

PROBLEM-SOLVING COMPETENCIES AND PERFORMANCE OF FLOUR MILLING COMPANIES IN KENYA

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ABSTRACT

The study examined the influence of problem-solving competencies on the performance of flour milling companies in Kenya. The study was guided by Cognitive Load Theory. A descriptive research design and post-positivism approach were adopted. The study targeted 59 registered flour milling companies with 472 employees comprising management, supervisory and junior employees. Using the Krejcie and Morgan (1970) formula, a sample size of 212 respondents was determined. Primary data were collected using a semi-structured questionnaire, while quantitative data were analyzed using SPSS Version 28 through descriptive statistics, Pearson correlation and regression analysis. From the 212 questionnaires administered, 167 were completely filled and returned, representing a response rate of 78.8%. The findings established a strong and statistically significant relationship between problem-solving competencies and performance of

flour milling companies in Kenya ($r = 0.860, p < 0.001$). Regression results further showed that problem-solving competencies explained 31.5% of the variation in company performance and had a positive and statistically significant influence on performance ($\beta = 0.364, p < 0.001$). The study concluded that problem-solving competencies positively and significantly influence the performance of flour milling companies in Kenya. The study recommends that management of flour milling companies should strengthen problem-solving competencies through structured decision-making frameworks and continuous improvement systems that empower employees at all levels to identify, analyze, and resolve operational and strategic challenges promptly.

Keywords: Problem-Solving Competencies, Entrepreneurial Competencies, Company Performance, Flour Milling Companies, Kenya.

INTRODUCTION

The manufacturing sector is a vital component of the global economy, encompassing industries involved in the transformation of raw materials into finished goods through mechanical, physical, or chemical processes (Subramaniam, *et al*, 2023). It includes a wide range of activities, from the production of consumer goods like electronics and clothing to industrial products such as machinery and vehicles. This sector drives innovation, supports millions of jobs, and significantly contributes to GDP in many countries (Ramadhan, Fauzi & Hidayah, 2024). Flour milling companies are businesses that specialize in processing cereal grains—primarily wheat, but also corn, rye, oats, and others—into flour and related products used in baking, cooking, and food manufacturing (Marei, *et al*, 2023). These companies operate large-scale mills equipped with machinery that cleans, grinds, and refines grains to produce various types of flour, such as all-purpose, whole wheat, and specialty flours. Flour milling companies

play a critical role in the food supply chain by converting raw cereal grains into flour, a staple ingredient used in a vast array of food products (Sakib, *et al*, 2022). Their operations form the backbone of many food industries, including baking, pasta manufacturing, and snack production. By processing grains such as wheat, maize, and rye into usable forms, these companies ensure the consistent availability of high-quality flour for both industrial use and household consumption. Their ability to meet demand with efficiency and safety directly affects the food security and nutritional standards of communities worldwide (Subramaniam, *et al*, 2023).

In addition, these companies contribute to agricultural economies by providing a stable market for grain farmers. Through sourcing large volumes of raw grain, they support rural livelihoods and help stabilize grain prices (Vijaya, Das & Das, 2020). Many flour milling companies also invest in research and development to improve milling technologies, enhance product quality, and create specialized flour blends tailored to specific culinary needs or dietary requirements, such as gluten-free or fortified flours (Umoh, Umana & Effiom, 2020). Furthermore, flour milling companies often engage in food safety, sustainability, and regulatory compliance initiatives. They must adhere to strict standards in hygiene, packaging, and labeling, ensuring that the flour reaching consumers is safe and meets health regulations (Oduro-Nyarko & Hervie, 2020). Some companies also prioritize sustainability by minimizing waste, optimizing energy use, and supporting responsible sourcing practices. Overall, flour milling companies not only supply a key food ingredient but also influence the broader agricultural, economic, and public health landscapes (Mahina & Usman, 2022).

Problem-solving competencies refer to the ability to identify issues, analyze root causes, and develop effective solutions in a timely manner. Entrepreneurs with strong problem-solving skills can make sound decisions under pressure and adapt quickly to unexpected obstacles (Chomba & Nyang'au, 2022). Problem-solving competencies encompass creativity, innovation and adaptability. Creativity is the ability to generate new, original ideas and approaches that can address problems, improve processes, or create value in unique ways. It involves thinking beyond conventional solutions and exploring uncharted territory. Creative individuals can combine disparate ideas or perspectives to come up with innovative solutions that may not have been obvious initially (Matemba, Awinja & Otieno, 2024). Innovation is the process of turning creative ideas into practical, valuable solutions. While creativity generates the spark, innovation brings that spark to life by implementing new ideas, methods, or products that lead to tangible improvements (Mugo & Muchelule, 2020). Adaptability is the ability to adjust and thrive in the face of change, uncertainty, and new challenges. In a constantly evolving environment—whether in business, technology, or personal development—being adaptable is crucial for long-term success (Muhammad & Usman, 2022).

Previous empirical studies have examined entrepreneurial competencies in relation to the growth of agricultural small and micro enterprises (Chomba & Nyang'au, 2022), financial performance of small and micro enterprises (Kewaiy, Mathenge & Kweyu, 2021), and performance of women-owned agribusiness enterprises (Kimutai & Gakobo, 2023). However, these studies focused on SMEs and agribusinesses and did not specifically examine the

influence of problem-solving competencies on the performance of flour milling companies in Kenya. The study therefore provides the basis for examining problem-solving competencies and performance of flour milling companies in Kenya.

Statement of the Problem

The performance of flour milling companies in Kenya has deteriorated in recent years, as reflected in declining profitability, reduced productivity, shrinking market shares, and increasing operational costs (KNBS, 2024). Although the milling industry contributes significantly to Kenya's food security and manufacturing sector, many firms continue to experience declining financial performance due to rising production costs, increased competition, supply chain disruptions, and an unfavorable business environment (Kimutai & Gakobo, 2023). For example, Unga Group, one of Kenya's leading flour millers, reported consecutive financial challenges that resulted in workforce reductions in 2023 following high financing costs, reduced consumer purchasing power, and declining sales volumes (Owino & Namusonge, 2023). The wheat milling industry is also highly fragmented, with Mombasa Maize Millers controlling approximately 22% of the market, Grain Industries 15%, Kitui Flour Mills 13%, Pembe Flour Mills 8%, Uzuri Foods 7%, Unga Group only 4%, while the remaining 31% is shared among numerous small millers. Such intense competition limits economies of scale, weakens profitability, and constrains productivity growth across the industry (Oraya & Maina, 2023).

Performance challenges are further compounded by Kenya's heavy dependence on imported wheat. The country consumes approximately 900,000 metric tons of wheat annually, yet local production supplies only between 20% and 30% of national demand, forcing millers to rely on costly imports whose prices have increased significantly following global supply disruptions such as the Russia–Ukraine conflict (Chomba & Nyang'au, 2022). Consequently, production costs have continued to rise while profit margins have narrowed. Furthermore, the price of a 2 kg packet of maize flour increased from KES 144.54 in October 2024 to KES 169.41 in April 2025, representing a 17% increase, reflecting escalating grain costs that have reduced consumer demand and compelled some millers to scale down production (KNBS, 2025). Studies further indicate that inefficient working capital management accounts for up to 73.8% of variations in profitability among milling firms, while increasing raw material costs, inflation, and supply chain inefficiencies continue to reduce profit before tax and return on assets (Kewaiy, Mathenge & Kweyu, 2021). These trends demonstrate declining productivity and weakening organizational performance within the flour milling sector.

Entrepreneurial competencies, have been identified as critical drivers of organizational performance because they enable firms to recognize opportunities, respond to environmental changes, innovate, and sustain competitive advantage (Owino & Namusonge, 2023). Previous empirical studies have examined entrepreneurial competencies in relation to the growth of agricultural small and micro enterprises (Chomba & Nyang'au, 2022), financial performance of small and micro enterprises (Kewaiy, Mathenge & Kweyu, 2021), and performance of women-owned agribusiness enterprises (Kimutai & Gakobo, 2023). However, these studies focused on SMEs and agribusinesses and did not specifically examine the influence of

problem-solving competencies on the performance of flour milling companies in Kenya. To address these empirical and contextual gaps, the current study sought to determine the effect of problem-solving competencies on the performance of flour milling companies in Kenya.

Objective of the Study

- i. To establish the influence of problem-solving competencies on performance of flour milling companies in Kenya.

Research Hypothesis

H₀₁: Problem solving competencies have no statistically significant influence on performance of flour milling companies in Kenya.

LITERATURE REVIEW

Cognitive Load Theory (CLT)

Cognitive Load Theory (CLT) was developed by John Sweller in (1987). The Cognitive Load Theory posits that human cognitive resources, particularly working memory, are limited and can become overwhelmed when solving complex problems. Sweller argued that effective problem-solving relies on managing cognitive load to optimize learning and performance (Muhammad & Usman, 2022). The theory suggests that instructional designs, strategies, and practices should aim to reduce unnecessary cognitive strain (extraneous load) while focusing cognitive resources on problem-solving and learning tasks (intrinsic and germane loads) (Nwokah & Ahiauzu, 2020). Problem-solving competencies are directly linked to this theory as they require individuals to assess, analyze, and resolve challenges systematically while managing the mental demands of the task (Mugo & Muchelule, 2020). Key aspects of problem-solving—such as identifying the problem, generating alternatives, and evaluating solutions—can strain working memory. CLT supports strategies like chunking information, automating routine processes, and fostering schema development, which allow individuals to enhance their problem-solving skills by freeing up cognitive resources for higher-order thinking (Mwithi, 2022). This theory was used to establish the influence of problem solving competencies on performance of flour milling companies in Kenya.

Conceptual Framework

A conceptual framework is a structured representation of the key variables, concepts, or ideas and their relationships that underpin a research study (Kothari, 2019). Conceptual framework shows the relationship between the independent variable and the dependent variable (Creswell, 2019). In this study, the independent variable is problem solving competencies while the dependent variable is performance of flour milling companies in Kenya.

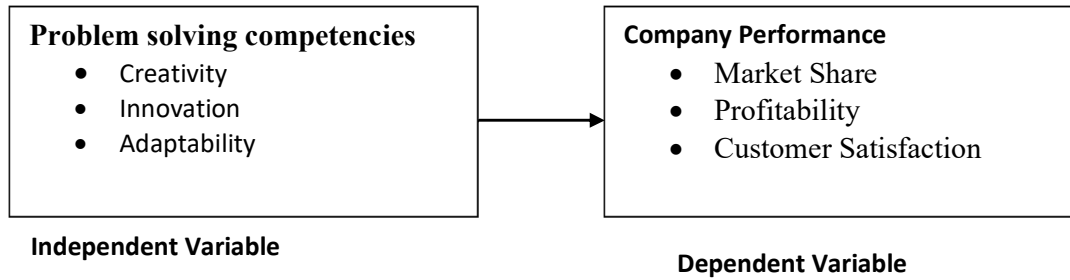


Figure 1: Conceptual Framework

Problem solving competencies

Problem-solving competencies refer to the skills and abilities that enable individuals or organizations to effectively identify, analyze, and resolve issues or challenges. These competencies encompass a range of abilities, including critical thinking, creativity, resourcefulness, and the capacity to apply knowledge in practical ways (Muhammad & Usman, 2022). At the core of problem-solving competencies is the ability to break down complex problems into manageable components, assess various solutions, and choose the most effective course of action (Nwokah & Ahiauzu, 2020). Successful problem solvers also possess strong communication and collaboration skills, as many problems require input from different stakeholders or teams.

Creativity is the ability to generate new, original ideas and approaches that can address problems, improve processes, or create value in unique ways. It involves thinking beyond conventional solutions and exploring uncharted territory. Creative individuals can combine disparate ideas or perspectives to come up with innovative solutions that may not have been obvious initially (Matemba, Awinja & Otieno, 2024). Creativity is not just about artistic expression but extends into all fields, from business to technology to everyday life. In the corporate world, creativity is essential for developing new products, improving customer experiences, and even redefining market strategies.

Innovation is the process of turning creative ideas into practical, valuable solutions. While creativity generates the spark, innovation brings that spark to life by implementing new ideas, methods, or products that lead to tangible improvements (Mugo & Muchelule, 2020). Innovation can be disruptive, such as the introduction of new technologies or business models that completely reshape an industry, or incremental, where small improvements are made to existing processes or products over time (Kituu, Matee & Koech, 2022).

Adaptability is the ability to adjust and thrive in the face of change, uncertainty, and new challenges. In a constantly evolving environment—whether in business, technology, or personal development—being adaptable is crucial for long-term success (Muhammad & Usman, 2022). Adaptability requires individuals and organizations to be open to new ideas, flexible in their approaches, and able to pivot quickly when necessary. This competency

involves learning from experiences, adjusting strategies based on feedback, and responding to unforeseen challenges with resilience (Nwokah & Ahiauzu, 2020).

Empirical Review

The reviewed empirical studies generally demonstrate a positive and significant relationship between problem-solving competencies and performance across different organizational contexts. Muhammad and Usman (2022), using expert interviews and project manager feedback in Pakistan, found that problem-solving competencies significantly influence project performance, particularly through leadership, management skills, communication, effectiveness, and result orientation.

Similarly, Anwar et al. (2020), based on 309 non-profit organizations, established a significant positive relationship between problem-solving competencies and organizational performance. Umutesi et al. (2024) and Mayeku (2024) reported comparable findings in Rwanda and Uganda, respectively, showing that problem-solving competencies enhance project success, decision-making, resource utilization, and overall performance. In Kenya, Mugo and Muchelule (2020) found a strong significant correlation between problem-solving competencies and implementation of health-based NGO projects, while Kiende et al. (2020) established a positive and significant influence on the performance of women-owned enterprises. More recently, Mwaura and Waithaka (2025) found that problem-solving competencies significantly improved the performance of microfinance institutions in Nairobi. Other studies provide related but different findings. Nwokah and Ahiauzu (2020) found a strong association between problem-solving competencies and marketing effectiveness among Nigerian corporate organizations. Rahimi (2025) established that problem-solving competencies moderate the relationship between coaching skills and organizational performance. However, Matemba et al. (2024) found no significant difference in problem-solving competencies between male and female students, indicating that the effect of such competencies may vary depending on the context and outcome examined.

Overall, the empirical evidence supports the importance of problem-solving competencies in improving performance, project success, organizational effectiveness, and marketing effectiveness. However, most reviewed studies focused on NGOs, projects, SMEs, microfinance institutions, educational settings, or general corporate organizations. Limited attention has been given to problem-solving competencies and the performance of flour milling companies in Kenya. This contextual gap provides justification for examining the influence of problem-solving competencies on the performance of flour milling companies in Kenya.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to assess the relationship between problem-solving competencies and performance of flour milling companies in Kenya. The design enabled the researcher to gather, organize, tabulate and describe data from respondents at the time of the study (Creswell, 2019). The study was guided by positivism philosophy, which

emphasizes objective empirical examination of postulated relationships and allows for quantification and replication of findings (Grant, 2019).

The study targeted 59 registered flour milling companies in Kenya, with a total target population of 472 employees, comprising 59 management employees, 177 supervisors and 236 junior staff. The unit of analysis was the registered flour milling company, while the unit of observation was employees working in the registered flour milling companies in Kenya. The sampling frame consisted of the 59 registered flour milling companies identified by the Kenya Association of Manufacturers as at 31 December 2024. The sample size was determined using the Krejcie and Morgan (1970) formula, resulting in a sample of 212 respondents. Simple random sampling was used because each member of the population had an equal chance of being selected, thereby reducing the possibility of sampling bias (Creswell, 2019).

Data were collected using a semi-structured questionnaire consisting of closed-ended and open-ended questions. The questionnaire was organized according to the study variables, with most items measured using a five-point Likert scale. The instrument facilitated standardized collection of quantitative data and allowed respondents to indicate their level of agreement with the statements presented (Mugenda & Mugenda, 2019). A pilot study involving 21 respondents, representing 10% of the sample size, was conducted before the main data collection exercise. The pilot test assessed the reliability and validity of the data collection instrument, and the results were not included in the main study. Content validity was enhanced by aligning the questionnaire with the study objectives and indicators in the conceptual framework, while construct validity was tested through factor analysis. Reliability was assessed using Cronbach's alpha coefficient. The thesis indicates that Cronbach's alpha measures the internal consistency and relationship among items in a construct, with an acceptable value of 0.70 or more (Kultar, 2017; Singpurwalla, 2018).

Quantitative data were coded and analyzed using SPSS Version 28. Descriptive statistics were presented using frequencies, percentages, tables and figures, while inferential analysis involved correlation and multiple regression analysis. For this article, particular attention was given to problem-solving competencies, which were operationalized through creativity, innovation and adaptability, and company performance, which was measured using market share, profitability and sales. The regression model in the thesis specified performance of flour milling companies in Kenya as the dependent variable and the four entrepreneurial competency dimensions as explanatory variables.

For hypothesis testing, the study used correlation, F-tests and t-tests, with a 5% level of significance. The null hypothesis was rejected where the p-value was less than or equal to 0.05. The thesis specifically hypothesized that problem-solving competencies have no statistically significant influence on performance of flour milling companies in Kenya.

RESEARCH FINDINGS AND DISCUSSIONS

The researcher sampled 212 respondents who were each administered with the questionnaires. From the 212 questionnaires 167 were completely filled and returned hence a response rate of 78.8%. The response rate was considered as suitable for making inferences from the data collected. As indicated by Creswell (2019), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Problem Solving Competencies and Company Performance

The first specific objective of the study was to establish the influence of problem-solving competencies on performance of flour milling companies in Kenya. The respondents were requested to indicate their level of agreement on the statements relating to problem solving competencies and performance of flour milling companies in Kenya. The results were as shown in Table 1

From the results, the respondents agreed that their team regularly generates creative solutions to complex problems ($M=3.896$, $SD= 0.552$). In addition, the respondents agreed that the company fosters an environment that encourages creative thinking ($M=3.881$, $SD= 0.870$). Further, the respondents agreed that employees are empowered to think outside the box when solving problems ($M=3.872$, $SD= 0.838$). The respondents also agreed that their company consistently introduces innovative solutions to meet customer needs ($M=3.855$, $SD=0.744$). In addition, the respondents agreed that the organization encourages experimentation to find new ways of doing things ($M=3.840$, $SD= 0.615$).

From the results, the respondents agreed that they prioritize developing new products and services that differentiate them in the market ($M=3.822$, $SD=0.518$). In addition, the respondents agreed that their team is able to quickly adjust to changes in the business environment ($M=3.816$, $SD=0.745$). Further, the respondents agreed that the company effectively adapts its strategies when faced with unexpected challenges ($M=3.797$, $SD=0.831$). The respondents also agreed that they continuously refine their approaches based on feedback and changing circumstances ($M=3.780$, $SD=0.777$).

Respondents affirmed that their companies encourage creative thinking, empower employees to think innovatively, and foster experimentation to find better operational solutions. These findings are consistent with Muhammad and Usman (2022), who emphasized that effective problem-solving competencies enable organizations to respond flexibly to changing environments and sustain competitive advantage. In the context of flour milling companies, the results suggest that empowering employees to experiment and refine strategies based on feedback strengthens resilience and operational efficiency. The ability to quickly adjust to market changes and introduce innovative solutions enhances customer satisfaction and market differentiation. This supports the assertion by Nwokah and Ahiauzu (2020) that problem-

solving is a central entrepreneurial competency that bridges creativity and implementation, translating innovative ideas into tangible performance outcomes.

Table 1: Problem Solving Competencies and Company Performance

	Mean	Std. Deviation
Creativity		
Our team regularly generates creative solutions to complex problems.	3.896	0.552
The company fosters an environment that encourages creative thinking.	3.881	0.870
Employees are empowered to think outside the box when solving problems.	3.872	0.838
Innovation		
Our company consistently introduces innovative solutions to meet customer needs.	3.855	0.744
The organization encourages experimentation to find new ways of doing things.	3.840	0.615
We prioritize developing new products and services that differentiate us in the market.	3.822	0.518
Adaptability		
Our team is able to quickly adjust to changes in the business environment.	3.816	0.745
The company effectively adapts its strategies when faced with unexpected challenges.	3.797	0.831
We continuously refine our approaches based on feedback and changing circumstances.	3.780	0.777
Aggregate	3.840	0.721

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between problem-solving competencies and performance of flour milling companies in Kenya.

Table 3: Correlation Coefficients

Variable	Company Performance	Problem Solving Competencies
Company Performance	1	
Problem Solving Competencies	.860**	
Sig. (2-tailed)	.000	
N	167	167

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

The results revealed a very strong relationship between problem-solving competencies and performance of flour milling companies in Kenya ($r = 0.860$, $p = 0.000$). The relationship was statistically significant since the p-value was less than 0.05. The findings conform to the findings of Anwar, Khan and Shah (2020) that there is a very strong relationship between problem-solving competencies and company performance.

Test of Hypothesis

The study sought to determine the effect of entrepreneurial competencies on performance of flour milling companies in Kenya. To test the hypotheses, the study conducted univariate regression analysis in which performance of flour milling companies in Kenya was regressed on each of the independent variables. The predictive power of the model was based on R^2 while F-statistic was used to determine the fitness of the model at $P < 0.05$. The significance of the study variables was also based on P-values at 0.05 significance level.

Test for Hypothesis One

The first objective of the study was to establish the influence of problem solving competencies on performance of flour milling companies in Kenya. The corresponding null hypothesis was: **H₀₁**: Problem solving competencies have no statistically significant influence on performance of flour milling companies in Kenya.

A univariate analysis was therefore conducted to test the null hypothesis. From the model summary findings in Table 4, the R-squared for the relationship between problem solving competencies and performance of flour milling companies in Kenya was 0.315. This is an indication that at 95% confidence interval, 31.5% variation in performance of flour milling companies in Kenya can be attributed to changes in problem solving competencies. Therefore, problem solving competencies can be used to explain 31.5% change in performance of flour milling companies in Kenya. However, the remaining 68.5% variation in performance of flour milling companies in Kenya suggests that there are other factors other than problem solving competencies that explain performance of flour milling companies in Kenya.

Table 4: Model Summary for Problem Solving Competencies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.314	.68365

a. Predictors: (Constant), problem solving competencies

The analysis of variance was used to determine whether the regression model was a good fit for the data. From the analysis of variance (ANOVA) findings in Table 5, the study found that $\text{Prob} > F_{1,165} = 0.000$ was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to predict performance of flour milling companies in Kenya. Further, the F-calculated from the table (75.911) was greater than the F-critical from F-distribution tables (3.898), supporting the findings that problem solving competencies can be used to predict performance of flour milling companies in Kenya.

Table 5: ANOVA for Problem Solving Competencies

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.404	1	27.404	75.911	.000 ^b
Residual	59.542	165	0.361		
Total	86.946	166			

a. Dependent Variable: performance of flour milling companies in Kenya

b. Predictors: (Constant), problem solving competencies

From the results in Table 6, the following regression model was fitted:

$$Y = 0.233 + 0.363X_1$$

X_1 is Problem Solving Competencies.

The coefficient results showed that the constant had a coefficient of 0.233, suggesting that if problem solving competencies was held constant at zero, performance of flour milling companies in Kenya would be at 0.233 units. In addition, results showed that problem solving competencies coefficient was 0.363, indicating that a unit increase in problem solving competencies would result in a 0.363 increase in performance of flour milling companies in Kenya. It was also noted that the P-value for problem solving competencies coefficient was 0.000, which is less than the set 0.05 significance level, indicating that problem solving competencies was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that problem solving competencies has positive and significant influence on performance of flour milling companies in Kenya.

Table 6: Beta Coefficients for Problem Solving Competencies

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.233	.061		3.820	.000
Problem solving competencies	0.363	.094	0.364	3.862	.000

a. Dependent Variable: performance of flour milling companies in Kenya

Conclusions

The first null hypothesis test was ‘Problem solving competencies have no statistically significant influence on performance of flour milling companies in Kenya. The study found that problem solving competencies is statistically significant in explaining performance of flour milling companies in Kenya. The influence was found to be positive. This means that unit improvement in problem solving competencies would lead to an increase in performance of flour milling companies in Kenya. Based on the findings, the study concluded that problem solving competencies positively and significantly influences performance of flour milling companies in Kenya.

Recommendations for Policy and Practice

The study recommends that the management of flour milling companies in Kenya should strengthen problem-solving competencies by establishing structured decision-making frameworks and continuous improvement systems that empower employees at all levels to identify, analyze, and resolve operational and strategic challenges promptly. This can be achieved through regular training in analytical thinking, data-driven decision-making, root cause analysis, and collaborative problem-solving techniques.

In addition, the study recommends that the management of flour milling companies in Kenya should strengthen and streamline supportive policies such as tax incentives on machinery, stable grain pricing regulations, affordable credit schemes, and clear quality standards, to create an enabling environment that enhances the impact of entrepreneurial competencies on the performance of flour milling companies.

Recommendations for Further Studies

This study was limited to the effect of entrepreneurial competencies on performance of flour milling companies in Kenya hence the study findings cannot be generalized to company performance in other organizations in Kenya. The study therefore suggests further studies on the effect of entrepreneurial competencies on company performance in other organizations in Kenya.

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