and Huang (2020) found that contingency rewards positively affect organizational ambidexterity in Chinese firms. Similarly, a study by Verburg *et al*., (2017) found that the use of contingent rewards can help firms achieve greater ambidexterity. Wang and Huang (2021), Olaleye and Osibanjo (2020),

Kariuki and Kihoro (2020) and Al-Hawari, Al-Dmour and Al-Nsour (2019) found that there was a relationship between contingency reward and organizational ambidexterity. However, these studies considered contingency reward without considering other senior team attributes, this leaves out a methodological gap that will be filled by use of multiple linear regression. Again, the mediating role of entrepreneurial leadership will be tested in addressing the methodological gap.

The fundamental assumption is that a company's work environment will always feature competing priorities (such as funding active vs. future projects or prioritizing differentiation over cost-cutting). Although these conflicts will inevitably arise, the most successful organizations learn to deal with them effectively in order to remain competitive in the long run. You can find this line of thinking in works like "The Logic of Mass Customization in Manufacturing" (MacDuffie, 1995), "The Transnational in International Business" (Bartlett & Ghoshal, 1989), and "The Ambidextrous Organization" (Tushman & O'Reilly, 1996). Despite these and other groundbreaking publications, there is surprisingly little systematic evidence recording the success of such ambidextrous organizations and even less in-depth research into the structures that executives construct in firms to reach ambidexterity (Adler, Goldoftas & Levine, 1999).

Being ambidextrous is not something that can be taught, and it also does not happen by chance. The aforementioned books can provide some guidance. Worker education and trust are two key facilitators (in interactions with management) cited by Adler *et al*., (1999: 48). Tushman and O'Reilly (1996) identified a decentralized company with a shared culture and vision, encouraging leaders, and adaptable managers as key factors in

fostering ambidexterity. Bartlett and Ghoshal (1989) added that a company can be more globally connected and locally responsive if it has a shared vision and actively manages the recruitment, selection, training, and advancement of its executives. Even still, as Adler *et al*., (1999) noted, "the existing body of research has not supplied an overall theory" as to why some people are more effective at using both hands than others, even when these characteristics are taken into account. The literature-based methodology systematically identifies aspects of an organizational setting that promote the use of alignment and flexibility skills at the individual level. This study is thus filling the identified gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methodology for the study is discussed; the philosophy and design are outlined. The target and study populations are distinguished, and the geographical location of the units of analysis is specified. The sampling frame is defined, as is how the pilot study was carried out is highlighted. The chapter also specifies the methods that were used to collect and analyze data and presents the findings.

3.2 Research Philosophy

Johnson and Clark (2006) reported that business and management researchers need to be conscious of the philosophical commitments they make through their choice of research strategy because this philosophy has an important influence on the researchers' required actions. Additionally, it provided a clear understanding of what was investigated in the research. Moreover, the importance of the research philosophy lies in the researcher's ability to reflect on his or her philosophical choices and defend them in relation to the alternatives he or she could have adopted (Johnson & Clark, 2006; Saunders *et al*., 2012). Saunders *et al*., (2012) reported that there are three main views about research philosophy: epistemology, ontology, and axiology. They emphasized that each of these views has four different philosophies: positivism, realism, interpretivism, and pragmatism. These philosophies influence the manner in which the researcher thinks about the research process. Interpretivism can be referred to as social constructionism in

the field of management research. According to this philosophical approach, researchers give importance to their beliefs and values to provide adequate justification for a research problem (Easterby-Smith *et al*., 2006). With the help of this philosophical approach, researchers focus on highlighting the real facts and figures according to the research problem. This kind of philosophical approach understands specific business situations. In this approach, researchers use a small sample and evaluate it in detail to understand the views of large groups of people (Kasi, 2009).

This study recognised the positivism philosophy. This study investigates the senior team attributes and organizational ambidexterity in cooperative societies in Kenya and the mediating role of entrepreneurial leadership between these three variables. Positivist researchers believe that knowledge should be generated by the accumulation of facts, and that principles of administrative behaviour would then be generalized from this empirical knowledge. This is the data that is collected for purposes of the study. Positivist approach promotes the idea of experimentation and testing to prove or disapprove the hypotheses (deductive) and then generates new theory by putting facts together to generate laws or principles (inductive). Positivist research is about objective statements (Greener, 2008).

Uduma and Sylva (2015) revealed that positivism and managerialism through their scientific and quantitative characteristics help organizational researchers achieve an objective understanding of organisations which enables managers to make informed predictions about future expectations of business activities but the approaches do not take cognizance of the human experiences and subjective influences which more often than not exact great impact on organisational performance thereby making the decisions made

following the outcome of positivist-managerialist oriented studies unrealistic and basically insufficient for understanding 21st century organisations.

This study was inclined to a positivist research philosophy because it was based on existing body of knowledge, reviewed literature from previous related studies, a conceptual framework was developed, and scientific processes were followed in hypothesizing fundamental laws from which observations were deduced so as to determine the truth or falsify the stated hypotheses. The study verified propositions through empirical tests. The positivist approach also relies on taking large samples hence studying the entire population so as to generalize the findings. This philosophy is used in the study because you are able to collect data, analyse the data, interpret the results and make sense out of it.

3.3 Research Design

A well-planned, methodical technique to conducting research with the goal of resolving a particular research issue is known as a research design. In addition to offering a framework for the study, research design also explains how to obtain the necessary data and how to use appropriate data analysis to solve the research problem (Natarajan et al., 2016).

The study employed the use of cross-sectional survey design. A cross-section survey research design captures a single point in time and is conducted only once (Blumberg, Cooper & Schindler, 2014). With the usage of this design, data collection from population members is attempted in order to ascertain the population's current state with regard to one or more variables. Because of this, the study is self-report, necessitating the

gathering of a sample of measurable data (Tharenou, Donohue & Cooper, 2007). Therefore, without making any attempt to follow up over time, a cross-sectional design collects data from a single group of respondents at a particular point in time. To address the issue of interest, a cross-sectional study may involve the researcher asking a series of questions, for instance through a survey of a large cross-section of people. For many descriptive and exploratory research projects, gathering data from a cross-section of the population at one particular moment is a suitable approach (Ruane, 2005). Which research methodologies are applicable is determined by the research design, which also offers a framework for data gathering and analysis.

According to Kumar "If you have a specific question in mind, you can easily conduct a cross-sectional study to uncover the answers: simply define the population of interest, pick a sample (if necessary), and get in touch with the respondents to collect the data you need" (Kumar, 2011).The study's layout was straightforward to oversee as well as basic, practical, and cost-effective, yielding results that were timely and relevant and resolving the issue of subject loss due to attrition (Houser, 2011).

Cross-sectional survey methodology was found suitable as it was employed in cooperative organizations by Mbugua and Waweru (2020) in their study" Demutualization, member transactions and financial performance in cooperatives in Kenya"; Ngeywo ,Were & Auma (2018) and study "significance of activity schedule organizational performance of coffee cooperative societies North Rift, Kenya"; also a study by Abbas, Nawaz, Ahmad and Ashraf (2017) in their investigation of the "Effect of Innovation and Consumer Related Factors on Consumer Resistance to Innovation."

Cross-sectional survey design was also utilized by Mose and Kibera (2015) in their investigation of the "Influence of Service Quality Management Practices on Performance of Hotel Firms."

3.4 Study Population

A population, as defined by Kombo et al., (2014), is a set of entities from which representative samples can be drawn for statistical analysis. In the context of a scientific inquiry, it is a grouping of things that share essential properties and relations. The term “population” is used to describe the total group of subjects, occurrences, or objects under study. According to Bell, Bryman and Harley (2011), “population” is the total number of possible units to draw a sample from. When conducting research, it is common practice to seek generalizable conclusions that may be applied to a wider, more diverse population than the one from which samples were taken. The people at whom this survey is aimed are known as its “target population.” That is, the people or organizations that can provide useful responses and who will benefit from the survey’s findings.

Researchers take samples from and apply their findings to a subset of the target population, which is the complete set of objects from which they derive conclusions. A list of people (units) must be compiled, units must be drawn at random from the population, and every member of the population must have an equal probability of being selected. Rural coffee marketing cooperative societies are the focus of this study (Kitchenham & Pileeger, 2002). The study population was managers from coffee marketing cooperative societies in Kenya.

The 2016 Registry of the Commissioner for Co-operative Development was used to build the target frame for this research which was 436 respondents.

3.5 Sample Size and Sampling Technique

To learn more about a statistical population, researchers must first examine a subset of it, called a sample, to draw conclusions about the population as a whole (Webster, 1985). An objectively representative subset of a larger population is what we call a sample. Common sampling techniques used to accurately portray the state of the art include simple random sampling, systematic sampling, stratified sampling, and cluster sampling (Suresh, Thomas & Sureh, 2011). For this research, a multistage sampling strategy was employed. Multistage sampling, as defined by Pandey (2015), is a method of sampling in which the sample is drawn in stages, with increasingly smaller sampling units at each stage.

As part of a two-stage sampling strategy, representatives from both the main and secondary levels of an organization are drawn from the population. They also say that the sample they get from the multistage technique is more representative of the population as a whole, that the sample procedure is fair, and that the sample can be used to draw conclusions. Primary sample units in this method of sampling are all-encompassing groupings, while secondary sample units are sub-groups within these ultimate units to be selected that belong to exactly one group. As an added bonus, anytime a researcher employs stratification, information on the population's developmental stages is typically readily available inside the group or population under study. For the multistage sample,

people are chosen at various points. Similar studies on cooperatives used multistage technique by Kiarie, Mugendi ,Owaga (2018),Ngeywo, Basweti & Shitanda (2015), and Muriithi, Macharia & Gicheru (2018). First, the cooperative societies were clustered, and then the counties that produce coffee in Kenya and the coffee business there will be studied as follows:-

Table 3. 1: Clustered Managers of Co-operatives as per Coffee Producing Regions in Kenya

Region	Target Group	Sample Size	Percentage from Target Population
Nyanza	54	29	12 * 242
Rift Valley	113	63	26* 242
Eastern	132	73	30* 242
Coast	1	1	0.0022*242
Western	38	21	9 * 242
Central	98	55	23*242
Total	436	242	

Source: Kenya Coffee Directory (2016)

Since the target population, N, is known, the study used Yamane (1967) formula to determine the sample size, n from the study population, N and e, is the probability of error (within the desired precision of 0.05 for 95% confidence level). For example, Target population of 436 co-operatives managers' implying were approximately.

Sample Size Calculation

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{436}{1 + 436\ (0.05)^2} = 242$$

Given that: n = N

When n = Desired sample size

e = Level of Significance (5%)

To arrive at the sample population of 242 which was 55.5% of the target population as indicated in table 3.1 and formula used, from each region 55.5% of the managers from coffee marketing co-operatives were selected. The respondents (Managers) of the co-operatives were selected purposively from the 242 coffee marketing co-operatives in Kenya.

3.6 Data Collection Instrument

The questionnaire in this study used a Likert scale to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The Likert scale in this research using ordinal measurement which ranked the level of EOS and ELQ developed by Thornberry (2006), there are: 1 = very disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = very agree. (Census Bureau, 2010). Semi-structured, self-administered questionnaires were used for primary data collection. A questionnaire is just a standardized format for gathering first-hand feedback. Surveys typically consist of a set

of questions that the respondent must answer in writing (Bell, 1999). According to Gill & Johnson (2001), semi-structured questionnaires combine closed-ended and open-ended questions inside the same questionnaire, with the latter generally arranged in such a way as to probe for further explanation about why the respondent selected a specific response to the former. The study adopted a Multifactor Leadership Questionnaire (MLQ) (Bass& Avilio, 1997). The study also used the Entrepreneurial Leadership Questionnaire (ELQ) by Thornberry (2006) to measure entrepreneurial leadership practice (Dahiru,Pihie and Hassan,(2017). The data instrument has been previously used in other research in cooperative sector (Mawia, 2023; Kenani & Bett, 2018).

3.7 Data Collection Procedures

Data collection procedure is the process of gathering data from the respondents or from secondary sources. For this study, primary data was to be collected from managers of the cooperative societies. To identify the cooperative to participate in the study, since the number of respondents were equal to 50%, the first cooperative as per registration number in each county was county, then using the registration number, the cooperative societies were arranged serially from least number to highest number. Using the serial numbers, all the odd numbers were selected. This study used a “drop and pick” methodology to collect data via questionnaires; in cases where respondents could fill them out in real time, the researcher would give them time to do so. When respondents were unavailable at convenient times, the researcher scheduled appointments in advance. The drop and pick strategy in research has also been used in cooperatives and found to be

appropriate for data collection (Waweru & Waithaka, 2023; Kibue & Mang'ana (2022) and Gachara,2018).

3.8 Pilot Study

Pilot-testing is an important procedure that is advised in research (Mugenda, 2008; Bell et al., 2011; Saunders, Lewis and Thornhill, 2009; Bhattacherjee, 2012). It involves running a data collection instrument on subjects who have characteristics similar to those who will eventually be surveyed. Pilot testing helps to assess the reliability and validity of a research instrument. Prior to its use for data collection, the questionnaire was pre-tested in order to maximize its reliability and validity (Babbie & Mouton, 2002). Pre-testing enhanced item clarity, so that the questionnaire items could readily elicit responses relevant to the issues under investigation (Blumberg et al., 2014; Babbie & Mouton, 2002). Pre-testing also minimized data recording problems during data entry phase (Saunders *et al.,* 2009). Thus, data obtained in the pilot study phase were used to remove errors and superfluous renditions, and rectify omissions. Testing the instruments used in the pilot study confirmed their validity and reliability during the research. This study utilized a pilot study sample size of 10 respondents working in working in Coffee marketing cooperatives registered in Kenya.

Coffee marketing cooperatives were randomly selected registered by the commissioner for cooperative development. These pilot coffee marketing cooperatives respondents provided proxy data which were used to refine the questionnaire, which was then used to solicit final study data.

Several studies have incorporated pilot testing in their research process. Ghaisy et al., (2009), conducted a pilot study with 30 managers of agricultural cooperatives in the Province of Tehran in order to explore their perception about the factors influencing the development of entrepreneurship in agricultural cooperatives in Iran. They were interviewed before the earlier exercise of determining the reliability of the questionnaire for the study. Computed score was 86.0%, which indicated that the questionnaire was highly reliable. Also, Safyuddin et al., (2023) carried out a pilot study of Fiintech services for cooperative industry. Further, Bagheri and Harrison (2019) conducted a pilot study on entrepreneurial leadership while examining tits multi –dimensional construct.

3.8.1 Reliability of Data Collection Instruments

Reliability refers to the ability of a data collection instrument to generate the same data when it is used repeatedly. To make sure that all respondents would understand the questionnaire's items and that they are stated clearly, pre-testing of the instruments was conducted. According to Bhattacherjee (2012), reliability is the degree to which an instrument measures the same way every time it is used with the same subjects and under the same conditions. If a person scores similarly on the same exam twice, it is said to be a reliable measure. It's critical to keep in mind that reliability is estimated rather than measured.

As a reliability test, the study employed the internal consistency technique (Tavakol & Dennick, 2011). Internal consistency, which is connected to the relatedness of the test's components, illustrates the extent to which each item in the test measures a similar concept or construct. Results from a single test that the researcher gave to a sample of

participants are used to determine the internal consistency of the data (Sekaran & Bougie, 2010).

The most widely utilized internal consistency metric, Cronbach's alpha was employed in this investigation. According to Cronbach (1951), it denotes the degree to which a set item can be regarded as measuring a single latent variable. The typical range of the Cronbach's alpha reliability coefficient is 0 to 1. The cut-off reliabilities should be set at the suggested value of 0.7. The coefficient, however, actually has no lower bound. The internal consistency of the scale's items increases with Cronbach's alpha coefficient's proximity to 1.0 (Gliem & Gliem, 2003). In the pilot study, the questionnaire yielded Cronbach alpha indices as shown in Table 3.2 .

Table 3.2 : Reliability Test Results

	Number of Measures	Cronbach's Alpha Coefficient		Type of Variable
		Pilot Results	Final Results	
Organizational Ambidexterity	15	.805	.842	Dependent
Shared Vision	5	.761	.801	Independent
Social Integration	5	.735	.784	Independent
Contingency reward	5	.782	.816	Independent
Entrepreneurial Leadership	15	.803	.901	Mediating

As indicated in table 3.2 Reliability test for final study Cronbach's alpha coefficient were all above 0.7 for all the variables. This indicates that the questions that were in likert scale were testing what they were expected to test. The results from the questions could

be used for further analysis in the study. Zikmund-Fisher et al., (2010) view that Cronbach's alpha 0.8 and above are considered to have very good reliability and those between 0.7 and 0.8 good; while those between 0.6 and 0.7 indicate fair and satisfactory reliability. In this study, Cronbach's alpha coefficient of 0.7 and above was considered appropriate. By the fact that, all the responses were 0.7 and above, the tool was considered to be reliable.

3.8.2 Validity Test

Validity of a research instrument is the degree to which the research instrument captures the meaning of the concept that it purports to measure (Bell et al., 2011). According to Campbell and Stanley (1963), there are two kinds of validity that guide research: internal and external. The term "internal validity" refers to the degree to which the results of a study can be pinned down to a treatment or manipulation that was implemented under the researcher's strict supervision. To what extent can reasonable causal conclusions be drawn regarding the nature of the relationship between the treatment and the outcome? This is what internal validity is all about. The issue of generalizability is at the heart of the concept of external validity.

Blumberg et al., (2014) identify three main types of validity, each with their own associated evaluation methods: content validity, criterion-related validity, and construct validity. This study looked at both the validity of the content and the validity of the way the content was put together (Houser, 2011). Construct validity ensures that the instrument captures the concepts that form the core of the study, whereas content validity accounts for the variety of interpretations of the concepts under investigation (Babbie &

Mouton, 2002). For content validity, entrepreneurship experts views were sought with respect to appropriateness of the questionnaire were involved who evaluated the tool and their view were incorporated in the tool. Pilot respondents' feedback was solicited to assess the suitability of questionnaire items to elicit responses that were relevant to the subject matter as their input was used to further refine the questionnaire before using it to collect final research data. All integrating content validity into the instrument design ensured inclusivity of the different meanings of the concepts being studied (Babbie & Mouton, 2002; Kline, 2011).

3.9 Measurement and Scaling Technique

Most of the survey's questions were multiple-choice, and their accompanying sentences provided context for the underlying aspects being examined using the Likert scale (Blumberg et al., 2014). Closed ended items in the questionnaire were presented in a Likert scale containing statements indicating the various dimensions being measured. The Likert scale is a recognized method of obtaining responses (Blumberg et al., 2014), and has been used by numerous researchers for this purpose, for example Amit and Schoemaker (1993), Carton (2004) and Sánchez (2012). Open-ended items required respondents to volunteer their subjective opinions regarding the study variables (Babbie & Mouton, 2002). In this way, respondents' perceptions were obtained in respect of organization capacity, entrepreneurial orientation, and firm performance.

The use of open-ended items in research instruments is a common practice. Many researchers, including Amit and Schoemaker (1993), Carton (2004), and Sánchez (2012),

have used the Likert scale for this purpose.Respondents' subjective views on the study variables will be gathered using open-ended questions (Babbie, 2002). Opinions were collected from respondents about the firm's efficiency, innovation, and overall performance.

In their study that sought to examine the barriers to youth entrepreneurship in rural areas of Ghana, Boetang, Akwasi, Bampoe and Harry (2014) obtained primary data using a semi structured questionnaire. McGillivary, Jenset and Heil (2020) used open ended questionnaire in their study on extracting keywords from open ended business survey questionnaire. Also Morselli and Gorenc (2022) adopted the use of open ended questionnaire to evaluate entrecomp framework on two entrepreneurship education courses based on the Kordan Method. Supartha and Saraswswaty (2011) also used a questionnaire containing closed-ended and open-ended questions, in their study the impact of entrepreneurship on organizational performance: a case of credit cooperatives in Bali Indonesia. The data generated from these open-ended questions were subjected to content analysis and subsequent quantification.

3.9.1 Measurement of Independent Variable

The independent variable, senior teams attribute, was operationalized on three dimensions shared vision, social integration and contingency rewards. The study adopted and customized the measurement instrument developed by Jansen *et al.*, (2008), The questionnaire in is adopted from Multifactor Leadership Questionnaire (Bass & Avilio, 1997) shown in Appendix I depicting how the constructs were operationalized. Shared

vision was measured using four items; social integration used three items while contingency rewards used three items. The relationship between measurement items and the constructs shared vision, social integration, and contingency rewards were modeled reflectively (Diamantopoulos & Siguaw, 2006; Coltman et al., 2008).

3.9.2 Measurement of Mediating Variable

Entrepreneurial Leadership, the mediating variable, was measured using the three dimensions proposed by Leitch and Harrison (2018) namely innovativeness, proactiveness and risk-taking. The scale developed by Leitch and Harrison (2018) and Gupta (2004) was used and modified to be a hybrid in their study on "Entrepreneurial leadership and organizational ambidexterity: Examining the moderating role of organizational structure. A study by Raven-Brown and Kallmuenzer (2022) adopted Multifactor Leadership Questionnaire Form 5X (Bass & Avilio, 1997) having EL as a construct suitable for the study of EL which this study has adopted. The constructs are innovation, creativity, risk taking and proactiveness.

3.9.3 Measurement of Dependent Variable

The dependent variable for this study was organizational ambidexterity and was operationalized on three dimensions that is, structural, contextual and sequential ambidexterity. Organizational ambidexterity is mainly measured by the absolute value of the difference of competing strategic behavior, while scholars based on the integration view believe that organizational ambidexterity is mainly measured by the product of competing strategic behavior. Organizational ambidexterity has been measured on the

balance and integration and summing of competing strategic behaviours of TL and EL (Wu, 2017). In the study of ambidexterity, Stellenbosch (2009) presented that , ambidexterity dimensions of exploration and exploitation was assessed using the 12-item scale measure and 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) that was developed by Lubatkin *et al*., (2006). This is the scale used in this study.

3.10 Data Analysis and Presentation

In the context of quantitative research, data processing cycle refers to the process of presenting and interpreting the data. A number of steps such as editing, coding and analysis were included in the data processing cycle to ensure available format that could be interpreted (Kumar, 2013). Editing detected errors and omissions which were corrected and coding was done by assigning numbers to answers and grouped the responses into a limited number of categories. It involved assigning numeral codes to all responses for each question in the survey. Data analysis involved reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. Statistical Package for Social Sciences (SPSS) version 23 was used as a tool to analyze data and Microsoft Excel spreadsheet (Kumar, 2013).

Prior to analysis, data were interrogated for compliance with important assumptions that underlie the chosen analysis techniques (Saunders *et al,* 2009; Osborne & Waters, 2002). Proceeding with analysis without proving the assumptions ends up yielding misleading or invalid results (Houser, 2011), faulty findings and misleading conclusions, which lead to invalid decisions and wasted intervention efforts (Houser, 2011; Babbie, 2002).

Accordingly, quantitative data were critically evaluated to confirm fulfillment of the specific related assumptions that make them amenable for subsequent processing.

These assumptions include linearity, normality, multi-collinearity, common method variance and sphericity (Kline, 2011; Saunders *et al.*, 2009; Osborne & Waters, 2002; Rencher, 2002). Each of these assumptions has its own tests that can be performed on data to establish their veracity for further analysis.

Normality tests were conducted to ensure that data conform to a normal distribution in order to justify the use of parametric tests (Ghasemi & Zahediasl, 2012), which are preferred for interval and ratio data. This is because parametric tests yield more powerful results than their equivalent non-parametric counterparts. They are also more efficient in detecting differences in samples (Osborne & Waters, 2002).

Data normality was tested using measures of skewness and kurtosis (Garson, 2012; Kline, 2011). For skewness, the maximum acceptable absolute skew index (SI) value is 3.0, while the maximum absolute value for kurtosis index (KI) is 10.0 (Kline, 2011). Prior to analysis, Santos and Brito (2012) checked their data for normality in their study "Toward a Subjective Measurement Model for Firm performance".

The data were also tested for missing values, outliers and linearity. Questionnaires with a substantial volume of missing values were identified and excluded from analysis; data were imputed by use of mean substitution technique (Kline, 2011), in cases where only a few values were missing. Tests were employed to manage outliers. Outliers are data points that are statistically inconsistent with the rest of the data (Kriegel, Kröger &

Zimek, 2010). In this study, outliers were tested univariately. This was done by examining the standard scores of the composite values of the construct (Tabachnick & Fidell, 2007; Cousineau & Chartier, 2010).

It was also needful to interrogate data for linearity, because a standard multiple regression can only accurately estimate the relationship between the dependent and independent variables if the relationships are linear in nature, otherwise the regression analysis will underestimate the true relationship (Saunders *et al.,* 2009; Osborne & Waters, 2002). In this study, linearity was established by examining the Pearson correlation coefficients of the study variables. In his study "The Relationships among Leadership Styles, Entrepreneurial Orientation, and Business Performance", Yang (2008) evaluated his assumptions with the aim of improving the linearity of his study model.

The data were also tested for collinearity and multi-collinearity, which usually make it difficult to determine the separate effects of individual independent variables (Saunders *et al.,* 2009). Collinearity occurs when "independent variables are highly correlated, and it causes estimated regression coefficients to fluctuate widely" (Blumberg et al., 2014: 654). Collinearity and multi-collinearity are problematic because they make interpretation difficult. To detect collinearity, this study made use of correlations among independent variables, and also utilized the variance inflation factor (VIF).

Before performing exploratory factor analysis (EFA), it was needful to test the presence of correlation among the mediating, independent and dependent variables, to judge whether the correlation was sufficient to warrant EFA (Idar & Mahmood, 2011). Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity was

carried out for this purpose. The KMO index is a continuum that runs from 0 to 1, and is used to test whether the partial correlations among the variables are small. Zero indicates that it is not appropriate to use the test, while 1 is a strong indication of the usefulness of applying the test (Costello & Osborne, 2005). The minimum recommended is 0.6.

Bartlett's test of sphericity tests whether the correlation matrix is an identity matrix, and if so, then the factor model is inappropriate. Specifically, it tests the null hypothesis that the correlation matrix is an identity matrix. If the null hypothesis is rejected, then factor analysis is valid. Both KMO and Bartlett's test of sphericity are used together. This study subjected the data to these tests to determine their adequacy for factor analysis.

In addition, correlation analysis was used to discover the associations in the datasets (Bhattacherjee, 2012; Houser, 2011). A linear regression was performed using SPSS Version 23 to test the predictability of the dependent variable using the independent and mediating variables. The formulated research hypotheses were tested using Baron and Kenny's approach. The findings of this study were presented using frequency distributions, charts, diagrams and contingency tables.

3.11 Statistical Model and Hypothesis Testing

Baron and Kenny's approach is a collection of statistical techniques that allow a set of relations between one or more independent variables (IVs), either continuous or discrete, and one or more dependent variables (DVs), either continuous or discrete, to be examined. Both IVs and DVs can be either measured variables (directly observed), or latent variables (unobserved, not directly observed).

Baron and Kenny (1986) argue that mediation is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable as the intervening variable or mediating variable . It "mediates" the relationship between a predictor, X, and an outcome called the indirect effect. In this study, entrepreneurial leadership is the mediating variable between senior team attributes and organisational ambidexterity. Structural equation modeling is a flexible and powerful statistical methodology used to examine the relationships between measured variables and latent constructs (Kline, 2011).

Multiple linear regressions is a technique used to predict or explain scores of a criterion variable by using scores of two or more predictor variables, and knowledge of the relationships among all the variables (Frey, Botan & Kreps, 1999). This procedure is very useful for capturing the complexity of events. As such, organizational ambidexterity (criterion variable) was regressed on the explanatory variables – shared vision, social integration and contigency rewards. Multiple linear regression can be illustrated using the following equations:

Equation 1 Multiple linear Regression Equation

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \cdots + \beta_k X_{ki} + \varepsilon_i, \quad i = 1,2,\cdots,n \ldots\ldots\ldots \textbf{Equation 1}$$

In Equation 1, Y_i represents the dependent or outcome variable, β_0 represents the intercept or regression constant, and $\beta_1 \ldots \beta_k$ represent the regression coefficients for the respective explanatory variables. β_o and β_i are equation parameters which are to be determined.

Since the multiple regression involves four independent variables, the specific equation was

Step 2:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\textbf{Equation 2}$$

Equation 2 Regression Model for Hypothesis Testing

Where Y is Organizational ambidexterity in X_1 represents shared vision, X_2 social integration making, X_3 represents contingency rewards, and X_4 represents entrepreneurial leadership. β_0 is the regression constant, and β_1, β_2, β_3 and β_4 are regression coefficients for the independent variables respectively, and $\mathcal{E}$ is the residual or error term. Saunders *et al,* (2009) advise that for data collected from a sample, there is a need to calculate the probability of the regression coefficients having occurred by chance alone. This probability is indicated by the t-test in respect of each independent variable, and the F-test for the combined. Effect of the independent variables occurring together. The threshold for acceptance of the regression coefficient for both t-test and F-test was $p \leq .05$. The mediation effect of Entrepreneurial Leadership can be estimated in one of four ways: through Baron and Kenny's approach, proxies embedded in linear regression, and multilevel modelling (Kline, 2011). The regression procedure to establish that a mediator variable produces interaction effects on the relationship between the independent variable and the dependent variable is specific.

First, it must be demonstrated that there is an independent relationship between the predictor variable (senior team attributes) and the outcome variable (organizational

ambidexterity). Secondly, there must also be an independent relationship between the independent variable (senior team attributes) and the mediator variable (entrepreneurial orientation). Then, to prove the mediation effect, the regression coefficient between independent variable (senior team attributes) and dependent variable (organizational ambidexterity) must shrink in size when the mediator (entrepreneurial leadership) is introduced into the relationship. Shrinkage of the correlation coefficient to zero shows full mediation; shrinkage to a non-zero value shows partial mediation (Idar & Mahmood, 2011). Path analysis was therefore be performed for each of the independent variables, in turn, to establish whether they mediate the senior team attributes and organizational ambidexterity relationship. This was followed by an examination of the correlations of the paths in the mediation network. The p-value criterion for the correlation of each path was $p \leq .05$. Saunders *et al.*, (2009) advise that for data collected from a sample, there is a need to calculate the probability of the regression coefficients having occurred by chance alone. This probability is indicated by the t-test in respect of each independent variable, and the F-test for the combined effect of the independent variables occurring together. The threshold for acceptance of the regression coefficient for both t-test and F-test was $p \leq .05$.

Figure 3.1 shows Baron and Kenny's (1986) algorithm which was employed in this study to test mediation relationships. Hung and Chen (2016) and Pardo and Román (2013) outline the four-step algorithm: 1. The predictor and criterion variables must be related; 2. The predictor and mediating variable must also be related; 3. The mediating variable and criterion variable must be related once the effect of the predictor is controlled; and 4.

The relationship between predictor and outcome variables must be significantly reduced when controlling the effect of the mediator. Reduction of the relationship to zero, or to a non-zero significant value, shows that the relationship is fully mediated. Reduction to a significant non-zero value shows partial mediaton (Hung & Chen, 2016; Pardo & Román, 2013; Howell, 2013).

The algorithm gives rise to four regression equations, each relating to a specific step.

Step 1: $Y = c_0 + c'X + \varepsilon_1$ ……Equation 1

Step 2: $M = a_0 + aX + \varepsilon_2$ …… Equation 2

Step 3: $Y = b_0 + cX + bM + \varepsilon_3$ …. Equation 3

Step 4: $Y = (b_0 + a_0 b) + (c + ab)X + (b\varepsilon_2 + \varepsilon_3)$. Equation 4

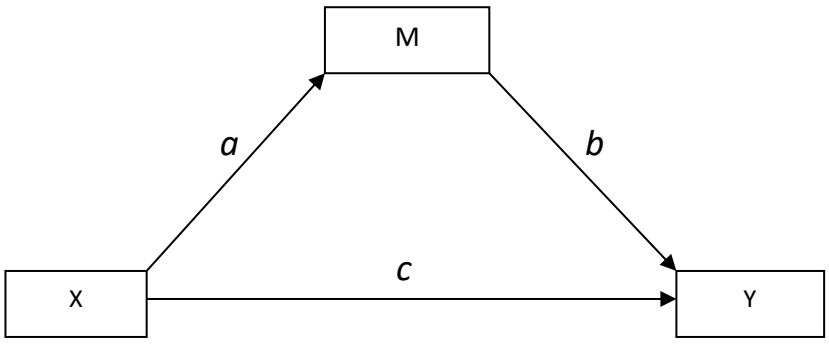


Figure 3.1 Baron and Kenny's (1986) Mediation Algorithm

However, Zhao, Lynch and Chen (2010) observed that some credible mediators are usually disqualified because of unreasonably rigid conformity to Baron and Kenny's (1986) procedure. Therefore, they modified it by developing a mediation test which begins with establishing the significance of the mediation (indirect) path (patha *a* and *b* in

figure 3.1). The outcome of this step should consequently guide analysis and determination of the type of mediation or non- mediation (Zhao, Lynch & Chen, 2010 p. 201).

The mediation typology they developed follows a decision tree template which ends with five outcomes- three of them signifying mediation,and two which indicate non-mediation. The mediation outcomes are"complementary", "competitive" and "indirect-only". The non –mediation analysis in this study was carried using Zhao *et al.,* (2010) modification of Baron and Kenny's algorithm. A bootstrap procedure was run to reveal the significance (or lack of significance) of the mediation path (Ringle et al., ,2015; Chin, 2010; Hair et al., 2011).This significance (or lack of significance)was used to guide classification of the mediation or non-mediation of EL on the relationship between the aggregate independent variable, senior team attributes and dependent variable organizational ambidexterity. The p-value criterion for the colleration of the paths was $p < .05$ .The paths linking the independent, dependent and mediation variables were generated and examined to determine the mediation effect of EL.

Path analysis was therefore performed for the aggregate independent variable senior team attributes (shared vision, social integration and contigency rewards) to organizational ambidexterity to show the relationship. This required an examination of the coefficients of the paths in the mediation network. The p-value criterion for the correlation of the path was $p \leq .05$. Then EL was inntroduced into the model, and the paths were generated and examined to see the relationship between organization ambindexterity and EL; the size of the path coefficient between EL and ambindexterity was also noted. A bootstrap was then

run to generate the t-statistics and p-values, which were investigated to note the effect of the mediator, while controlling for the effect of the independent variable (Ringle, Wende, & Becker, 2015; Chin, 2010; Hair, Ringle & Sarstedt, 2011).

Baron and Kenny's approach was used to investigate the hypothesized causal links depicted in the conceptual framework, which shows the relationship between organizational ambidexterity, with EL as a mediator. Since the relationship between the dependent and independent variables was hypothesized to be linear, the study employed the classical linear regression to establish the relationship, in particular multiple linear regression.

3.11.1 Goodness Fit for Statistical Models

Ndlovu, Ochara and martin (2021) in their study while evaluating and validating an instrument for digital ambidexterity used the goodness of fit model. The study model was further evaluated for approximate goodness of fit through the standardized root mean square residual. As such, a model with a good fit for PLS path models is obtained when SRMR is less 0.10 (Henseler, Ringle & Sarstedt, 2015). Therefore, requirement for SRMR was satisfactorily met as both the saturated and estimated models were below 0.10. "Specifically, research has not yet broached the issue of the goodness-of-fit index's appropriateness for model validation" (Henseler & Sarstedt, 2013). Hair et al., (2017) explain that sufficient knowledge is yet to be accumulated to understand fully the behaviour of measures of model fit across a range of data and model constellations that could be used to identify model misspecifications.

3.12 Ethical Consideration

A moral or ethical issue is at stake anytime a person's actions may benefit or harm others (Jones, 1991). Ethical behavior is commonly regarded as morally correct behavior (such as, proper, just, good, desirable, and obligatory) based on theories or philosophies of morally correct behavior (Bommer *et al.,* 1987). Unfortunately, this broad interpretation of ethical behavior is not very helpful in analyzing the ethicality of specific actions in cooperatives (Jones, 1991). Initial philosophers like Schweitzer (1923) who defined "Ethics as the name we give to our concern for good behavior. We feel an obligation to consider not only our own personal well-being, but that of others and of society as a whole". Ethics is defined as the norms or principles of behavior that direct moral choices about researcher's behaviors and their relationships with others (Blumberg et al., 2014; Zikmund-Fisher *et al*., 2010). The main aim of ethics is to make sure no harm or adverse costs are endured during any research activity (Sekaran & Bougie, 2010). Ethics in research refers to the appropriateness of the behavior of the researcher in relation to the rights of those who are the subject of the research work, or are affected by it. Within business and management research, there are two dominant philosophical standpoints; deontology and teleology (Blumberg et al., 2014; Saunders *et al*., 2007).

Bell et al., (2011) discuss the importance of maintaining a certain standard of ethics when conducting research. There are four points to take into consideration; whether there is harm to participants, lack of informed consent, and invasion of privacy or if there is deception involved. All participants within the study were free to decline participation if they were unwilling to take part. Furthermore, before the interview the respondents were informed about their right to end the interview at any point in time. All the respondents

were explicitly informed about the purpose of the study and the process it followed, a requirement according to Bell et al., (2011). The respondents were informed about the specifics of the study in advance via email, information which again was repeated before the interview took place. All the data collected was handled solely by the authors and handled with precaution to maintain its confidentiality. The study does not use names to protect the anonymity of respondents. The data that has been collected for this study has been applied only for this purpose, which is in line with the guidelines by Bell et al., (2011). Respondents were informed of this in an informing email, as well making phone calls to follow up on questionnaire responses.

This research maintained a high level of ethics. Acquisition of authority to collect data from relevant authorities before the commencement of data collection was necessary. First a letter was acquired from Karatina University School of Business permitting the researcher to carry out the research. This offered an avenue to start collecting data essential for the study. Second, soughting permission from National Commission for Science, Technology and Innovation (NACOSTI) to collect relevant data for the research was equally necessary. Further, an authorization was sought from all 40 County governments under the Ministry of Industrialization and Co-operatives Development to collect data from the Coffee Marketing Co-operative Societies. Confidentiality and safe custody of the data collected from the respondents was maintained and it was only used or academic purposes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION

4.1 Introduction

The results and findings obtained from field responses are presented in this chapter. The presentation starts with reporting the response rate, and goes on to analyze the background information of the respondents. The study variables are described and the collected data are tested for fulfillment of statistical assumptions before subjecting them to appropriate analytical processes. Reliability and validity of the study variables is reported, followed by their factor analysis. An analysis of the main study objectives is then presented, involving descriptive and inferential aspects. The findings are compared with extant literature, and relevant interpretations are drawn.

4.2 Response Rate

Out of the sampled 242 coffee marketing cooperative societies, 210 questionnaires were properly filled and returned as shown in table 4.1. The response rate for the study was 86.78% which is considered very good by Kevin et al., (2017) who indicated that a response rate above 70% was very good and 'a very high response rate' by Bell and Bryman (2011). The high response rate may be attributed to the self-administration approach that was adopted.

The response rate was specifically run to ensure that sampling bias is minimized at higher response rates. The study is in tandem with the rate in research conducted by Abubaker (2015) on factors affecting the cooperative performance in Malaysia which was 72% since a response greater than 30% of the whole size of the sample gives sufficient data which can be utilized to generalize the problem characteristics. This response rate according to Fincham (2008) meets expectations of a research study.

Prior to data analysis, the received questionnaires were verified for completeness. As a result of this step, three questionnaires were excluded from analysis because they had irredeemably incomplete data. One other questionnaire was also excluded, because responses were given to only one level of rating in the Likert scale items; moreover, no responses were given to open-ended items, showing a lack of thoughtful consideration for the responses proffered. Therefore, the effective response rate was 86.78%.

Table 4.1: Response Rate

S.N.	Description	N
1	Sample size	242
2	Number of response	210
3	Response rate	86.78%

4.3 Descriptive Analysis of General Information

Analysis of descriptive statistics was conducted using SPSS Version 23. Demographic characteristics of respondents were collated and analyzed. This information related to

coffee marketing cooperative societies registered in Kenya, experience of respondents (officials in the firm who filled the study questionnaire), respondents' ownership stake in the firm, number of employees and the average annual sales turnover for the previous years.

4.3.1. Coffee Marketing Cooperative Societies Respondents

Table 4.2 shows the demographics of registered members of coffee marketing cooperative societies respondents. Harun et al., (2012) strong membership is the foundation for success for cooperative as it contributes to its growth and performance. Jussila, Byne and Tuominen (2012) established that people become cooperative members essentially to enhance social status and take decisions that favour their preferences. However, Donkor and Herjkrlik (2021) asserts that membership in a cooperative society alone does not capture how intensively members participate in the cooperative and it does not reveal the groups internal dynamics. In coffee marketing cooperatives, managers are also allowed to become members of the society therefore they represent part of the society membership.

Table 4.2: Registered Members

	N	Minimum	Maximum	Mean	Std. Deviation
Number of registered members	210	20	13000	2734	2545

4.3.2 Categorization of Members by Gender

Active members of coffee marketing co-operative societies categorized by gender are presented using table 4.3: The response output indicated that male membership is domicile that of female membership both from the marketing cooperative societies having the least membership to those having most membership. For those coffee marketing cooperative societies with few members, the males were twelve times (60%) the number of female (8.3%) while the coffee marketing cooperative societies with large membership the male were almost twice (61.5%) those of female (38.5%). This defeats the equality principle in terms of gender. This shows that managers have responsibility of managing different members as per gender with most of them being men. The study is in tandem with Balough (2018) that established that gender was one factor that influenced coffee farmers to become a member of a cooperative since most coffee farmers were males more than females. Member's active participation in the cooperative is beneficial to individual members as the influence the cooperative strategy Verhees et al., (2015).

Table 4.3: Categorization of Members by Gender

	N	**Minimum**		**Maximum**		**Mean**	**Std. Deviation**
		N	F	N	F		
How many male members	208	12	60%	8000	61.5%	1452	1473
How many female members	208	1	8.3%	5000	38.5%	851	995
Total Individual Members	210	0.00		13000	100%	2281	2348
Valid N (listwise)	208						

4.3.3 Institutional Membership

The study examined the institutional membership in coffee marketing cooperative societies which revealed that the cooperative societies have minimal institutional membership as indicated by the cooperative managers shown in table 4.4.

The output in Table 4.4 indicates that the cooperative societies have minimal institutional membership and the managers are tasked to managers the members expectations in the cooperatives. Those cooperative societies that had the lowest membership base lacked institutional membership at all while those that had the highest membership base, only two of them had institutional membership which just a paltry 0.15% of the total society membership that was quoted. When the institutional membership was spread out, the percentage to the whole population of society membership was close to zero (0.45%). The institutional membership was not famous with the cooperative societies that participated in the survey.

Table 4.4: Institutional Membership

Descriptive Statistics	**N**	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Institution Members	2	.00	19	10	13
Total Society Members	210	.00	13000	2282	2348
% of institutional membership	0.59%	0.00%	0.15%	0.45%	
Valid N (listwise)	2				

4.3.4 Age Cohorts of Members

The study examined the number of members who are within age cohorts and as per the managers response as indicated in table 4.5 .The study established that membership of the

cooperative societies by the age bracket increased with the age. Using the mean percentage, the lowest age bracket of 18-35years had the lowest mean membership (n=205, f=9%).This increased with the age with the maximum membership being at the age bracket 51 and above (n=958, f=43%). This can be attributed to the fact that at lower ages, the members occupy entry level into job with lower pay and has also not realized the importance of being in a cooperative society. However it was observed that a cooperative society did not have a mixed of all the age groups that had been set by the study as confirmed by the large standard deviations of against each age bracket. This informs the disparity of membership distribution by age and since different age groups have different expectation and therefore managers need to understand and manage the different age groups of the members and therefore understanding age groups was important.

Table 4.5: Age Cohorts of Members

S.N.	Age bracket	N	Minimum	Maximum	Mean	% Mean	Std. Deviation
4	18-35 years	205	.00	2168	205	9%	382
5	36 - 40 years	206	.00	4000	397	17%	555
6	41-50 years	206	.00	5500	699	31%	891
7	51 and above	206	.00	6585	958	43%	1044
8	Total Members	210	.00	13000	2216	100%	2241

4.3.5 Level of education of the management committee members.

The study explored the level of education of management committee members which was presented in table 4.6

Table 4.6: Level of education for Management Committee Members

S/N	Level of education	Chair		Vice chair		Secretary		Treasurer		CM1		CM2		CM3		CM4		CM5	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1	O Level	109	51.9	122	58.1	115	54.8	126	60.0	138	65.7	108	51.4	92	43.8	61	29.0	58	27.6
2	Certificate	37	17.6	49	23.3	48	22.9	46	21.9	29	13.8	26	12.4	24	11.4	22	10.5	17	8.1
3	Diploma	50	23.8	20	9.5	29	13.8	22	10.5	18	8.6	6	2.9	5	2.4	1	0.5	2	1.0
4	Degree	10	4.8	6	2.9	6	2.9	3	1.4	4	1.9	0	0.0	0	0.0	0	0.0	0	0.0
5	Masters	0	0.0	1	0.5	0	0.0	0	0.0	1	0.5	1	0.5	1	0.5	0	0.0	1	0.5
6	Doctorate	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
7	0.00	3	1.4	11	5.2	11	5.2	12	5.7	18	8.6	65	31.0	84	40.0	119	56.7	124	59.0
8	Non response	1	0.5	1	0.5	1	0.5	1	0.5	2	1.0	4	1.8	4	.18	7	3.3	8	3.8

According to the managers, the level of education management committee members is illustrated in Figure 4.1. The majority (138) of the management committee members have low education level as can be observed from Figure 4.1. It was observed that majority (115) Chairpersons of the committee had o level education, while around 53 were diploma holders, another 38 chairpersons of the committee were certificate holders and another 10 were degree holders. The study observed that 53 members seeking chairmanship had higher education qualification. None of the committee members had any highest education level of Doctor of Philosophy. This shows that these positions are not pegged on higher education as the only qualifications would be membership of the cooperative society and how well one convinces the members since they are elective posts.

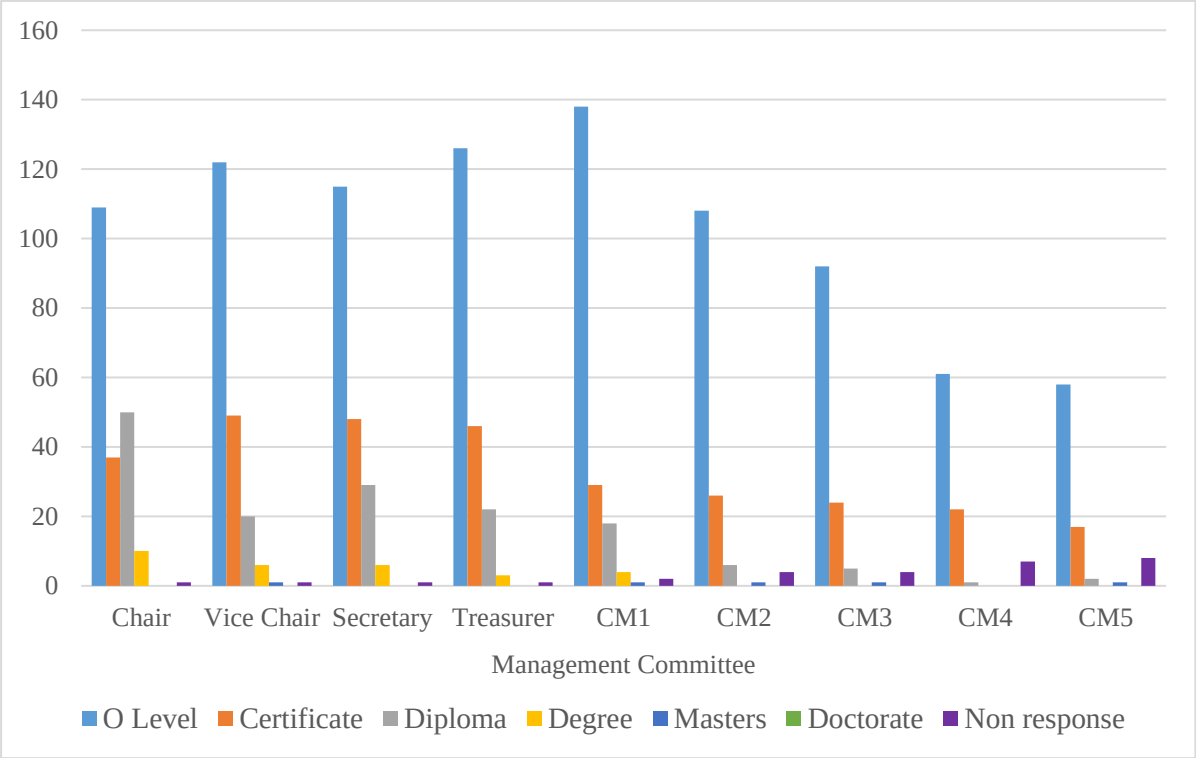


Figure 4.1: Level of Education of Management Committee Members

The study further explored the level of education of the management committee members and senior staff and according to managers the results is illustrated in table 4.6. The majority (36.2%) of Secretary managers were diploma holders while majority of the accountants (16.2%) were also diploma holders. It was also observed that majority (18.1%) of operations supervisors had o level education while majority (9%) of the agronomists were diploma holders. This shows that the senior staff have different education levels and therefore it was necessary for the cooperative managers to establish the education and expectations of the senior staff since people with different education have different views of the cooperatives.

Table 4.7: Level of Education of the Senior Staff

S.N.	Level of education	Secretary Manager		Accountant		Operations Supervisor		Agronomist	
		F	%	F	%	F	%	F	%
1	O Level	56	26.7	14	6.7	38	18.1	10	4.8
2	Certificate	54	25.7	32	15.2	25	11.9	7	3.3
3	Diploma	76	36.2	34	16.2	11	5.2	19	9.0
4	Degree	9	4.3	1	0.5	1	0.5	3	1.4
5	Masters	2	1.0	0	0.0	1	0.5	0	0.0
6	Doctorate	0	0.0	0	0.0	0	0.0	0	0.0
7	No-capacity	12	5.7	127	60.5	133	63.3	167	79.5
8	Non response	1	0.5	2	1.0	1	0.5	4	1.8

4.3.6 Cooperative Business Activities

The main of activities undertaken by cooperative societies under study are shown in table 4.7 the activities which are performed by almost all the cooperative societies that participated in the survey include: weighing and grading of coffee ((98.1%), drying and parchment of coffee (96.5%) and storage of parchment coffee (95.2%). This is followed by wet milling (83.8%), cooperative education of members (73.3%), Transport services (71.9%) provision of farm inputs (62.2%) and provision of credit

to the members (46.7%). The main activities which are least performed by the cooperative societies are milling (6.2%), packaging, roasting (1.9%), and marketing (12.4%) and auction of the coffee (1.0%) on behalf of the members.

Table 4.8: Cooperative Activities

4.3.7 Number of Years the Cooperative has been in business

S.N.	Main activities		Conducted by the Cooperative		Not conducted by the Cooperative	
		N	Frequency	Percent	Frequency	Percent
1	Weighing and grading coffee	210	206	98.1	4	1.9
2	Wet milling	210	176	83.8	34	16.2
3	Drying of parchment coffee	210	203	96.7	7	3.3
4	Storage of parchment coffee	210	200	95.2	10	4.8
5	Transport	210	151	71.9	59	28.1
6	Milling	210	13	6.2	197	93.8
7	Roasting	210	3	1.4	207	98.6
8	Packaging	210	4	1.9	206	98.1
9	Auction	210	2	1.0	208	99.0
10	Marketing of coffee	210	26	12.4	184	87.6
11	Cooperative education to members	210	154	73.3	56	26.7
12	Provision of farm inputs	210	131	62.4	79	37.6
13	Provision of extension services	210	70	33.3	140	66.7
14	Credit facilities to members	210	98	46.7	112	53.3
15	Other income generating projects	*(See Table 4.7 for other income generating activities)*				

The majority (84) of the cooperative societies are fifty one or more years since their establishment. The study observed that 57 cooperative societies had operated for a period between 21 to 30 years. The least cooperative societies (7) are those that have been existence for 41-50 years. However, most of the cooperative societies (40%) are less than 30 years old. The number of years the cooperative has been in business is presented in table 4.9

Table 4.9: Average number of years the cooperative has been in operation

S.N.	Number of years in operation	Frequency	Percent
1	10-20 years	38	18.1
2	21-30 years	57	27.1
3	31-40 years	13	6.2
4	41-50 years	7	3.3
5	51 and above	84	40.0
6	Non-response	11	5.3

4.3.8 Average Annual Turnover for Cooperative societies

The annual turnover for majority (128) of the cooperative societies was between 1-50 million shillings. The remaining few (81) earned annual turnover of more than 50 million shillings annually. The number of cooperative societies (61%) earning the highest annual turnover reduced as the scale of turnover increased. This shows a near negative relationship between the number of cooperative societies in each turnover bracket and the turnover. The average annual Turnover for cooperative societies is depicted in table 4.10 :

Table 4.10: Average Annual Turnover for Cooperative Societies

S.N.	Amount in millions (Ksh)	Frequency	Percent
1	0-20	128	61.0
2	21-50	44	21.0
3	51-100	24	11.4
4	101-250	5	2.4
5	251-500	2	1.0
6	Over 500	3	1.4
7	Non-response	4	1.9

4.3.9 Staff Position

The staff position for cooperative societies is explained using table 4.11. The mean number of employees in the cooperative societies that participated in the study were eight employees on permanent basis, 2 on contract and eight on casual basis. This means that for every employee on contract there were four permanent employees on permanent employment. On minimal scale, the output showed that some cooperative societies lacked either of the three job carders. This gives worry as to how a cooperative society can operate without an employee on a permanent basis.

Table 4.11: Staff Position

S.N		N	Minimum	Maximum	Mean	Std. Deviation
1	Permanent	208	.00	60	8.0769	8.36682
2	Contract	206	.00	47	2.2087	4.74523
3	Casuals	205	.00	63	8.2390	11.17141
4	Total Employees	209	.00	88	18.2967	16.67587

4.3.10 Ownership of Cooperative Resources

The resources owned by cooperative societies as shown in their audited financial statements are summarized using table 4.12. The output indicate that one of the most expensive resources owned by the cooperative society was building, which the highest valued was Sh.600 million followed by equipment at Sh.500 million then furniture at Sh.11million. The cooperative society with the highest asset value was approximately Sh.1.2 billion inclusive of other assets. However, at worst, the study results in Table 4.12 indicated that some cooperative societies did not own any plant, property and equipment.

Table 4.12: Ownership of Cooperative Resources

S.N	Resource	N	Minimum	Maximum	Mean	Std. Deviation
1	Buildings	203	.00	600,000,000	9,690,244	42,840,410
2	Furniture	203	.00	11,316,342	490,304	1,275,441
3	Equipment	204	.00	500,000,000	4,375,756	35,309,434
4	Others	168	.00	17,346,956	1,196,138	2,754,376

4.4 Tests of Assumptions of the Study Variables

Prior to conducting inferential statistics, the primary data were tested to verify that they fulfilled the various stipulated requirements to render them amenable for further analysis. The credibility of a study's findings is hinged on how well data have been interrogated in line with these assumptions (Osborne & Waters, 2002). This is important because proceeding with analysis without proving the assumptions ends up yielding misleading or invalid results (Houser, 2011), faulty findings and fallacious conclusions, which may lead to invalid decisions and wasted intervention efforts (Babbie & Mouton, 2002). The tests performed on the data included reliability,

validity, common method variance, outliers, linearity, normality, multi-collinearity, and sphericity.

4.4.1 Linearity

This is presented using Normal P-P plot of regression standardard residual as illustrated in figure 4.5. The output Figure 4.2 shows the plots coalescing in a near straight line which confirms the linearity relationship organizational ambidexterity and the predictor variables: shared vision (SV), social integration (SI), and contingency reward (CR).

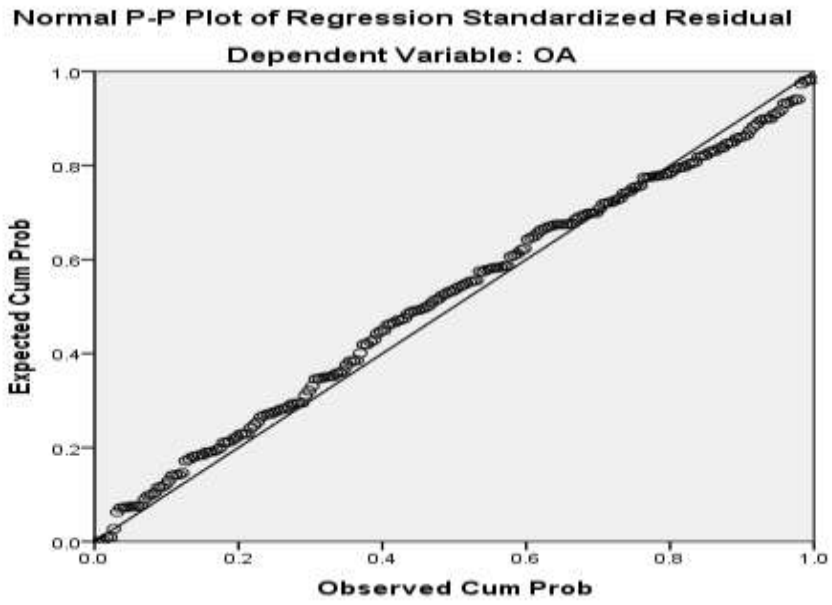


Figure 4.2: Linearity Plotting

4.4.2 Normality

The data was simulated from a beta distribution with parameters α=1 and β= 5. The histogram in Figure 4.2 is bell shaped thus confirming normality assumption. In this scenario, a skewness of 1.2194 and a kurtosis of 4.3740 were obtained. These findings

illustrate a highly skewed and light tailed distribution (Figure 4.2 histogram). Therefore, a transformation y=$\sqrt{x}$ 3 was computed resulting in a skewness of -0.13251 and a kurtosis of 2.5114. Consequently, the data follows a normal distribution (Figure 4.3 histogram).

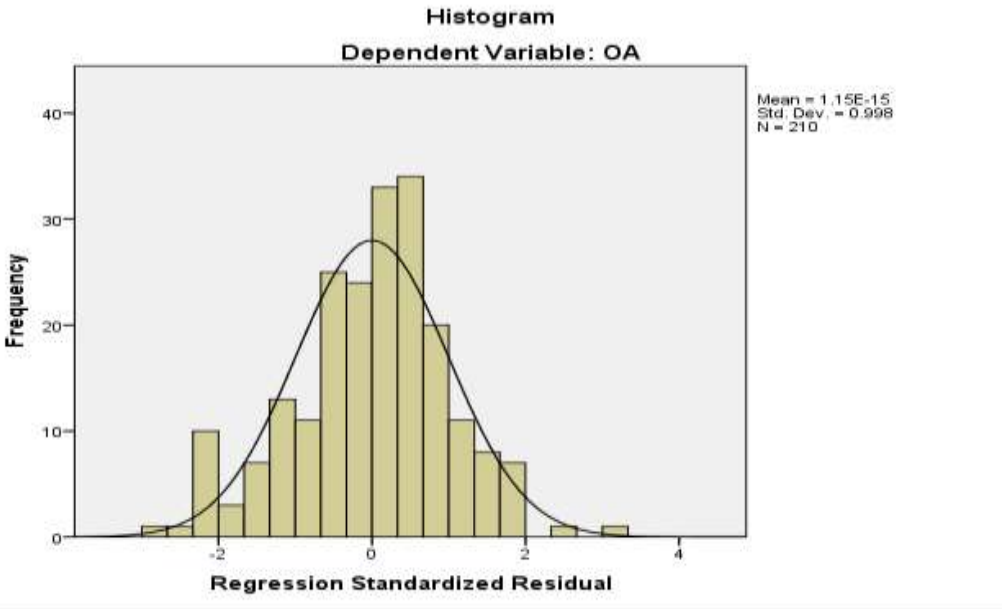


Figure 4.3: Normality Output

4.4.3 Multicollinearity Test

A test of multi-collinearity was performed to show if high correlations between some independent variables would intrude into the interpretation of the relationship between independent variables and the dependent variable. A high correlation of two or more predictor variables in a model results in the statistical phenomenon of multi-collinearity, which causes an imprecise estimation of the model (Blumberg et al., 2014).

Multicollinearity is the event of greater inters correlations among the factors in a multiple regression model (Shrestha, 2020). In the study The Pearson Correlations was used to analyse the correlations as shown in table 4.13. The output in Table 4.13 indicates correlation coefficient values less than 0.8 which confirm absence of multicollinearity in the predictor variables: shared vision (SV), social integration (SI), and contingency reward (CR). Although the variables are positively correlated.

Table 4.13: Multicollinearity Test

Correlations Variance		SV	SI	CR
SV	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	210		
SI	Pearson Correlation	.719**	1	
	Sig. (2-tailed)	.000		
	N	210	210	
CR	Pearson Correlation	.615**	.598**	1
	Sig. (2-tailed)	.000	.000	
	N	210	210	210

. **Correlation is significant at the 0.01 level (2-tailed).

The output in Table 4.14 shows that the data lack multicollinearity as confirmed by VIF values less than 10 and at best less than 5.

Table 4.14: Alternative of Multicollinearity

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.953	.183		5.198	.000		
	SV	.218	.086	.210	2.538	.012	.429	2.329
	SI	.219	.082	.219	2.690	.008	.444	2.253
	CR	.293	.072	.293	4.086	.000	.572	1.750

a. Dependent Variable: OA

4.4.4 Reliability Tests Results

This study contained multiple types of questions which included likert scale questions. As indicated in Table 4.15 Reliability test for final study Cronbach's alpha coefficient were all above 0.7 for all the variables. This indicates that the questions that were in likert scale were testing what they were expected to test. The results from the questions were further used for analysis in this study. Zikmund-Fisher *et al*., (2010) view that Cronbach's alpha 0.8 and above are considered to have very good reliability and those between 0.7 and 0.8 good; while those between 0.6 and 0.7 indicate fair and satisfactory reliability. In this study, Cronbach's alpha coefficient of 0.7 and above was considered appropriate. By the fact that, all the responses were 0.7 and above, the tool was considered to be reliable.

The likert scale questions from the four objectives were evaluated for reliability before they could be used in the analysis. Cronbach's alpha coefficient was calculated for all the questions in likert scale for the pilot study and final study and the results are as indicated in Table 4.15. Reliability test for final study Cronbach's alpha coefficient were all above 0.7 for all the variables. This indicates that the questions that were in likert scale were testing what they were expected to test. The results from the questionswere further used for analysis in this study. Zikmund-Fisher *et al*., (2010) view that Cronbach's alpha 0.8 and above are considered to have very good reliability and those between 0.7 and 0.8 good; while those between 0.6 and 0.7 indicate fair and satisfactory reliability. In this study, Cronbach's alpha coefficient of 0.7 and above was considered appropriate. By the fact that, all the responses were 0.7 and above, the tool was considered to be reliable.

Table 4.15: Reliability Test Results

	Number of Measures	Cronbach's Alpha Coefficient		Type of Variable
		Pilot Results	Final Results	
Organizational Ambidexterity	15	.805	.842	Dependent
Shared Vision	5	.761	.801	Independent
Social Integration	5	.735	.784	Independent
Contingency reward	5	.782	.816	Independent
Entrepreneurial Leadership	15	.803	.901	Mediating

4.4.5 Homoscedasticity

The condition of Homoscedacity in the study is presented using figure 4.4. The output Figure 4.4 shows a near equal distribution of residuals from the center. This confirms the condition of homoscedasticity.

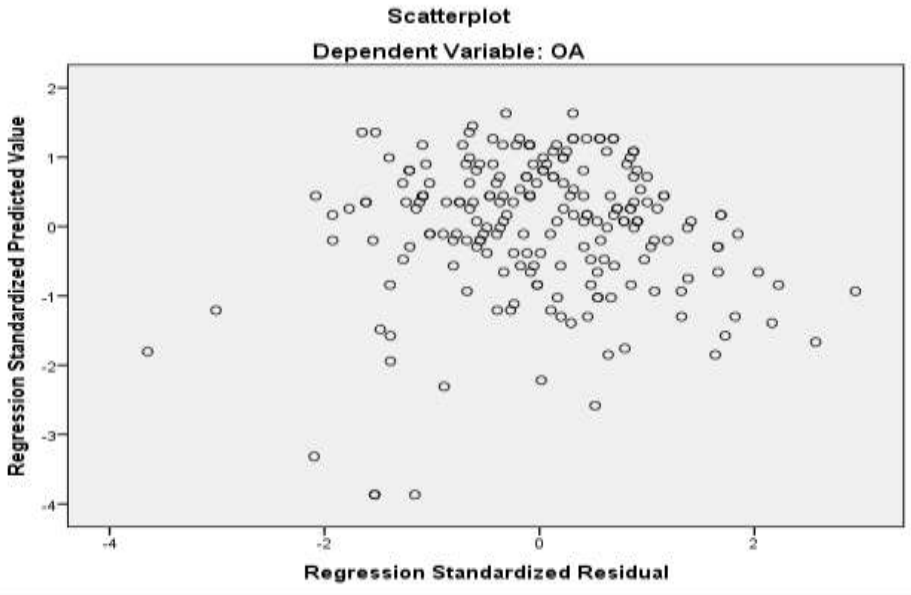


Figure 4.4: Homoscedasticity Output

4.5 Descriptive Analysis of Organizational Ambidexterity

The aim of this study was to determine the mediating role of entrepreneurial leadership on senior team attributes and their influence on organizational ambidexterity. Organizational ambidexterity was the dependent variable of the study refers to an organizations ability to perform two different things simultaneously (Gibson & Birknshaw, 2004). This is the organization's ability to perform two capabilities simultaneously. There was thus need of first analyzing the dependent variable. Factors that that helps companies to achieve ambidexterity are the behavior of the senior team members that is significant to the impact on organizational outcomes especially in dynamic business environments where changes are so rapid and more instability exist in a technology and market dynamisms (Chen, 2017). This study focused on three attributes organizational ambidexterity which are contextual ambidexterity, structural and sequential ambidexterity this is as analyzed in the following section:

4.5.1 Contextual Ambidexterity Analysis

Contextual ambidexterity focuses on systems and processes of an organization and the use of resources. Contextual Ambidexterity is defined by Gibson and Birkinshaw (2004) as "the behavioural capacity to simultaneously demonstrate alignment and adaptability across an entire business unit". Contextual ambidexterity is the ability of employees to switch between explorative and exploitative activities in line with their own judgments. Respondents were expected to indicate how often they practice Contextual ambidexterity in their organisations. The respondents provided a description of their leadership style. Five descriptive statements were listed and they

were expected to judge how frequently each statement fits each respondent. The results are as indicated in table 4.16 Factor 1 Contextual Ambidexterity.

Table 4.16: Contextual Ambidexterity

S.N	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	I tell others what their structures and processes need to change	210	9 (4.3%)	17 (8.1%)	41 (19.5%)	62 (29.5%)	76 (36.2%)	5 (2.4%)	2.8732	1.1348
2.	I tell others how to use resources effectively as planned	210	5 (2.4%)	4 (1.9%)	24 (11.4%)	48 (22.9%)	124 (59.0%)	5 (2.4%)	3.3756	.9395
3.	I help others to utilize resources efficiently as planned	210	4 (1.9%)	10 (4.8%)	25 (11.9%)	47 (22.4%)	119 (56.7%)	5 (2.4%)	3.3024	.9932
4.	I help others to exercise competence in using resources	210	5 (2.4%)	9 (4.3%)	28 (13.3%)	61 (29.0%)	102 (48.6%)	5 (2.4%)	3.2000	.9971
5.	I tell others how to balance resource utilization for now to plan for future needs	210	4 (1.9%)	12 (5.7%)	21 (10.0%)	50 (23.8%)	118 (56.2%)	5 (2.4%)	3.2976	1.0021

From Table 4.16 the parameter that was fairly and frequently practiced was telling others how to use resources effectively as planned where 80.90% fairly or frequently practiced (with average score of 3.3756). This was followed by telling others how to balance resource utilization for now to plan for future needs at 80%. The parameter that was least practiced was telling others what their structures and processes need to change at 65.70% with a least score again of 2.8732. The results are summarized using table 4.16.

The contextual ambidexterity attribute value was computed in terms of mean and the spread checked through standard deviation while the shape of the curve revealed by measure of kurtosis and skewness as indicated in the table 4.17.

Table 4.17: Summary of Contextual Ambidexterity

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.2305	.74489	1.443	-1.134

The value for contextual ambidexterity was approximately three indicating that the respondents fairly frequently practice it and therefore use of resources as expected. The small standard deviation indicated that the respondents were almost all in agreement of the fairly often. The kurtosis of less than three indicated a platykurtic distribution thus less extremes with negative skewedness where lesser extreme although almost settled at the middle scale on average, more respondents had indicated higher measure in the scale, frequent practice. The resource allocation and use in marketing cooperative societies is illustrated using Table 4.18:

Table 4.18: Issues Related to Resource Allocation

S/No	Statement	N	Yes	No	NR
1.	Do you have issues with resource allocation?	210	88 (41.9%)	114 (54.3%)	8 (3.9%)

From the study it was established that 54.3% have no issues with resources meaning that cooperative societies are well endowed with resources available to enhance their growth. This is supported by the study by Olutwatayo and Alagah, (2021) that found that resource utilization has positive and significant influence in organizations. Studies by Hernández, Sánchez-Pérez and Segovia-López (2011), concludes that both exploitation and exploration proved to positively affect organizational performance in resource utilization.

Organizations that exhibit healthy traits by way of being very successful are known to be ambidextrous. Capacity building is defined as an improvement that focuses on actions and interactions of an organization and its employees to seek full potential (Pangarso et al., (2020). To enhance the management of the resources, capacity building is important for any organization including cooperative societies. As was way of identifying whether the high level of proper utilization of resources had an aspect of capacity building, this study sought to establish the levels of capacity building. Changes are unlikely to succeed if the human conditions for capacity building are not present in the firm (Brix, 2018). This study sought to find out how regularly the cooperative organizations organize capacity buildings sessions for Committee either monthly, quarterly, Bi-annually, or annually as summarized in table 4.19.

The results indicate that the cooperative organizations are practicing contextual ambidexterity. Helping leaders to understand how to plan for their resources is a clear indication that there is contextual ambidexterity in practice. According to Chou et al., (2017) contextual ambidexterity is achieved by building a set of processes or systems that enable and encourage individuals to make their own judgments about how to divide their time between conflicting demands for alignment and adaptability. Further, contextual ambidexterity is attained by building the behavioral capacity to simultaneously balance exploration and exploitation across an entire business unit (Gibson & Birkinshaw, 2004; Raisch & Birkinshaw, 2008). Thus, this organization can be considered to be practicing contextual ambidexterity.

Since resource utilization in an organization determines the ambidextrous nature of the organisations by senior teams and the health of the organization this study

intended also to establish whether cooperative societies have issues with resource allocations and the results were summarized using table 4.19:

Table 4.19: Capacity building Sessions for Committee

S/No	Statement	N	Monthly	Quarterly	Bi-annually	Annually	None	NR
1.	How regularly does the cooperative organize capacity building sessions for committee?	210	16 (7.6%)	82 (39.0%)	39 (18.6%)	38 (18.1%)	32 (15.2%)	3 (1.4%)

The study found out that most of the capacity building sessions for the committee are held on a quarterly basis for the committee members which adequate to improve skills and enhance ambidexterity in cooperative organizations. These findings are supported by studies by (Honadle, 1981; Brix, 2018).

The findings were further presented using pie charts for more clarity using figure 4.5 .

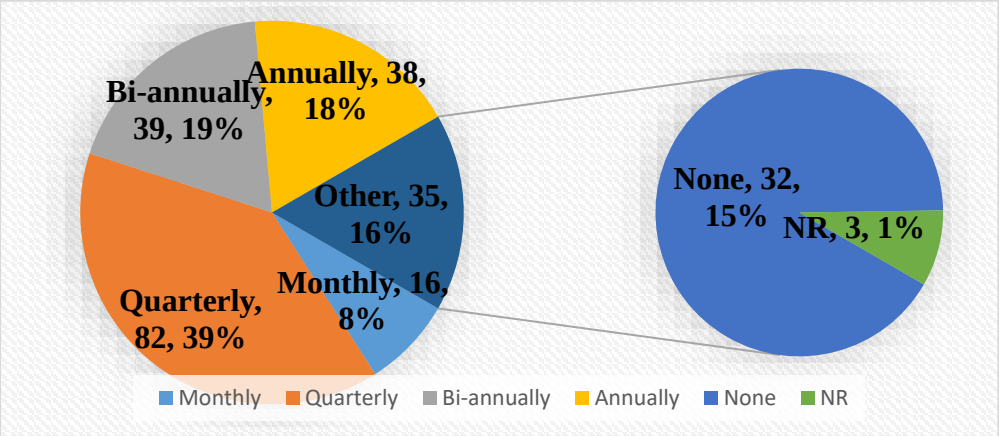


Figure 4.5: Capacity building sessions for Committee

The study sought the opinion of the respondents whether these sessions were adequate for cooperative societies and these were presented using table 4.20 below.

Table 4.20: Adequacy of Capacity Building Sessions

S/No	Statement	N	Yes	No	NR
1.	In your opinion are these sessions adequate?	210	76 (36.2%)	126 (60.0%)	8 (3.9%)

The findings were further presented using Figure 4.7 below:

From the above presentations it was established that the building capacity sessions were inadequate as indicated by 60% of the respondents meaning that there is need to conduct the session's regularly and more frequently more so monthly. This study is supported by findings by Brix (2018) who opines the need to hold continuous capacity building sessions in cooperative organizations.

The study sought to find out the reasons what have contributed to minimal provision or no capacity building by cooperative organizations and the findings were summarized using table 4.21.

Table 4.21: Reasons for Minimal Provision or no Capacity Building

S.	**Statement**	**N**	**Yes**	**No**	**NR**
1.	The cooperative has limited resources	210	186 (88.6%)	21 (10.0%)	3 (1.5%)
2.	There is high labor turnover	210	111 (52.9%)	95 (45.2%)	4 (2.0%)
3.	The cooperative uses technology, so learning-by-doing is sufficient	210	55 (26.2%)	149 (71.0%)	6 (2.9%)
4.	The skilled workers are readily hired	210	91 (43.3%)	114 (54.3%)	5 (2.4%)

From the table above some of the reasons that contribute to minimal provision or no capacity building in cooperative societies include: limitation of resources 88.6% and

high labour turnover 52.9%. However, in cooperative societies learning using technology and so learning by so doing is sufficient as 71.0% of the majority concede where the hiring of skilled workers is are readily available rated at 54.3% in capacity building abilities.

4.5.2 Structural Ambidexterity

Structural ambidexterity is all about creating separate organizations for different types of activities, ambidexterity in organizations is achieved by developing structural mechanisms to cope with competing demands faced by the organizations for alignment and adaptability (Junni et al., 2013). The measure of ambidexterity through this facet of structural ambidexterity from the study is indicated by table 4.22 factor 2: structural ambidexterity below:

Table 4.22: Structural Ambidexterity

S.	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	We evolved structures to adapt to changing market conditions	210	24 (11.4%)	17 (8.1%)	42 (20.0%)	63 (30.0%)	59 (28.1%)	5 (2.4%)	2.5659	1.3030
2.	I have recombined technological innovations to enhance productivity	210	19 (9.0%)	8 (3.8%)	31 (14.8%)	74 (35.2%)	73 (34.8%)	5 (2.4%)	2.8488	1.2173
3.	I implement all organization systems and processes	210	14 (6.7%)	8 (3.8%)	21 (10.0%)	70 (33.3%)	92 (43.8%)	5 (2.4%)	3.0634	1.1508
4.	We encourage research on new technology to increase production	210	6 (2.9%)	11 (5.2%)	16 (7.6%)	46 (21.9%)	125 (59.5%)	6 (2.9%)	3.3463	1.0347
5.	We commit balanced organizational resources now for forecasting future market demands	210	9 (4.3%)	17 (8.1%)	22 (10.5%)	54 (25.7%)	102 (48.6%)	6 (2.9%)	3.1024	1.1607

The above table we have evolved structures to adapt to changing market conditions where 58.1% is fairly often, and frequently, if not always (with average score of 2.5659). I have recombined technological innovations to enhance productivity where 70.0 % is fairly often, and frequently, if not always (with average score of 2.8488). Majority of the respondents 77.1% implement all organization systems and processes frequently if not always and fairly often (with an average score of 3.0634). The study depicts that by 81.4% of the respondents encourage research on new technology to increase production frequently if not always and fairly if not often (with average score of 3.3463). The respondents on parameter that, we commit balanced organizational resources now for forecasting future market demands achieved 74.3% frequently and fairly (with average score of 3.1024) . The structural ambidexterity attribute value was computed in terms of mean and the spread checked through standard deviation while the shape of the curve revealed by measure of kurtosis and skewness as indicated in the table 4.23 below:

Table 4.23: Summary of Structural Ambidexterity

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.0067	.83566	.866	-1.032

The value for structural ambidexterity was approximately three indicating that the respondents fairly frequently practice it. The small standard deviation indicated that the respondents were almost all in agreement of the fairly often. The kurtosis of less than three indicated a platykurtic distribution thus less extremes with negative skewedness where lesser extreme although almost settled at the middle scale on average, more respondents had indicated higher measure in the scale, frequent practice.

The study confirms that cooperative societies have created separate ambidextrous activities that are structured for efficient performance as supported by literature on structural ambidexterity by O'Reilly *et al*., (2009); O'Reilly and Tushman (2004) who explain that structural ambidexterity as a way of balancing the exploration/ exploitation trade off using organizationally separate but strategically integrated sub units with different competencies, systems, incentives, processes and cultures each internally aligned. Further, the study findings confirm what by Gibson and Birtknshaw (2004) found that ambidexterity is achieved by "developing structural mechanisms to cope with the competing demands faced by the organization alignment and adaptability". Also they state that there is a growing recognition that systems and processes in a given context can achieve the balance between exploitation and exploration. These systems and processes are important because they provide an alternative way of finding balance than architectures or structures in structural ambidexterity are intended. The study affirms what Heracleous *et al*., (2017) depict on structural ambidexterity that a firm assigns tasks that are different to subunits which are different in the firm as balancing way to explore or exploit trade-off through utilizing organizationally distinct strategic integrated business sub-units.

Further, the study tried to establish whether the decision making process supported the structural ambidexterity. To achieve this, the study sought to find out whether the committee since it was elected to manage the cooperative made decisions involving technology adaptation, efficient use of resources, market capabilities and new project establishments and the findings are tabulated in table 4.24 below:

Table 4.24: Decisions made by the committee

S. N	Decision Made	N	1	2	3	4	5	NR	MEAN	SD
1.	Technology adaptation	210	46 (21.9%)	19 (9.0%)	20 (9.5%)	46 (21.9%)	42 (20.0%)	37 (17.6%)	2.6244	1.8205
2.	Efficient resource allocations	210	23 (11.0%)	20 (9.5%)	37 (17.6%)	56 (26.7%)	44 (21.0%)	30 (14.3%)	3.0146	1.6700
3.	Market capabilities	210	16 (7.6%)	25 (11.9%)	40 (19.0%)	59 (28.1%)	31 (14.8%)	39 (18.6%)	2.8010	1.6804
4.	New project establishment	210	23 (11.0%)	17 (8.1%)	23 (11.0%)	67 (31.9%)	45 (21.4%)	35 (16.7%)	3.0049	1.7600

Table 4.25: Summary of decisions made by the committee

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.8179	1.49916	-.967	-.465

The management committee makes decisions for the cooperative. The study found that since the committee was elected 31% of respondents agree that establishment of new projects decisions were made, 28.1% agree that decisions on market capabilities were made, 21.0% agree that decisions involving efficient allocations were also made and 17.6% confirm that decisions relating tp adaptation of technology were also made.

The value of decisions made by the committee since it was elected was approximately three indicating that the committee frequently made decisions. The small standard deviation indicated that the respondents were almost all in agreement of the fairly often. The kurtosis of less than three indicated a platykurtic distribution thus less extremes with negative skewedness where lesser extreme although almost settled at

the middle scale on average, more respondents had indicated higher measure in the scale, frequent practice.

4.5.3 Sequential Ambidexterity

Sequential ambidexterity means to maintain the balance or mitigate the conflicts between exploration and exploitation. It indicates that a firm will focus on one of the objectives that is competing with another (Chen, 2017). Organizations attain ambidexterity in a sequential fashion by shifting structures over time. The results of the study on sequential ambidexterity are shown in table 4.24 factor 3: sequential ambidexterity :

Table 4.26: Sequential Ambidexterity

S.N	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	I have designed an organizational strategy to be implemented	210	27 (12.9%)	32 (15.2%)	25 (11.9%)	55 (26.2%)	66 (31.4%)	5 (2.4%)	2.4927	1.4164
2.	We collaborate to achieve to utilize organization resources optimally	210	12 (5.7%)	16 (7.6%)	24 (11.4%)	53 (25.2%)	99 (47.1%)	6 (2.9%)	3.0343	1.2050
3.	We follow established collective action to enhance productivity	210	3 (1.4%)	10 (4.8%)	17 (8.1%)	65 (31.0%)	109 (51.9%)	6 (2.9%)	3.3088	.92461
4.	We have planned policies to achieve short-term and long-term organizational goals	210	14 (6.7%)	12 (5.7%)	25 (11.9%)	47 (22.4%)	106 (50.5%)	6 (2.9%)	3.0735	1.2235
5.	We have planned how to make organizational changes to sustain productivity processes now and in future	210	14 (6.7%)	9 (4.3%)	16 (7.6%)	38 (18.1%)	125 (59.5%)	8 (3.9%)	3.2598	1.2100

The research findings indicate that majority of managers that is have designed an organizational strategy to be implemented frequently and fairly achieving 57.6% (

with average score of 2.4927). Leaders collaborate to achieve and utilize organization resources optimally, frequently and fairly at 72.3 (with average score of 3.0343). Most managers follow established collective action to enhance productivity frequently and fairly achieving 82.9 % (with average score of 3.3088). Managers have planned policies to achieve short-term and long-term organizational goals frequently, fairly attaining 72.9% (with average score of 3.0735) on this consideration. Finally, managers have planned how to make organizational changes to sustain productivity processes now and in future frequently and fairly at 77.6 % (with average score of 3.2598). These findings confirm that the leaders practice sequential ambidexterity in their organizations

The sequential ambidexterity characteristic value was calculated in terms of mean and the spread checked through standard deviation while the shape of the curve revealed by measure of kurtosis and skewness as indicated in the table 4.27 below

Table 4.27: Summary of Sequential Ambidexterity

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.0562	.88219	.851	-1.046

The value for sequential ambidexterity was approximately three indicating that the respondents frequently practice it. The small standard deviation indicated that the respondents were almost all in agreement of the fairly often. The kurtosis of less than three indicated a platykurtic distribution thus less extremes with negative skewedness where lesser extreme although almost settled at the middle scale on average, more respondents had indicated higher measure in the scale, frequent practice.

The facets of organizational ambidexterity results indicated in this study is in agreement with studies that organizations shift from exploiting and exploring and vice versa through sequential ambidexterity (Visser, Faems, Visscher and WeerdNederhof, 2017). Further, the study is in agreement with the research done by Goossen and Bazazzian (2012) that indicated firms rich in technological, financial resources benefit from implementing sequential ambidexterity by exploring and exploiting the resources of the organization as evidenced in the current study of cooperative societies. Schelling, Jacobsson and Oesterbeck (2018) explored "how sequential ambidexterity influences decision making within an organization. The findings indicated that sequential ambidexterity has an impact on decision making as confirmed by the current study where policies have to be planned to achieve short-term and long-term goals for the organization.

Having indicated the agreement between the respondents in the different facets of organizational ambidexterity, required the respondents' agreements on statements that focuses on the overall organizational ambidexterity. This required the respondents to indicate how they agree with statement where 1 was strongly disagree, while 5 was strongly agree. The results are as indicated in table 4.28:

Table 4.28: Statement of Agreement on Organizational Ambidexterity

S.	Statement	N	1	2	3	4	5	NR	MEAN	SD
1.	Managers need to stimulate economic growth in collective enterprises	210	5 (2.4%)	10 (4.8%)	10 (4.8%)	79 (37.6%)	100 (47.6%)	6 (2.9%)	4.2683	.9400
2.	Knowledge is transferred through learning in the organization	210	2 (1.0%)	4 (1.9%)	10 (4.8%)	103 (49.0%)	85 (40.5%)	6 (2.9%)	4.2573	.84785
3.	Managers need to maximize resources and human capabilities	210	5 (2.4%)	10 (4.8%)	10 (4.8%)	79 (37.6%)	100 (47.6%)	6 (2.9%)	4.2282	1.0271
4.	We have adequate formal structures	210	9 (4.3%)	27 (12.9%)	47 (22.4%)	80 (38.1%)	41 (19.5%)	6 (2.9%)	3.5388	1.1374
5.	Individual characters affect the ability to become ambidextrous	210	9 (4.3%)	32 (15.2%)	35 (16.7%)	90 (42.9%)	36 (17.1%)	8 (3.8%)	3.5024	1.1658
6.	Need to achieve, excel drives entrepreneurial activity in organizations	210	3 (1.4%)	6 (2.9%)	17 (8.1%)	93 (44.3%)	85 (40.5%)	6 (2.9%)	4.1893	.9308

From the results in Table 4.28, the parameter that was rated highly by majority was that there are adequate formal structures at 60.50%, this was followed by Individual characters affect the ability to become ambidextrous at 59.60%. This connects well with the results of the different parameters of ambidexterity that were rated highly. There parameter that was rated highly my least number of respondents was Managers need to maximize resources and human capabilities at 42.40%. On scores, Managers need to stimulate economic growth in collective enterprises had the highest score of 4.2683, followed by Knowledge is transferred through learning in the organization at

4.2573, and the least scored was Individual characters affect the ability to become ambidextrous at 3.504.

The mean score of was calculated and this is shown in table 4.29 below:

Table 4.29: Summary of organizational ambidexterity

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.9200	.88960	8.565	-2.414

Generally, organizational ambidexterity was found to be highly rated by majority of the respondents but with minimal standard deviation. However, this average was leptokurtic (kurtosis > 3) showing very extremes in the response with negative skewness meaning that majority of the responses were on the higher side of the scale.

The study further sought to investigate whether the organizational has balanced all strategies being used now to be sustained in future that were in support of Sequential Ambidexterity. The results were analyzed using table 4.30 below:

Table 4.30: Organizational strategies sustainability

S/No	Statement	N	Yes	No	NR
1.	Do you think you have balanced all the organizational strategies being used now to be sustained in the future?	210	99 (47.1%)	103 (49.0%)	8 (3.8%)

The 49% of the respondents indicated that all organizational strategies were not balanced to be sustained in future whereas 47% felt that their organizations had well balanced strategies that can be sustained in future. This means that the cooperative

organizations have a future and on almost equal strength the strategies in place can be sustained in future for the organization growth as illustrated in table 4.30 above.

4.8 Shared Vision and organizational ambidexterity

The first objective of the study was to investigate the influence of shared vision on organizational ambidexterity in coffee marketing co-operative societies in Kenya. Senior team shared visions are embodied in collective goals and aspirations that show organizational growth and development path for its future. Essentially a vision has to be internalized by the members of the organization. The study examined how shared vision as an attribute of senior team members enhances performance and the findings are shown in factor 3 shared vision table 4.31 factor 3 shared vision.

Table 4.31: Factor 3 Shared Visions

S.N	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	As long as things are working, I do not try to change anything	210	53 (25.2%)	18 (8.6%)	61 (29.0%)	37 (17.6%)	39 (18.6%)	2 (1.0%)	1.9567	1.4288
2.	I tell others the standards they have to know to carry out their work	210	8 (3.8%)	11 (5.2%)	22 (10.5%)	62 (29.5%)	105 (50.0%)	2 (1.0%)	3.1779	1.0687
3.	I help others find meaning in their work	210	5 (2.4%)	6 (2.9%)	33 (15.7%)	41 (19.5%)	122 (58.1%)	3 (1.5%)	3.3077	1.0032
4.	I provide recognition/rewards when others reach their goals	210	17 (8.1%)	15 (7.1%)	52 (24.8%)	46 (21.9%)	78 (37.1%)	2 (1.0%)	2.7356	1.2597
5.	I am satisfied when others meet agreed-upon standards	210	5 (2.4%)	9 (4.3%)	20 (9.5%)	42 (20.0%)	130 (61.9%)	4 (2.0%)	3.3894	1.0011

The results indicated that shared vision the research investigated whether is long as things are working, I do not try to change anything. The parameter had had a mean of 1.95 and a standard deviation of 1.42 which means that majority 54.2 % of managers of coffee marketing cooperative societies feel that there need to change the organization shared vision sometimes and the review should not at all be ignored. Majority of managers have to frequently to keep on telling others the standards they have to know to carry out their work frequently 50% and fairly often 29.5%. This means the manager has to supervise the team members to enhance their performance as indicated by the mean 0f 3.17 and a standard deviation of 1.4288 to maintain organizations standards. The managers of coffee cooperative societies precisely 58.1% have to help others find meaning in their work frequently if not always as explained by the mean of 3.30 and a standard deviation of 1.003. Majority of managers that is 93.8% provide recognition/rewards when others reach their goals frequently if not always, fairly often and sometimes. This means that team members are motivated to perform their duties. Coffee Cooperative mangers are satisfied when others meet agreed-upon standards as majority 81.9% indicated during the study. The parameter of satisfaction that measures performance had a mean of 3.384 and a standard deviation of 1.0011 displaying organizational ambidexterity of the coffee cooperative society.

The value of shared vision was computed by its mean and the spread checked by standard deviation, skewness and kurtosis as shown in Table 4.32.

Table 4.32: Summary of shared Vision

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.8857	.81063	1.803	-1.052

According to the study, shared vision has been internalized and managers have to review and keep on motivating as they keenly supervise their teams to enhance performance as confirmed by a mean of 2.8 which was less than three and the standard deviation was small meaning there was less disparity. This is confirmed by the platykurtic distribution whose value is less than three while the negative skewness show the rating was higher on the scale.

The research indicates that shared vision is a very strong tool for ambidexterity as the coffee cooperative societies become more ambidextrous as senior teams inspire a shared vision through changing their goals, developing standards, finding a meaning for work, recognizing and rewarding their performance upon achievement of targeted goals which derives satisfaction when the goals are achieved.

The research is supported by other literatures from studies that have indicated that, senior team members have to consistently focus on their common goals and strive to share their vision and values in order to generate opportunities (Clauss et al., 2020; Tsai & Ghoshal (1998); Luu, Dinh & Qian, 2019). Additionally, Mwangi and Karanja (2014) avers that inspiring shared vision is a very strong tool for the successful transformation of practice, as a vision releases four main forces in the organization attracting commitment, energizing people, creating meaning of work, establishing standard of excellence and bridging the present and future. The study agrees with Felgen (2007), McCormack *et al*., *(*2007) that engaging team members in a shared vision are not only important for transformational leadership style but also it is essential practice to provide direction and clarity of purpose for achievement of goals.

The first null hypothesis was to test that there is no significant relationship between shared vision and influence organizational ambidexterity. To achieve this, multiple linear regression involves as per the following model;

$$Y = \beta_o + \beta_1 X_1 + \varepsilon$$

Equation 3 Regression Model

Where Y is Organizational ambidexterity in X_1 represents shared vision, β_0 is the regression constant, and β_1 is shared vision regression coefficients for the independent variables respectively and $\mathcal{E}$ is the residual or error term. The dependent variable (Organizational ambidexterity) measured by Structural ambidexterity, Contextual ambidexterity and Sequential ambidexterity was regressed using multiple linear regression against the independent variables of shared vision which included Common goals, Customer needs and Quality of products or service under a 95% confidence interval. The finding of the regression was indicated in Table 4.33 below:

Table 4.33: Model Summary for Organizational ambidexterity and shared vision

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.547[a]	.299	.296	.70815	.299	88.887	1	208	.000

a. Predictors: (Constant), SV

Table 4.34 .showed the values of *R* and R^2 for the model fitted of 0.547 and 0.299 respectively. Organizational ambidexterity is positively influenced by shared vision (*R* = 0.547). The R^2 value of 0.299 implied that 29.9% of the variation in organizational ambidexterity was explained by vision shared.

This relationship is statistically significant as confirmed by the ANOVA results in Table 4.44.

Table 4. 34: ANOVA for Organizational ambidexterity and shared vision

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.575	1	44.575	88.887	.000[b]
	Residual	104.308	208	.501		
	Total	148.883	209			

a. Dependent Variable: OA
b. Predictors: (Constant), SV

An ANOVA results in Table 4.34 showed the F statistic p value of 0.000. Since the p value of the F- statistic was less than 0.05, it implied that considering the multiple regression model, this means that the data well fit the model being estimated. The relationship between shared vision and organizational ambidexterity was modelled through the regression coefficients whose significance are indicated in Table 4.35.

Table 4.35: Coefficients for Organizational ambidexterity and shared vision

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.359	.181		7.504	.000	1.002	1.716
	SV	.570	.060	.547	9.428	.000	.451	.689

a. Dependent Variable: OA

The coefficient tables showed that shared vision positively predicts organizational ambidexterity and this relationship is statistically significant. The lower and upper bound of the coefficient at 95% confidence interval confirm that the coefficient is not zero. The model of the influence of shared vision and organization's ambidexterity derived from the coefficient's table is indicated in Equation 4.

Equation 4 Shared Vision Against Organizational Ambidexterity

Where:

OA= Organizational ambidexterity

SV= Shared vision

= error term

These results agree with Jansen et al., (2008) who noted that a set of senior teams attributes of shared vision remain important elements for ambidextrous organizations. They further noted that, for the organization to be ambidextrous, they have to help the employees understand the focus on the organization so that they operate in one focus. Further, Jansen *et al*., (2008) noted that sharing vision through the company decreases the conflict and disagreements and lack of it brings distrust and suspicion within senior managers and throughout the organization. However, divergent beliefs about identity decrease the commitment of employees and increase competition between groups in the organization which result in dislike, distrust and conflict (Diaz-Fernandez et al., 2017).

The findings of this study support the Entrepreneurial leadership which occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. In his view entrepreneurial leaders should give moral uplift to their followers. This is achieved when the leaders shares their vision with the people they lead (Chebbi et al., 2017).

4.6 Social Integration and Organizational Ambidexterity

The second objective of the study was to examine the influence of social integration on organizational ambidexterity in coffee marketing co-operative societies in Kenya. Social integration is the way that individuals within an organization linked to others in

a group and it reflects the engagement of the group, satisfaction among members and the level of social interaction among the members. The researcher formulated statements seeking investigation on social integration as an attribute of senior teams and the findings were expressed using table 4.36 factor 2: social integration shown below:

Table 4.36: Factor 2: Social Integration

S.	**Statement**	**N**	**0**	**1**	**2**	**3**	**4**	**NR**	**MEAN**	**SD**
1.	I provide others with new ways of looking at puzzling things	210	13 (6.2%)	24 (11.4%)	32 (15.2%)	58 (27.6%)	80 (38.1%)	3 (1.4%)	2.8116	1.24177
2.	Others have complete faith in me	210	7 (3.3%)	24 (11.4%)	37 (17.6%)	61 (29.0%)	78 (37.1%)	3 (1.4%)	2.8647	1.14530
3.	I am content to let others continue working in the same ways always	210	34 (16.2%)	33 (15.7%)	33 (15.7%)	57 (27.1%)	49 (23.3%)	4 (1.9%)	2.2754	1.41987
4.	I am satisfied when others meet agreed-upon standards	210	5 (2.4%)	7 (3.3%)	15 (7.1%)	59 (28.1%)	120 (57.1%)	4 (1.9%)	3.3768	.94151
5.	I express with a few simple words what we could and should do	210	5 (2.4%)	12 (5.7%)	21 (10.0%)	68 (32.4%)	101 (48.1%)	3 (1.4%)	3.1981	1.00213

From the study, it was pointed out by 85% that I am satisfied when others meet agreed-upon standards and 80% indicated that I express with a few simple words what we could and should do. The parameter that others have complete faith in me was rated 66.1% and that I provide others with new ways of looking at puzzling things interaction rated 65.7 % whereas 50.4% expressed that I am content to let others continue working in the same way always.

The value of contingency reward was computed by its mean and the spread checked by standard deviation, skewness and kurtosis as shown in Table 4.37.

Table 4.37: Summary of social integration

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.8638	.84146	1.539	-1.218

Social integration was fairly often practiced as confirmed by a mean of 2.8 which was less than three and the standard deviation was small meaning there was less disparity. This is confirmed by the platykurtic distribution whose value is less than three while the negative skeweness show the rating was higher on the scale.

The study confirms that coffee cooperative societies managers provide a conversant platform to encourage perilous debate and settle incompatible goals. Thus, senior teams' social integration increases achievements of organizational ambidexterity Jansen et al., (2017). Previous studies have established that social integration increase collaborative problem solving that is based on social interactions among senior members thereby increasing achievements in organizational ambidexterity. Other research conducted by Chang and Hughes (2012) concluded that members of socially integrated groups exhibit greater efficiency and aspire greater success, better communication to achieve organizational ambidexterity.

Other research studies that have been done reveal strong evidence indicating that social integration increases internal communication which is more needed in situations of high interdependence by increasing negotiation, compromise and collaboration within organizational units that facilitate productivity of senior teams in ambidextrous organizations (Birkinshaw, Zimmermann & Raisch, 2016). In addition, social integration is more consequential in reconciling conflicting goals related with exploratory and exploitative activities so it contributes to achieve organizational ambidexterity (Jansen *et al*., 2008).

With the results of this section indicating organisations that practice social integration between senior teams increase efficiency, it is anticipated that coffee marketing cooperative societies will also achieve organizational ambidexterity in order to realize opportunities and synergies.

The null hypothesis was that Social Integration does not influence organizational ambidexterity in coffee marketing co-operative societies in Kenya. To achieve this, multiple linear regression involves as per the following model;

$$Y = \beta_o + \beta_1 X_1 + \varepsilon$$

Equation 4 Regression Model

Where Y is Organizational ambidexterity in X_1 represents Social Integration, β_0 is the regression constant, and β_1 is social intergration regression coefficients for the independent variables respectively and $\mathcal{E}$ is the residual or error term.

The results are analyzed in table 4.38 below:

Table 4.38: Model Summary for Social Integration

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.545[a]	.297	.293	.70955	.297	87.717	1	208	.000

a. Predictors: (Constant), SI

Organizational ambidexterity is positively affected by social integration (R = 0.545) which account for 29.7% of the variation in organizational ambidexterity. This relationship is statistically significant as confirmed by the ANOVA results in Table 4.39 This means that the data well fit the model being estimated.

Table 4.39 ANOVA for Social Integration

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1 Regression	44.162	1	44.162	87.717	.000
Residual	104.720	208	.503		
Total	148.883	209			

a. Dependent Variable: OA
b. Predictors: (Constant), SI

The relationship between social integration and organizational ambidexterity was modelled through the regression coefficients whose significance are indicated in Table 4.40.

Table 4.40: Coefficients for Social Integration

Coefficients[a]							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
	B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1 (Constant)	1.438	.174		8.263.000		1.095	1.782
SI	.546	.058	.545	9.366.000		.431	.661

a. Dependent Variable: OA

The coefficient tables showed that shared vision positively predicts organizational ambidexterity and this relationship is statistically significant. The lower and upper bound of the coefficient at 95% confidence interval confirm that the social integration coefficient is not zero. The model of the influence of social integration and organization's ambidexterity derived from the coefficient's table is indicated in Equation 5.

Equation 5 Social Integration against Organizational Ambidexterity

Where:
OA = Organizational ambidexterity
SI = Social integration
= error term

4.7 Contingency Reward and Organizational Ambidexterity

The third objective of the study was to establish the influence of contingency rewards on organizational ambidexterity in coffee marketing co-operative societies in Kenya. This from the believe that, to achieve high performance and to create synergy among exploratory and exploitive activities, employees require to be motivated treat them fairly especially in task interdependency. In this section, respondents were required to indicate how they agreed with on statements that indicated contingency reward as summarized table 4.41 in factor 1 analysis of Contingency reward table

Table 4.41: Contingency Reward

S.	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	I tell others what to do if they want to be rewarded for their work	210	8 (3.8%)	16 (7.6%)	27 (12.9%)	39 (18.6%)	118 (56.2%)	2 (1.0%)	3.1683	1.1528
2.	I provide recognition/reward when others reach their goals	210	21 (10.0%)	23 (11.0%)	48 (22.9%)	44 (21.0%)	72 (34.3%)	2 (1.0%)	2.5913	1.3302
3.	I call attention to what others can get for what they accomplish	210	6 (2.9%)	15 (7.1%)	53 (25.2%)	72 (34.3%)	62 (29.5%)	2 (1.0%)	2.8125	1.0349
4.	I ask no more of others than what is absolutely essential	210	37 (17.6%)	23 (11.0%)	43 (20.5%)	49 (23.3%)	56 (26.7%)	2 (1.0%)	2.3077	1.4317
5.	I let others know how I think they are doing	210	16 (7.6%)	21 (10.0%)	43 (20.5%)	46 (21.9%)	81 (38.6%)	3 (1.5%)	2.7596	1.2891

From the study, it was indicated that telling others what to do if they want to be rewarded for their work was rated fairly by majority at 74.80%. This was followed by I call attention to what others can get for what they accomplish where those who rated it fairly were 63.80% of the respondents. The parameter that was rated fairly by the

least respondents was I ask no more of others than what is absolutely essential which was rated at 50%. The value of contingency reward was computed by its mean and the spread checked by standard deviation, skewness and kurtosis as shown in Table 4.22.

Table 4.42: Summary of Contingency Reward

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.7019	.84406	.851	-.704

Contingency reward was often practiced as confirmed by a mean of 2.7 which was less than three and the standard deviation was small meaning there was less disparity. This is confirmed by the platykurtic distribution whose value is less than three while the negative skeweness show the rating was higher on the scale.

The results in this study indicate coffee cooperative societies that recognize contingency reward has a great bearing towards organizational ambidexterity. A number of scholars have agreed that, reward system has a positive impact on the performance of organizations. Jansen et al., (2007) on a study on senior team attributes noted that senior team contingency rewards motivate the leaders in and implementing complex strategic choices and this helps in achieving organizational ambidexterity. Literature has also indicated that where there are different pay patterns that accommodate reward system, this affect the functioning of senior teams in ambidextrous organizations (Mukerezi, 2013). With the results of this section indicating organisations that have contingency reward system, it is expected that, there was organizational ambidexterity in Coffee marketing Cooperative societies.

The third null hypothesis of the study was Contingency Reward does not affect organizational ambidexterity in coffee marketing co-operative societies in Kenya. To achieve this, multiple linear regression involves as per the following model;

$$Y = \beta_o + \beta_1 X_1 + \varepsilon$$

Equation 4 Regression Model

Where Y is Organizational ambidexterity in X_1 represents Contingency Reward β_0 is the regression constant, and β_1 is shared vision regression coefficients for the independent variables respectively and $\mathcal{E}$ is the residual or error term.

Table 4.43: Model Summary for Contingency Reward

Model Summary									
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.553	.305	.302	.70515	.305	91.423	1	208	.000

a. Predictors: (Constant), CR

Organizational ambidexterity is positively influenced by contingency reward (R = 0.553) which account for 30.5% of the variation in organizational ambidexterity. This relationship is statistically significant as confirmed by the ANOVA results in Table 4.50. This means that the data well fit the model being estimated.

Table 4.44: ANOVA for Contingency Reward

ANOVA[a]					
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	45.458	1	45.458	91.423	.000
	Residual	103.424	208	.497		
	Total	148.883	209			

a. Dependent Variable: OA

b. Predictors: (Constant), CR

The relationship between contingency reward and organizational ambidexterity was modelled through the regression coefficients whose significance are indicated in Table 4.45.

Table 4.45: Coefficients for Contingency Reward

Coefficients[a]							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
	B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1 (Constant)	1.510	.164		9.233	.000	1.188	1.832
CR	.553	.058	.553	9.562	.000	.439	.666

a. Dependent Variable: OA

The coefficient table showed that contingency reward positively predict organizational ambidexterity and this relationship is statistically significant. The lower and upper bound of the coefficient at 95% confidence interval confirm that the contingency reward coefficient is not zero. The model of the influence of contingency reward and organization's ambidexterity derived from the coefficient's table is indicated in Equation 6.

Equation 6 Contingency Reward against Organizational ambidexterity

Where:

OA = Organizational ambidexterity

CR = Contingency reward

= error term

4.8 Senior Team Attributes and Organizational Ambidexterity

The fourth objective of the study was to find out if senior team attributes affects organizational ambidexterity of coffee marketing co-operative societies in Kenya.

Having established the influence of each senior team, attribute the study went ahead to establish the combined effect. The combined influence of all the independent variables (contingency reward, CR; social integration, SI; shared vision, SV) were collapsed to one variable (senior team attributes, STA) which is the checked against dependent variable (organizational ambidexterity). The influence of senior team attributes on organizational ambidexterity was checked using the model summary in Table 4.46.

Table 4.46: Model Summary for Senior Team Attributes and Organizational Ambidexterity

Model Summary									
Model	R	R Square	Adjusted R Square	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.752	.566	.517	.64432	.420	150.622	1	208	.000

a. Predictors: (Constant), STA

The output on Table 4.52 indicated that social ambidexterity is has highly positively correlation (R = 0.752) with senior team attributes which account to 56.6% variability in social ambidexterity. It can be observed that when the independent variables are combined their contribution to the organizational ambidexterity improves greatly as compared to when the explanatory variables predict the organizational ambidexterity singly. This relation is significant and the model that comes of it is statistically significant which means that senior team attributes is a reliable predictor of organizational ambidexterity.

The model of the relationship between senior team attributes and the organizational ambidexterity was derived from the coefficient values presented in Table 4.47.

Table 4. 47 Coefficients for Senior Team Attributes and Organizational Ambidexterity

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.888	.178		4.987	.000	.537	1.239
STA	.752	.061	.648	12.273	.000	.631	.873

a. Dependent Variable: OA

The coefficient table showed that senior attributes positively predict organizational ambidexterity and this relationship is statistically significant. The lower and upper bound of the coefficient at 95% confidence interval confirm that the senior attributes positively coefficient is not zero. The model of the influence of senior attributes positively on organization's ambidexterity derived from the coefficient's table is indicated in Equation 7.

Equation 7 Senior Attributes against Organizational Ambidexterity

Where:

OA = Organizational ambidexterity

STA = Senior team attributes

= error term

4.9 Entrepreneurial Leadership and Organizational Ambidexterity

The fifth objective of the study was to assess whether entrepreneurial leadership mediates the relationship between senior team attributes and organizational ambidexterity in coffee marketing cooperative societies in Kenya. Entrepreneurial leadership model expounded by Bass (1985) considered innovation influence as a

major factor of Entrepreneurial leadership that followers can emulate the leader to achieve higher productivity levels. The study first analyzed entrepreneurial leadership from four aspects that included Innovation, creativity, risk taking and motivation.

4.9.1 Innovation Influence

According to Breaux (2010) "Innovation influence" is defined as having transformational leaders who behave in ways that result in their being role models for their followers. This study was conducted to determine whether innovation influence inspires and motivates followers as a factor of entrepreneurial leadership, where behavioral statements were developed to interrogate the factor and the respondents expressions were summarized in table 4.48:

Table 4.48: Factor 1: Innovation Influence

S.N	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	I make others feel good to be around me	210	7 (3.3%)	7 (3.3%)	27 (12.9%)	57 (27.1%)	110 (52.4%)	2 (1%)	3.2308	1.0237
2.	I make others to have complete faith in me	210	6 (2.9%)	6 (2.9%)	18 (8.6%)	61 (29%)	116 (55.2%)	3 (1.5%)	3.3462	.9905
3.	I make others to be proud of being associated with me	210	9 (4.3%)	4 (1.9%)	31 (14.8%)	61 (29.0%)	103 (49.0%)	2 (1.0%)	3.1779	1.0412
4.	I express with a few simple words what we could and should do	210	5 (2.4%)	6 (2.9%)	44 (21.0%)	50 (23.8%)	103 (49.0%)	2 (1.0%)	3.1538	1.0098
5.	I get others to rethink ideas that they had never questioned before	210	12 (5.7%)	20 (9.5%)	50 (23.8%)	61 (29.0%)	64 (30.5%)	3 (1.4%)	2.7005	1.1730

The indicators of innovation influence were majorly rated at as fairly fitting the leader. These included making others feel good, making others having complete faith on the leader, making others to be proud of being associated with the leader, and being focused in giving direction. The parameter that was rated highest was, making others having complete faith on the leader which was 84.2%, this was followed by making others feel good at 79.5%. The lowest rated parameter was letting others to rethink ideas that they had never questioned before which was 59.50%. However, respondents that occasionally does the leader allow for space for critical thinking by the subordinates. The average rating of innovation influence was computed including the kurtosis and skewness to find out the extremes of the responses as indicated in Table 4.49

Table 4.49: Summary of innovation influence for Innovation Influence

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.0926	.79261	4.557	-1.859

Generally, innovation influence was found to be fairly often practiced by the respondents. However this average was leptokurtic (kurtosis > 3) showing very extremes in the response with negative skewness meaning that majority of the responses were on the higher side of the scale. This means that if the scale was to be collapsed into binary response of frequent (0-2) and infrequent (3-4) then innovation influence is frequently practiced by the respondents.

The findings indicate that, the leaders in the coffee cooperative societies do practice entrepreneur leadership. This is line with Luu (2015) who indicated that entrepreneur

leadership is ‘‘Leadership that creates visionary scenarios that are used to assemble and mobilize a ‘supporting cast’ of participants who become committed by the vision to the discovery and exploitation of strategic value creation. Innovation influence as an attribute of entrepreneur leadership, Utami and Wilopo (2018b) noted that innovation influence represents the degree to which leaders are admired, respected, and trusted. Other studies in support of this attribute emphasizing on the importance of innovation influence as a factor of transformational leadership have been done by Chen and Baron (2006) in their research study in Taiwan nursing leaders attributed innovation influence having positive effect on organizational success; McGuire and Kennerly (2006) concluded that innovation influence has positive outcomes from this transformational factor; Moe, Pappas and Murray (2007) concluded that innovation influence as part of entrepreneurial leadership model had a significant impact upon positive attitudes and motivation of staff; Luu, Dinh and Qian (2019) concluded that the application of innovation influence collated positively with entrepreneurial leadership. This is coming out clearly from this study.

4.9.2 Creativity

Creativity is defined as having a leader who encourages innovation and creativity as well as critical thinking and problem solving Breaux (2010). Through creativity, leaders continuously encourage team members to think and perform new ways challenging their own beliefs and supporting new and innovative ways of actions. It’s an important component of entrepreneurial leaders Sánchez-Cardona, Salanova Soria, and Llorens-Gumbau (2018). This study examined how Creativity a may stimulate team learning from managers whose responses were derived from statements summarized below:

Table 4.49: Factor 2: Creativity

Statement	N	0	1	2	3	4	NR	MEAN	SD
I enable others to think about old problems in new ways	210	12 (5.7%)	23 (11.0%)	46 (21.9%)	49 (23.3%)	78 (37.1%)	2 (1.0%)	2.7596	1.2277
I provide others with new ways of looking at puzzling things	210	11 (5.2%)	20 (9.5%)	31 (14.8%)	64 (30.5%)	82 (39.0%)	2 (1.0%)	2.8942	1.1830
I get others to rethink ideas that they had never questioned before	210	13 (6.2%)	21 (10.0%)	39 (18.6%)	74 (35.2%)	61 (29.0%)	2 (1.0%)	2.7163	1.1719
I am satisfied when others meet agreed-upon standards	210	5 (2.4%)	7 (3.3%)	25 (11.9%)	38 (18.1%)	133 (63.3%)	2 (1.0%)	3.3798	.9854
I give personal attention to others who seem rejected	210	6 (2.9%)	10 (4.8%)	24 (11.4%)	40 (19.0%)	127 (60.5%)	3 (1.5%)	3.3221	1.0482

The indicators of the creativity had majority of the respondents agreeing that they are frequently practiced. The respondents mostly said that they are satisfied when others meet agreed-upon standards at 81.40%, this was followed by those who give personal attention to others who seem rejected at 79.50%. The lowest rated was leaders enable others to think about old problems in new ways at 60.40%. From the results, majority of the respondents rated the three indicators as fairly often practiced. The creativity value was computed in terms of mean and the spread checked through standard deviation while the shape of the curve revealed by measure of kurtosis and skewness as indicated in the table 4.50 below.

Table 4.50: Summary of creativity

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.9857	.86682	1.885	-1.256

The value for creativity was approximately three indicating that the respondents fairly frequently practice it. The small standard deviation indicated that the respondents

were almost all in agreement of the fairly often. The kurtosis of less than three indicated a platykurtic distribution thus less extremes with negative skewedness where lesser extreme although almost settled at the middle scale on average, more respondents had indicated higher measure in the scale, frequent practice.

As noted by Augusto and Moel (2014) creativity has been defined as the degree to which leaders stimulate their followers' effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. This is well coming out from the results that the leaders used creativity. This is supported by studies done by Manalel and Deepa (2016) who established that application of creativity by transformative leaders ensured that followers put in extra effort showing satisfaction with their leader emphasizing goal attainment. Further initiative conducted by Augusto and Moel (2014) concluded that creativity as a factor ensures that the leader articulates new ideas that prompt followers to rethink conventional practice thinking. Breaux (2010) Avers that entrepreneurial leaders intellectually stimulate their followers efforts to be innovative and creative by questioning assumptions, refraining problems and approaching old situations in new ways. Therefore, entrepreneurial leadership with emphasis on creativity is a model of leadership that when applied leads to success in organizations as depicted in this study.

4.9.3 Risk Taking

Risk taking consideration is the inclusion of people into the transformation of an organization (Conger, 2014). Risk taking constitutes developing followers through coaching, mentoring and teaching. A risk taking consideration leader demonstrates high concern for their followers, treats them as individuals and gets to know well

about them and listens to their concerns and ides (Kirkbride, 2006). The researcher generated statements for assertion by the respondents in order to determine entrepreneurial leadership factor of risk taking influence in an organization and the findings are summarized in table 4.51:

Table 4.51: Factor 3: Risk Taking

S.N	Statement	N	0	1	2	3	4	NR	MEAN	SD
1.	I help others develop themselves	210	6 (2.9%)	16 (7.6%)	35 16.7(%)	46 (21.9%)	105 (50%)	2 (1.0%)	3.0962	1.1122
2.	I let others know how I think they are doing	210	14 (6.7%)	24 (11.4%)	41 (19.5%)	71 (33.8%)	58 (27.6%)	2 (1.0%)	2.6490	1.1946
3.	I give personal attention to others who seem rejected	210	6 (2.9%)	15 (7.1%)	26 (12.4%)	40 (19.0%)	121 (57.6%)	2 (1.0%)	3.2260	1.0998
4.	Whatever others want to do is OK with me	210	60 (28.6%))	28 (13.3%)	55 (26.2%)	38 (18.1%)	27 (12.9%)	2 (1.0%)	1.7308	1.3882
5.	I make others feel good to be around me	210	10 (4.8%)	10 (4.8%)	32 (15.2%)	48 (22.9%)	108 (51.4%)	2 (1.0%)	3.1250	1.1352

The highly rated indicator was giving personal attention to others who seem rejected at 76.60%. This was followed by helping others develop themselves at 71.90%. The least rated indicator was whatever others want to do is okay with me at 31% indicating leaders who are concerned about the people they lead. The standard deviation was approximately equal to the mean showing that the responses were near equally spread amongst the measurement scales. The findings are presented using table 4.5.2

Table 4.52: Summary of Risk Taking

N	Mean	Std. Deviation	Kurtosis	Skewness
210	2.7390	.84858	.814	-.819

The risk taking was rated as fairly often practiced as shown by the mean of three with small standard deviation showing less disparity in the overall rating. This is confirmed by the platykurtic distribution whose value is less than three while the negative skeweness show the rating was higher on the scale.

Research in support of entrepreneurial leadership including risk taking consideration is exemplified: McGuire and Kennerly (2006) who concluded that risk taking consideration had positive outcome and job satisfaction: Manalel and Deepa (2016), declared that risk taking consideration ensured followers put extra effort. Other studies have indicated that risk taking consideration is used by leaders to enhance the effectiveness of a shared senior team vision by providing ideological explanations that link exploratory and exploitative efforts of individual senior team members to the achievement of shared goals and values. In that case, there is motivation of the senior members of the organization and as a result, there is more involvement of the members towards achieving the goals of the organization (Jansen et al., 2007).

Entrepreneurial leadership with emphasis on the factor of invidualized consideration model when applied leads to successful teams and organizations as clearly shown by this study. The study went further to find out the relationship between the leadership style and the influence the leaders' action in the cooperative societies. The results

were as in table 4.53 the respondents were requested to indicate their level of agreement on their level on decision making.

Table 4.53: Leadership style and leaders' action in cooperative relationships

S. N	Statement	N	SD	D	N	A	SA	NR	MEAN	SD
1.	People are unafraid to express their views and options about coffee marketing business	210	36 (17.1 %)	34 (16.2 %)	26 (12.4 %)	59 (28.1 %)	43 (20.5 %)	12 (5.7%)	3.0287	1.5625
2.	People are encouraged to look for new business opportunities	210	14 (6.7%)	25 (11.9 %)	38 (18.1 %)	74 (35.2 %)	48 (22.9 %)	11 (5.3%)	3.4163	1.3881
3.	Decisions made are quickly acted upon in our society	210	9 (4.3%)	30 (14.3 %)	40 (19.0 %)	83 (39.5 %)	42 (20.0 %)	6 (2.9%)	3.4976	1.2213
4.	People with expertise are valued and listened to	210	12 (5.7%)	24 (11.4 %)	36 (17.1 %)	79 (37.6 %)	52 (24.8 %)	7 (3.4%)	3.5598	1.2926
5.	Knowledge and experience is shared across the organization	210	6 (2.9%)	13 (6.2%)	29 (13.8 %)	90 (42.9 %)	66 (31.4 %)	6 (2.9%)	3.8894	1.1260
6.	Genuine debate is encouraged in the organization	210	16 (7.6%)	5 (2.4%)	31 (14.8 %)	89 (42.4 %)	63 (30.0 %)	6 (2.9%)	3.7981	1.2307

The parameter that had the highest rating was that genuine debate is encouraged in the organization at 74.30%. This was followed by knowledge and experience is shared across the organization at 62.40%. The lowest rated was people are unafraid to express their views and options about coffee marketing business at 48.60%. The results in this connote well with the discussion other sections which were rated highly.

4.9.4 Motivation Attribute

The motivation attribute value was computed in terms of mean and the spread checked through standard deviation while the shape of the curve revealed by measure of kurtosis and skewness as indicated in the table 4.54 :

Table 4.54: Motivation attribute

N	Mean	Std. Deviation	Kurtosis	Skewness
210	3.5087	.97158	2.720	-1.242

This attribute was rated as fairly often practiced as shown by the mean of 3.5 with small standard deviation showing less disparity in the overall rating. This is confirmed by the platykurtic distribution whose value is less than three while the negative skeweness show the rating was higher on the scale. With the rating of innovation influence, creativity and risk taking consideration and the same with decision making in the cooperative societies, this agrees with Chang and Hughes (2012) who observed that leadership behavior has a great influence in organ organizational ambidexterity. For there to organizational ambidexterity, there must be the ability and freedom of making decision with proper guidance among leaders.

Leadership style in general in cooperative societies as contended by Ranville (2021) as democratic since democracy within cooperative is generally defined by the principle “one man one vote” inscribed in the International Cooperative Alliance declaration on cooperative identity. He further alludes that studies explain democracy on cooperative societies through concept of participation which is not measured in a

single way and usually mix various dimensions such as economic participation, membership (Pitts, 2018), control, ownership (Fethi et al., 2016), member's perception of their participation (Österberg & Nilsson, 2009), and other factors like trust, loyalty and motivation to participate (Verhees et al., 2015; Xiang & Sumelius, 2010).

For the organization to achieve ambidexterity, entrepreneur leadership becomes critical (Luu, Dinh & Qian, 2019). Entrpepeneurial leaders exhibit innovation influence, arouse inspirational motivation, provide creativity, and treat followers with risk taking consideration (Utami & Wilopo, 2018b). This is well confounded in the research findings in this study.

4.10 Mediating Effect of Entrepreneurial Leadership on the relationship between Team Attributes and Organizational Ambidexterity

Objective four was to assess whether entrepreneurial leadership mediates the relationship between team attributes and organizational ambidexterity

The following steps guided the mediation test: (note that the first three steps are conditions for mediation while the fourth steps contain the model for mediation decision)

Step 1: Independent variable predicting dependent variable. This relationship need to be significant.

Equation 8 Independent variable predicting dependent variable

Step 2: Independent variable predicting mediator variable. This relationship need to be significant.

Equation 9 Independent variable predicting mediator variable

Step 3: Mediating variable predicting the dependent variable (see Equation 10 in step 4)

Step 4: Independent variable predicting the dependent variable through mediator variable

Equation 10 Independent variable predicting the dependent variable through mediator variable

All the above steps are based on the assumption that there is no missing data and the model is saturated.

Step 1: The relationship between Senior Team Attributes (STA) and Organizational Ambidexterity (OA)

Table 4.55: The relationship between Senior Team Attributes (STA) and Organizational Ambidexterity (OA) Coefficients

Coefficients[a]							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.888	.178		4.987	.000	.537	1.239
STA	.752	.061	.648	12.273	.000	.631	.873

a. **Dependent Variable: OA**

There is statistically significant relationship between senior team attribute and organizational ambidexterity. This confirms the first condition for testing mediation effect that the independent variable and dependent variable be significantly related.

Step 2: The relationship between Senior Team Attributes (STA) and Entrepreneurial Leadership (EL)

Table 4.56: The relationship between Senior Team Attributes (STA) and Entrepreneurial Leadership (EL) Coefficients

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.913	.178		5.138	.000	.563	1.263
	STA	.711	.059	.644	12.150	.000	.596	.826

a. **Dependent Variable: EL**

There is statistically significant relationship between entrepreneurial leadership and senior team attribute. This confirms the second condition for testing mediation effect that the mediator variable and dependent variable be significantly related.

Step 3: The relationship between Entrepreneurial Leadership (EL) and Organizational Ambidexterity (OA) (*Refer to Table 4.56 on Step 4*)

Step 4: Testing the mediating effect of Entrepreneurial Leadership (EL) on the relationship between Senior Team Attributes (STA) and Organizational Ambidexterity (OA)

Table 4.57: Testing the mediating effect of Entrepreneurial Leadership (EL) on the relationship between Senior Team Attributes (STA) and Organizational Ambidexterity (OA) Coefficients

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.888	.178		4.987	.000	.537	1.239
	STA	.752	.061	.648	12.273	.000	.631	.873
2	(Constant)	.553	.180		3.073	.002	.198	.907
	STA	.445	.083	.383	5.367	.000	.281	.608
	EL	.408	.079	.370	5.180	.000	.253	.563

a. Dependent Variable: OA

The relationship between senior team attribute and organizational ambidexterity through entrepreneurial leadership is significant indicating that there is partial

mediating effect. The study thus confirms that entrepreneurial leadership statistically significantly partially mediates the relationship between senior team attributes and the organizational ambidexterity. The discussed steps in mediation are summarized in Table 4.58.

Table 4.58: Summary of effect of Entrepreneurial Leadership (EL) on the relationship between Senior Team Attributes (STA) and Organizational Ambidexterity (OA) Coefficients

Step	Relationship	Coefficient	t-value	p-value	Condition
Step 1		.752	12.273	.000**	Met
Step 2		.711	12.150	.000**	Met
Step 3		.408	5.180	.000**	Met
Step 4		.445	5.367	.000**	Partially met

**significant at 5% level of significance

The study modelled from the relationships contained in Table 4.58 is presented in Equation 11.

Equation 11 Summary of the mediation test

Entrepreneurial leadership is therefore a very crucial factor when modelling for the practice of senior team attributes towards achieving organizational ambidexterity.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study investigated the mediating role of entrepreneurial leadership on senior teams' attributes and organizational ambidexterity in coffee marketing cooperative societies in Kenya. This chapter summarizes the findings of the study in relation to deductions, and theoretical and empirical literature reviewed. The study draws conclusions and makes recommendations from findings in line with the objectives of the study and suggests areas for further research.

5.2 Summary of Findings

The section summarizes the findings and discussions contained in Chapter Four. The summary is organized as per the study objectives and hypothesis. The summary describes the significant findings in the relationship between the indicators of senior team attributes (shared vision, social integration and contingency reward) and organizational ambidexterity. The section then ends summative relationship between senior team attributes and the organizational ambidexterity as mediated by entrepreneurial leadership.

5.2.1 Contingency Reward and Organizational Ambidexterity of Coffee Cooperative Societies

Organizational ambidexterity was measured in three forms: contextual, structural and sequential. Contextual ambidexterity was measured in five item indicators: I tell others what their structures and processes need to change; I tell others how to use resources effectively as planned; I help others to utilize resources efficiently as

planned; I help others to exercise competence in using resources; I tell others how to balance resource utilization for now to plan for future needs. These indicators were highly rated to be frequently practiced with the most frequent being telling others on how to use resources and the one done at times being telling others that their structures and processes need to change. Average rating of contextual ambidexterity was revealing that is fairly often practiced. The indicators of contextual ambidexterity showed that resource planning, utilization and control are important in bring about behavior and social change in contributing to organizational ambidexterity such that there is a balanced resource stock today and into the future even at rapid technological changes.

Structural ambidexterity was measured in five item indicators: The study evolved structures to adopt to changing marketing conditions; I have recombined technological innovations to enhance productivity; I implement all organizational systems and processes; we encourage research on new technology to increase production; we commit balanced organizational resources now for forecasting future market demands.

Structural ambidexterity was revealed to be achieved mainly through encouraging research on new technology to increase productivity which had the highest average rating. Other highly contributing aspects were implementation of all systems and processes and balancing of current organizational resources in an endeavor to meet future demands. In order to achieve mechanisms leading to structural ambidexterity it is important to adopt new technologies, implement organizational systems and processes which require evolving congruently to the changing market condition while balancing organizational resources to meet current and future market conditions. This

is further confirmed by slightly fifty four percent majority of the managers who agreed that they do not encounter issues with resource allocation. Efficient resource allocation and utilization is evidently important in achieving organizational ambidexterity.

Sequential ambidexterity was measured in five item indicators: the study has designed an organizational strategy to be implemented; we collaborate to utilize organization resources optimally; we follow established collective action to enhance productivity; we have planned policies to achieve short-term and long term organizational goals; we have planned how to make organizational changes to sustain productivity processes now and in future. Sequential ambidexterity was achieved by all the indicators with plans to adopt to changes having the highest mean rating and the designing of organizational strategy to be implemented rated the lowest. On summative average sequential ambidexterity was rated to be fairly often practiced. The study revealed that sequential ambidexterity is achieved when the organization have clear plans to be implemented guided by both short lived and long lived policies that are aimed at achieving optimal utilization of organizational resources through collective action to achieve maximum productivity in any environment now and in the future.

The study revealed that organizational ambidexterity is achieved through contextual ambidexterity, structural ambidexterity and sequential ambidexterity. Going by the average of the three indicators: contextual ambidexterity, structural ambidexterity and sequential ambidexterity, it found that the frequency of their practice is fairly often. This explains why the coffee marketing cooperative societies in Kenya are not

performing to their full capability because optimal performance can only be achieved if the three facets of organizational ambidexterity is achieved by frequent practice. Their optimal practice will drive entrepreneurial knowledge transfers and improve the performance of the coffee marketing cooperative societies in Kenya. The managers interviewed agreed with this fact they need to drive and achieve entrepreneurial activities that will stimulate economic growth in a collective enterprise where knowledge is transferred through learning when resources and human capabilities are maximized through formal structures subject to the character of the managers. The character of the managers in this research is seen in such factors like contingency reward, social integration and shared vision whose relationship with organization ambidexterity is summarized here and in the sections that follow.

Contingency reward was measured using five item statements that included: I tell others what to do if they want to be rewarded for their work; I provide recognition/rewards when others reach their goals; I pay attention to what others can get for what they accomplish; I ask no more of others than what is absolutely essential, I let others know how I think they are doing. The indicator of telling others what to do if they want to be rewarded had the highest rating, meaning that contingency reward is achieved by coffee marketing cooperative societies in Kenya when the managers frequently guides their subordinates in accomplishment of the cooperative's policy and missions. The contingency reward indicator that was least practiced by the managers is asking no more of others than what is absolutely essential. Summative rating showed that the practice of contingency reward as a measure of senior team attribute was rated as fairly often practiced.

Contingency reward positively and statistically significantly contributes to the organizational ambidexterity. The managers attempt to provide any contingency reward shall increase the organizational ambidexterity. Contingency reward is therefore for the performance of the organization in dealing with the present and future activities of the organization.

5.2.2 Social integration and organizational ambidexterity of coffee cooperative societies

Social integration which entails organizational groups linkages and engagement to achieve individual satisfaction, was measured in using five item indicators: I provide others with new ways of looking at puzzling things, others have complete faith in me; I am content to let others continue working same ways always; I am satisfied when others meet agreed upon standards; I express in few simple words what we could and should do. The two most rated indicators were manager's satisfaction when subordinates meet the standards and simplifying instructions when communicating expectations The managers ability to provide new ways for employees to solve complex activities was given the lowest rating.

This is a contrast with the knowledge which requires that employers should be ready to provide new ways of doing things so that to adapt to the dynamic environment that comes their way. Therefore for social integration to be met, the managers need to express satisfaction when standards are achieved by the subordinates who they always let work in the same way while at the same time revealing to them new ways of doing things by simplified instructions which increases faith the subordinates have in the

manger. This increases the maneuverability between exploration and exploitation thus contributing to organizational ambidexterity.

On average, social integration was rated to be a slightly low rating. The practice of social integration in terms of frequency is still low among coffee marketing cooperative societies thus contributing to the problems ailing them. Social integration positively relate with organizational ambidexterity. This relationship can successfully be relied which means that social integration cannot be ignored while focusing on organizational ambidexterity as a contributor to business performance. The managers' ability to bring people together towards achieving a common vision in different environments is therefore very important.

5.2.3 Shared vision and organizational ambidexterity of coffee cooperative societies

Shared vision which entail the desired future which members of the organization have internalized and ready to associate with, was measured using five item indicators: As long as things are working I do not try to change anything; I tell others the standards they have to know to carry out their work; I help others find meaning in their work; I provide recognition/rewards when others reach their goals, I am satisfied when others meet agreed upon standards. The indicators that were highly rated to be frequently practiced by the managers include: satisfaction when subordinates meet standards, assisting the employees appreciate their work and creating awareness of the existing standards that guide the work being undertaken. The managers attempt to maintain status quo received the lowest rating. However, the managers had diverge views on these factors as revealed by the high standard deviation. In order to achieve social integration the managers have to inject new ideas of doing work while assisting

employees know the standards that guide such work which will assist them appreciate their work which if done upon the manager's satisfaction, a reward is issued to enable the workers to adopt to the explorative and exploitative environment.

Shared vision was rated slightly low on average, meaning that the frequency of its practice is not high as would be expected of an organization performance. This reveal why coffee marking cooperative societies are still performing below expectations of their members. Shared vision positively relate with organizational ambidexterity. The model of the relationship between shared vision and organizational ambidexterity can confidently be relied upon. This demonstrate that performance of coffee marketing cooperative societies can be improved through organizational ambidexterity when the social integration is enhanced.

5.2.4 Senior team attributes and organizational ambidexterity of coffee cooperative societies

Senior team attributes which require a manager who think strategically, has people skills and recognizes efforts of the subordinates is all that was summed up in three indicators: contingency reward, social integration and shared vision. The study showed that when the three indicators act together as opposed to singly, there is a huge improvement in the relationship with the variables respectively, all which were significant. However, when the acted together, the model improves significantly. This contributes to the fact that senior team attribute positively influence organizational ambidexterity with a higher regression coefficient. This means higher organizational ambidexterity is achieved when all three indicators work together. The manager therefore need to bring people together, involve them in strategic decision making

make available the resources and award standards in order to achieve organizational ambidexterity in coffee marketing cooperative societies in Kenya.

5.3 Mediating role of entrepreneurial leadership on senior team attributes and organizational ambidexterity

Entrepreneurial leadership entails strategic manager with ability take risk, takes responsibilities explore opportunities, be creative, innovative and inventive in a rapidly changing environment where exploration and exploitation is highly required. This is manager who will combine leadership and entrepreneurial knowledge to drive an organization forward while creating environment for continuous learning. Entrepreneurial leadership was measured using three indicators: innovation influence, creativity and risk taking.

Despite fluctuations in financial and other indicators, the firm remains profitable because it has introduced a novel product or service with sufficient value (Drucker, 1985: 155–58). However, it turns out that the entrepreneurial organization's two cutting and sustaining edges of excellence-superior customer care and ongoing innovation-are not built on the entrepreneur's intellect, unconventional operational skills, or supernatural maneuvers or countermoves in the marketplace. Instead, the foundations of both are laid by listening, trusting, and respecting the dignity and creative potential of each individual in the firm. Having this groundwork laid makes it easier to assemble a "winning team" of employees who are fully invested in the firm's success.

Most companies with an entrepreneurial spirit are able to establish a culture of excellence not because of any special brilliance but because they consistently exceed customer expectations in all areas of operation. So, in an entrepreneurial context, the

keys to organizational excellence revolve around three factors: attentiveness to customers, perseverance in the face of change, and dedication to the success of the firm as a whole. However, there is still something missing from this exemplary model-the glue that brings everything together.

Innovation influence which entail the capability of a leader to forgo self-interest by sacrificing for the group's benefit whom would then bound themselves to him in association, was measured using five item indicators which included: I make others feel good to be around me; others have complete faith in me; others are proud to be associated with me; I express with a few simple words what we could and should do; I get others to rethink ideas that they had never questioned before. Out of these only one indicator is infrequently put in practice, that is, getting others to rethink ideas that they had never questioned before .Other indicators are fairly often practiced, namely, subordinates having complete faith in the leader influencing others to associate with the manager, instilling pride in subordinates, and, simplifying instructions. Therefore, in order to build innovation influence, the manager need to charismatically influence others to be associated with him/her by bringing close which increases their pride of such association and this is achieved by issuing simple instructions of executing policies and procedures that opens up an environment where the subordinates can rethink the ideas they have never questioned before. However, on average, the study found out that the innovation influence if often practiced. The study hypothesized that for optimal entrepreneurial leadership; innovation influence should be frequent thus adding to the reasons for low performance by coffee cooperative societies.

The second indicator of entrepreneurial leadership was creativity sought to establish whether the managers create a conducive environment for creativity and innovation to

enable critical thinking by the subordinates towards strategic problem solving. Creativity was measured using five item indicators that included: I enable others think about old problems in new ways; I provide others with new ways of looking at puzzling things; I get others to rethink ideas that they had never questioned before; I am satisfied when others meet agreed upon standards; I give personal attention to others who seem rejected. Only two of these factors received rating three and above: managers' satisfaction when others meet agreed upon standards and providing personal attention to those who seem rejected. Al the other three indicators received rating less than three which means the managers of coffee marketing cooperative societies still infrequently practice the items like creating environment for creativity, innovation and critical thinking especially of puzzling things. This explains the low performance in such cooperative societies as evidenced by the low average rating of less than three for creativity.

The third indicator of entrepreneurial leadership was anchored under risk taking consideration which the study sought to establish the extent to which a leader mentors the followers by paying attention to each follower's concerns and problems. Risk taking consideration was measured in five item indicators which included: I help others develop themselves; I let others know how I think they are doing; I give personal attention to others who seem rejected;, whatever others want to do is okay with me; I make others feel good to be around me. The findings established that managers to do not just let others do whatever their intuitions guides them to be write as evidenced by the low rating but fairly often help them develop themselves and give personal attention to seemingly dejected persons which make others feel to be around him. On average the individualized influence received a less than three rating

thus it is not even fairly often practiced thus contributing to the below optimal performance by coffee cooperative societies.

The average of the three indicators resulted to a rating of less than three for entrepreneurial leadership. This indicated though the frequency with which entrepreneurial leadership is practiced is still low. The study opines that this low frequency of entrepreneurial leadership practice contributes to below optimal performance of the coffee marketing cooperative societies in Kenya. The study, however, established that a statistically significant relationship between entrepreneurial leadership and senior team attributes. The significant relationship means entrepreneurial leadership is likely to enhance senior team attributes. The relationship between senior team attribute and organizational ambidexterity through entrepreneurial leadership is significant indicating that there is partial mediating effect. The study thus confirms that entrepreneurial leadership statistically significantly partially mediates the relationship between senior team attributes and the organizational ambidexterity. There may be other factors beyond this study which also mediate the contribution of senior team attributes to organizational ambidexterity.

5.4 Conclusion

The study sought to establish the mediating role of entrepreneurial leadership on the contribution of senior team attributes to the organizational ambidexterity. In order to achieve this general objective, the study explored three specific objective by looking at the relationship between three senior team attribute indicators, namely, shared vision, social integration and contingency reward against organizational ambidexterity

which this study holds contributes and enhance performance of coffee marketing cooperative societies in Kenya.

It is captured in the research problem that one of the factors contributing below optimal performance by coffee marketing cooperative societies is failure to employ to the maximum senior team attributes on organizational ambidexterity where entrepreneurial leadership must exist. It is seen that for organizations to cope up there must be maintained status quo as well as injecting new ways of doing things. Maintenance of status quo is the exploitation while injecting new ways of doing things is the exploration. Simply, for better performance, organizational ambidexterity has to be practiced in such a way that new ideas (exploration) are implemented (exploitation) while attempting not to totally do away with current undertakings where resources are balanced to meet both current and future demands.

When certain conditions are met, such as when businesses are able to use the open innovation approach to break organizational boundaries and, as a result, when they allow resources related to innovation to circulate across functional areas, being enriched by multiple contributions, organizational ambidexterity is successful in generating innovation performance. To avoid the organizational ambidexterity conundrum, this could imply that businesses should move quickly and nimbly while transitioning from a closed innovation model to an open innovation model. In this study, we examine the connections between organizational ambidexterity, open innovation, and firm performance in the context of product and service innovation. The world has become very competitive and dynamic. Organizational ambidexterity thrive well in such environments where performance stall if there is senior team

attributes is minimal and entrepreneurial leadership is lacking. If only status quo is maintained then the coffee marketing cooperative societies are likely to be trapped into risks of operating below optimal levels as have been mentioned in the research problem. On the other hand, if only new ways of doing things are sort then the cooperative societies will sink into failures in scenarios of wasted resources if such new ventures are unviable. This calls for frequent practice of organizational ambidexterity to increase efficiency, flexibility, innovation and implementation of innovations and inventions for improved performance.

The study established that there is a statistically significant relationship between shared vision and organizational ambidexterity. Shared vision thus enhance employee engagement in the coffee marketing cooperative societies and it is encouraged in the today's world where most of the work has gone virtual. The leader need to assist others understand the future of the cooperative towards achieving the strategic plans. This finding strongly support the transformational leadership theory where flexibility has to be achieved in improving performance from period to be period through innovation and inventions in shared aspirations. However, the study found out that the frequency of the practice of shared vision is still low among the managers of coffee marketing cooperative societies in Kenya hence low performance.

The study established that the managers recognize and reward performance that meet agreed upon standards which motivate the employees to maneuver between exploration and exploitation. Although this frequency of practicing contingency reward leadership was low, contingency reward leadership was found to statistically significantly influence organizational ambidexterity. The finding thus support need

for achievement theory where employees will strive to meet the set standards of all cooperative societies procedures in order to be rewarded which this study envisions will enhance loyalty and build trust in the organization so as to enhance performance. This study has demonstrated the non-linear impact that organizational ambidexterity has on innovation performance and how this impact is amplified when the moderating impacts of inward and outward open innovation are included. The theory says that for businesses to make the best use of resources from the outside world, they should be open and encourage behaviors that are both exploratory and exploitative.

As the reward focuses on individual efforts of achievement of realizing the cooperative's mission and vision; social integration was found to be very crucial. The leadership potency and cohesion is required to achieve social integration by having collective sense of intuition of mission. Social integration was established to statistically significantly influence organizational ambidexterity. Social integration encourages achievement of synergy and the study predicts that such group cohesions enhance organizational ambidexterity where no group feels alienated and no individual seem dejected. Despite this significance, the study revealed that the practice of social integration is still low among the coffee marketing cooperative societies in Kenya. This problem may accrue from managers' dilemma of commanding respect and agility to get recognized and be associated with by others. Managers therefore need to enhance the bonding of its members by lowering social differentiation through enhanced appeal where the employees drop their defensive moves and accept to associate with the leader hence automatically join the group whose bond is the happiness to associate with the leader. This means shared vision shall simply be understood and implemented. This finding supported experiential

learning theory because social integration because it takes time for the manager to develop approachability factor and let others drop their personality to share a common pursuit.

In pursuit to achieve organizational ambidexterity from senior team attributes, the study established that entrepreneurial leadership must play handy. Entrepreneurial leadership was found to statically significantly partially influence the contribution of senior team attribute to organizational ambidexterity. The entrepreneurial leadership, though found to be meritorious, had its indicators rated below three on average. This means entrepreneurial leadership in terms of innovation influence, creativity and risk taking consideration is still infrequently practiced which explains the reasons behind the low performance by coffee marketing cooperative societies. This finding strongly supports entrepreneurial passion theory but rejects the resource based view theory by arguing that, resources may be available but when the manager lacks entrepreneurial leadership skills then the organization may stall at its status quo and prevent innovation and invention that propel the performance of the organization.

The study scientifically contributes to the new knowledge that there is significant interplay between senior team attributes and organizational ambidexterity as mediated by entrepreneurial leadership. The study findings upholds the tenets of the following theories: need for achievement theory, transformational leadership theory, experiential learning theory and entrepreneurship passion theory. The study findings rejects resource based view theory by opining that even well-endowed resourced organization cannot balance between exploration and exploitation in the absence of organizational ambidexterity as influenced by senior team attributes.

5.5 Recommendation

The study has established a significant contribution of senior team attributes to the organizational ambidexterity. The contribution can only thrive, albeit partially, when entrepreneurial leadership is frequently practiced. However, despite this significant influence of senior team attributes and the frequency of the practice of senior team attributes, entrepreneurial leadership and organizational ambidexterity is still low. The drivers of organizational performance in rapidly changing environment are the organizational ambidexterity and entrepreneurial leadership as established by the study. It is through entrepreneurial leadership that resource balancing is achieved.

The study therefore, recommends that managers of coffee marketing cooperative societies need to frequently offer contingency reward, provide shared vision and enhance social integration. These will drive senior team attributes that contribute to organizational ambidexterity so as to balance between the current and the future endeavors.

It is recommended that the managers increase the frequency of contextual ambidexterity, structural ambidexterity and sequential ambidexterity. Contextual ambidexterity can be achieved through resource planning, utilization and control are important in bring about behavior and social change in contributing to organizational ambidexterity such that there is a balanced resource stock today and into the future even at rapid technological changes. Structural ambidexterity can be achieved through to adopting new technologies, implement organizational systems and processes which require to evolve congruently to the changing market condition while balancing organizational resources to meet current and future market conditions. Sequential

ambidexterity will be achieved when the organization have clear plans to be implemented guided by both short lived and long lived policies that are aimed at achieving optimal utilization of organizational resources through collective action to achieve maximum productivity in any environment now and in the future.

The study recommends that all training for coffee marketing cooperative societies include the senior team attributes, the content of organizational ambidexterity and entrepreneurial leadership. This important to enhance practice so as to move the cooperative societies from below to optimal performance. The study predicts this will reduce costs of management and operations since the cooperative societies are operating in a very dynamic and unpredictable environments today.

5.6 Areas for Further Research

The study established that the senior team attributes positively and statistically significantly influence organizational ambidexterity. This relationship is however partially mediated by entrepreneurial leadership. The study thus calls for further research to explore on the possibility other variables that are mediating the relationship between senior team attributes and organizational ambidexterity which could have been beyond the scope of this study. The study strongly recommends replication of this these study variables into future research to find out whether the coffee marketing cooperative societies will have improved in the frequency of practicing senior team attributes, organizational ambidexterity and entrepreneurial leadership.

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APPENDICES

APPENDIX I: UNIVERSITY RESEARCH PERMIT

KARATINA UNIVERSITY
SCHOOL OF BUSINESS
OFFICE OF THE DEAN
Email: deansob@karu.ac.ke

Tel: +254-(0)729 721 200

P.O. BOX 1957 – 10101,
KARATINA,
KENYA.

5th February, 2018

TO WHOM IT MAY CONCERN:

RE: KIURA HESBON M.

This is to confirm that the above named is a bonafide student at Karatina University School of Business; he is pursuing a PhD in Entrepreneurship.

Hesbon has completed his course work and submitted proposal; he has been permitted to collect data on his thesis titled: "***The Mediating role of entrepreneurial Leadership and the Relationship between senior team attributes and organization ambidexterity of Coffee Marketing Cooperatives in Kenya***".

Any assistance accorded to him will be highly appreciated.

Thank you.

DEAN, SCHOOL OF BUSINESS
05 FEB 2018
KARATINA UNIVERSITY
P.O. Box 1957-10101, KARATINA

Dr. D. Gichuhi
DEAN, SCHOOL OF BUSINESS

APPENDIX II NACOSTI RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **465698**

Date of Issue: **01/November/2019**

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This is to Certify that Mr.. Hesbon Kiura of Karatina University, has been licensed to conduct research in Baringo, Bomet, Bungoma, Busia, Elgeyo-Marakwet, Embu, Kakamega, Kericho, Kiambu, Kirinyaga, Kisii, Kisumu, Kitui, Machakos, Makueni, Meru, Migori, Mombasa, Muranga, Nairobi, Nakuru, Nandi, Narok, Nyamira, Nyandarua, Nyeri, Taita-Taveta, Tharaka-Nithi, Transnzoia, Uasin-Gishu, Vihiga on the topic: THE MEDIATING ROLE OF ENTREPRENEURIAL LEADERSHIP ON THE RELATIONSHIP BETWEEN SENIOR TEAM ATTRIBUTES AND ORGANIZATIONAL AMBIDEXTERITY OF COFFEE MARKETING CO-OPERATIVE SOCIETIES IN KENYA for the period ending : 01/November/2020.

License No: **NACOSTI/P/19/2202**

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Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Website: www.nacosti.go.ke

APPENDIX III: QUESTIONNAIRE

QUESTIONNAIRE

Name of Co-operative Society ……..
Telephone Number …….
Address: P.O. Box ……POST CODE ……..
E- Mail…….County……Sub –County ……
Contact Person…….……
Telephone Number …….……
Website :……

The purpose of this questionnaire is to collect data for a study which seeks to investigate

Mediating role of entrepreneurial leadership on senior team attributes and organizational ambidexterity of coffee marketing co-operative societies in Kenya.

All information provided will be treated with utmost confidentiality. Please do not write your name or any other personal identification mark on this questionnaire.

Kindly respond to all questions by either filling in the blank spaces or placing a tick (√) against the applicable option.

SECTION A : GENERAL INFORMATION

Q1. How many registered members does the cooperative society have?

Q2 How many of the registered active members does the co-operative have? Categorise them by gender.

Gender	Number of Members
Male	
Female	
Total	

Q3. Indicate the number of members who are within the following age cohorts?

Age Cohort	Number of Members
18-35	
36-40	
41-50	
51 and Above	

Q 4 Indicate the level of education of the management committee members and senior staff?

Level of education	Management Committee	Senior Staff
O Level		
Certificate		
Diploma		
Degree		
Masters		
Doctorate		

Q 5. Which of the following main activities are offered by your Cooperative?

Main Activities	Offered by Cooperative
Weighing and grading Coffee	
Wet milling	
Drying parchment coffee	
Storage of parchment coffee	
Transport	
Milling	
Roasting	
Packaging	
Auction	
Marketing of coffee	
Co-operative Education to members	
Provision of farm inputs	
Provision of extension services	
Credit facilities to members	
Other income generation project (please specify)	

Q6. Indicate the number years that the cooperative has been in business?

Years	
10-20	
21-30	
31-40	
41-50	
51 and above	

Q7.Which is the Average Annual Turnover of your society in Millions Ksh. ? Tick appropriately

Amount in Millions (Ksh.)	
0-20	
21-50	
51-100	
100-250	
251- 500	

Over 500	

Q8. Staff Position

Terms	Number
Permanent	
Contract	
Casuals	

Q 9. Indicate the type of resources owned by the cooperative society as per the most recent audited financial statements.

Assets	Value (Ksh.)
Land	
Buildings	
Furniture	
Equipment's	
Others	

SECTION B:

1. Entrepreneurial Leadership

The aim of this section is to determine the mediating role of entrepreneurial leadership on Senior Team Attributes and their influence on organizational ambidexterity

INSTRUCTIONS:

This questionnaire provides a description of your leadership style. Fifteen descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

KEY

0 - Not at all 1 - Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always

Factor 1: Innovation Influence

		0	1	2	3	4
1.	I make others feel good to be around me					
2.	Others have complete faith in me					
3.	Others are proud to be associated with me					
4.	I express with a few simple words what we could and should do					
5.	I get others to rethink ideas that they had never questioned before					

Factor 2: Creativity

1	I enable others to think about old problems in new ways	0	1	2	3	4
2	I provide others with new ways of looking at puzzling things					

3	I get others to rethink ideas that they had never questioned before					
4	I am satisfied when others meet agreed-upon standards					
5	I give personal attention to others who seem rejected					

Factor 3: Risk Taking

1	I help others develop themselves	0	1	2	3	4
2	I let others know how I think they are doing					
3	I give personal attention to others who seem rejected					
4	Whatever others want to do is OK with me					
5	I make others feel good to be around me					

Factor 4 : Motivational

1	I help others develop themselves	0	1	2	3	4
2	I let others know how I think they are doing					
3	I give personal attention to others who seem rejected					
4	Whatever others want to do is OK with me					
5	I make others feel good to be around me					

Q 1.2 For each of the given statements in the table below, place a tick (√) in the appropriate cell to indicate your level of agreement with the statement.

Key: 1=SD (Strongly Disagree), 2= D (Disagree), 3=N (Neutral), 4= A (Agree), 5=SA (Strongly Agree)

	Statement	SD	D	N	A	SA
EL 1	People are unafraid to express their views and opinions about coffee marketing business					
EL 2	People are encouraged to look for new business opportunities					
EL3	Decisions made are quickly are acted upon in our society					
EL4	People with expertise are valued and listened to					
EL 5	Knowledge and experience is shared across the organisation					
EL6	Genuine debate is encouraged in the organisation					

Q 1.3 How would you describe your leadership in general?

_____

2. Senior Team Attributes

The aim of this section is to determine the mediating role of entrepreneurial leadership on senior team attributes and their influence on organizational ambidexterity

INSTRUCTIONS:

This questionnaire provides a description of your leadership style. Eighteen descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.
KEY

0 - Not at all 1 - Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always

Factor 1: **Contingency Reward**

1	I tell others what to do if they want to be rewarded for their work	0	1	2	3	4
2	I provide recognition/rewards when others reach their goals					
3	I call attention to what others can get for what they accomplish.					
4	I ask no more of others than what is absolutely essential					
5	I let others know how I think they are doing					

Factor 2: Social Integration

1	I provide others with new ways of looking at puzzling things	0	1	2	3	4
2	Others have complete faith in me					
3	I am content to let others continue working in the same ways always					
4	I am satisfied when others meet agreed-upon standards					
5	I express with a few simple words what we could and should do					

Factor 3: Shared Vision

1	As long as things are working, I do not try to change anything	0	1	2	3	4
2	I tell others the standards they have to know to carry out their work.					
3	I help others find meaning in their work.					
4	I provide recognition/rewards when others reach their goals					
5	I am satisfied when others meet agreed-upon standards					

Q 2.2 For each of the given statements in the table below, place a tick (√) in the appropriate cell to indicate your level of agreement with the statement.

Key: 1=SD (Strongly Disagree), 2= D (Disagree), 3=N (Neutral), 4= A (Agree), 5=SA (Strongly Agree)

	Statement	SD	D	N	A	SA
ST 1	There is a balance of entrepreneurial characteristics in the organisation					
ST2	People are hired with entrepreneurial talents being identified					
ST3	We manage and reward our entrepreneurial people in our society					
ST4	Roles and responsibilities are shared according to entrepreneurial activities					
ST 5	Senior teams share their Knowledge and experience with other team members					
ST 6	The society has a strategic vision shared to all members and is in use					

Q 2.3 How do you make decisions that have a conflicting mind on resource allocation? Please explain. List possible actions for choice by respondent.

SECTION C: ORGANIZATIONAL AMBIDEXTERITY

This is the organizations ability to perform two capabilities simultaneously.

INSTRUCTIONS:

This questionnaire provides a description of your leadership style. Fifteen descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

KEY

0 - Not at all 1 - Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always increase to 8.

Factor 1: Contextual Ambidexterity

1	I tell others what their structures and processes need to change	0	1	2	3	4
2	I tell others how to use resources effective as planned					
3	I help others to utilize resources efficiently as planned					
4	I help others to exercise competence in using resources					
5	I tell others how to balance resource utilization for now to plan for future needs					

Factor :2 Structural Ambidexterity

1	We evolved structures to adapt to changing market conditions	0	1	2	3	4
2	I have recombined technological innovations to enhance productivity					
3	I implement all organization systems and processes					

4	We encourage research on new technology to increase production					
5	We commit balanced organizational resources now for forecasting future market demands					

Factor: Sequential Ambidexterity

1	I have designed an organizational strategy to be implemented	0	1	2	3	4
2	We collaborate to achieve to utilize organization resources optimally					
3	We follow established collective action to enhance productivity					
4	We have planned policies to achieve short-term and long- term organizational goals					
5	We have planned how to make organizational changes to sustain productivity processes now and in future					

Q 3.3 For each of the given statements in the table below, place a tick (√) in the appropriate cell to indicate your level of agreement with the statement.

Key: 1=SD (Strongly Disagree), 2= D (Disagree), 3=N (Neutral), 4= A (Agree), 5=SA (Strongly Agree)

	Statement	SD	D	N	A	SA
OA 1	Managers need to stimulate economic growth in collective enterprises					
OA2	Knowledge is transferred through learning in the organization					
OA3	Mangers needs to maximizes resources and human capabilities					
OA4	We have inadequate formal structures					
OA 5	Individual characters affect the ability to become ambidextrous					
OA 6	Need to achieve , excel drives entrepreneurial activity in organisations					

Q3.3 Do you have issues with resource allocation? Please explain in details.

……

……

……

Q 3.4 How regularly does the co-operative organise capacity building sessions for committee?

Monthly; quarterly; bi-annually annually none

In your opinion are these sessions adequate? Yes / No

Indicate which of the following reasons has contributed to minimal provision or no capacity building by the Coffee Marketing Cooperative?
The cooperative has limited resources [ ]
There is high labour turnover [ ]
The cooperative uses technology, so learning-by-doing is sufficient; [ ]
The Skilled workers are readily hired [ ]

Q3.5 which of the following explains the decisions made the committee since it was elected to manage the co-operative

	5	4	3	2	1
Technology adaptation					
Efficient resource allocations					
Market capabilities					
New project establishment					

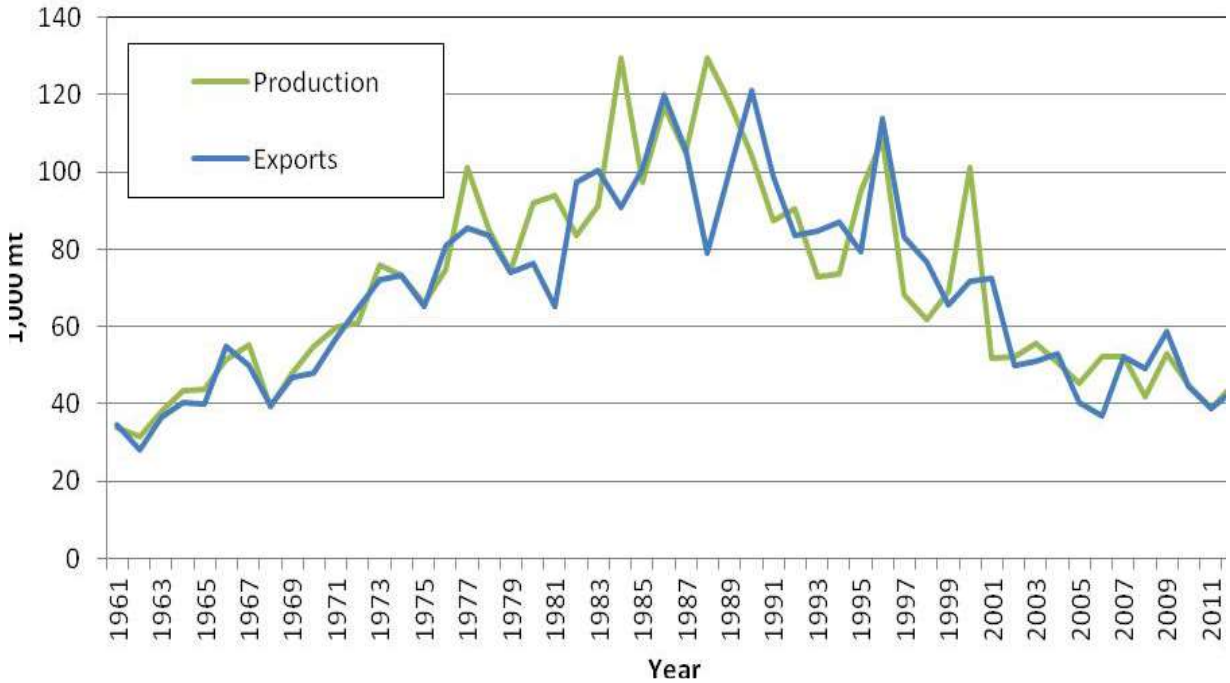
Q 3.7 Do you think you have balanced all the organizational strategies being used now to be sustained in future? Yes/No Give reasons for your answer

……
……
……
…….....

THANK YOU

Society Rubber Stamp

APPENDIX IV: COFFEE PRODUCTION IN KENYA



Coffee Production and Exports 1961-2011. Source: *MAFAP, (2013).*