
The Influence of Strategic Alignment Capability on Sustainability of Consumer Electronics Retail firms in Kenya

Authors:

Michelle Abuya¹ , Paul Katuse¹  and Maureen Kangu¹ 

Affiliations:

¹Chandaria School of Business, United States International University – Africa, P.O. Box 14634 - 00800, Nairobi, Kenya.

Corresponding Author:

Michelle Abuya – E-mail: mishyeve@gmail.com

Article History: Submitted: 25th April 2026; Accepted: 21st May 2026; Published (online): 25th August 2026

Abstract

The purpose of the study was to assess the influence of strategic alignment capability on sustainability in consumer electronics retail firms in Kenya. The study sought to address the following research questions: To what extent does strategic alignment capability influence sustainability in consumer electronics retail firms in Kenya? A positivistic epistemological philosophy was adopted. Using Slovin's formula, a sample size of 207 respondents was distributed from the target population of 431 consumer electronics retail firms. Out of which 200 were properly filled and returned, with a response rate of 96.6% as 7 did not respond. Stratified sampling was done so that the responses' representation was proper across the country. The analysis was conducted using SPSS Version 25.0; and expressed as frequencies, percentages and narratives and presented in the form of tables and figures. A questionnaire was used to collect primary data which were analyzed using descriptive and inferential statistics using SPSS software. For the research objective, correlation analysis results revealed a positive and significant relationship between strategic alignment capability and sustainability. For descriptive statistics, the study revealed a mean rating of 4.06 and a standard deviation of .87; for inferential statistics, $r(200) = .587$, $p < .05$. The results of multiple linear regression analysis revealed that strategic alignment capability significantly predicted sustainability, $R^2 = .477$, $F(200) = 180.867$, $p < .05$; $\beta = .691$, $p < .05$. Consequently, the null hypothesis that strategic alignment capability has no significance influence on the sustainability of consumer electronic retail firms in Kenya was rejected.

Key Words

Strategic Alignment, Sustainability, Consumer Electronics Retail Firms, Organizational Capability

Introduction

The sustainability issues affecting the retail of consumer electronics are high levels of product obsolescence, high levels of energy consumption in product use stages, as well as multi-stream e-

waste. The retailers act as a link between the manufacturer and consumer; hence, they significantly contribute to the provision of green products to customers. Additionally, retailers significantly contribute to customer use and disposal of consumer electronics (Raether, et. al, 2025). Research indicates that factors such as energy efficiency, recyclability of products, product lifespan, as well as corporate social responsibility, are becoming factors that influence consumer purchasing of electronic products. As such, companies must consider designing products to last longer in order to reduce product obsolescence (Aksezer, 2023). Of particular interest is the online sales percentage of the low environmental performance omnichannel electronics retailers to incorporate the aspect of sustainability in assortment, logistics, and customer experience (Raether, et. al, 2025). It has also been connected with improved performance and sustained competitiveness in the consumer front as the ability of sustainable retailing in the sense of economic, environmental and organizational competences (Trabucco & De Giovanni, 2021).

Across all industries, the importance of the fit between the strategy, structures, capabilities, and environment of the firm in terms of sustainable strategic alignment has become a significant sustainability capability (Alam, et al., 2024). The idea behind the concept of sustainable strategic alignment is the continuous alignment of the strategy to the organizational objectives over a specific period of time in order for it to achieve the much-needed competitive advantage (Kim, et al., 2020). The evidence of this concept has been seen in Korea, where it has been realized that if employees have the feeling that there is a high congruence between the strategy of the firm and their specific role within that firm, it increases their goal clarity and subsequently puts the firm in a position to achieve results (Rastogi, et al., 2024). Simultaneously, alignment of top management commitment, structures and measurement systems with the sustainability goals increases effectiveness of sustainability performance systems and indirectly social and environmental outcomes (Park et al., 2022). In the case of consumer-facing industries like electronics and reality, sustainability strategy and green supply chain practices, as well as sustainable marketing, are not a source of philanthropy anymore but an essential strategic asset that determines profitability, brand loyalty and resilience (Habib, et al., 2021).

In the international perspective, it is evident that the the amount of pressure has been high within the consumer electronics sector concerning e-waste, energy usage, and complexity in supply chain operations (Alam et al., 2024). These are sustainability orientation and enterprise orientation, which must be immensely aligned in their consideration of the degree of making strategic decisions within the framework of digital innovation, as the highly sustainable orientation will be positively correlated with the concept of digital innovation, but it will be mediated by the level of entrepreneurial risk-taking or the level of used digital technology without the alignment of the orientations (He et al., 2021). Specifically, the management of internal environment, eco-design, and collaboration with customers are the positively influencing factors on the economic and business performance in the case of electronics suppliers (Park, 2022), and sustainable marketing and green positioning in the case of consumer electronics are the positively impacting issues on the brand images and customer loyalty (Rastogi, 2024). The sustainable practices enacted by the retailer in the case of omnichannel consumer electronics retailing affect both the green purchase intentions and the business model of the future (Raether et al., 2025). All in all, the studies provided above point to the fact that the capacity to coordinate various strategies within the framework of

sustainability, digital, supply chain and marketing has become a vital factor in the long-term sustainability of electronics retailers.

The firms in African markets operate in a setting where resources are limited, demand uncertainty and infrastructure gaps, and internal competence as well as strategic alignment to sustainability is of particular significance in the long-term competitiveness (Okeke, 2024). Quantitative research of SMEs in 14 African nations indicates that incorporating sustainability in a supply-chain management with backing of the stakeholder relationship improves operational effectiveness, resilience and positioning on the market, internal capabilities and aligned sustainability strategies are the main factors of viability and competitive advantage 8. The automotive supply chain in South Africa is no exception: managers have expressly reoriented activities on the open-innovation strategies; the very process of strategic alignment, in turn, is described as core to the implementation of the latter and a creation of sustainable competitive advantage, where alignment must cascade down the management chain to operational levels (Plessis & Grobler, 2014). More generally in the retail sector of South Africa, strategically informed CSR entrenched in governance and community-relations frameworks promote social and environmental well-being and help retailers to mitigate the effects of economic, political and social changes with time (Gonyora, et al., 2021). The results of this study indicate that sustainability is best realized in African consumer markets as a planned capability, rather than a haphazard appendix.

This, at the consumer behaviour and sector commitment level, is necessitating the need of African consumer goods and retail organizations to make their business models compliant to agendas of sustainability like SDG 12. The case of Ghana is rather typical: large consumer goods organizations are moving their business strategies to sustainable business model archetypes, including the likes of resource efficiency and social value, in their sustainability commitment statements, but this is still a task that all stakeholders must undertake to translate into operational reality (Abubakari & Thurairaja, 2021). In the case of the electronics industry, the intention of Ghana to implement EPR to manage e-waste implies that retailers play a central role in implementing sustainability agenda, with the resource management, refund systems, and market opportunities playing a more dominant role than higher-order factors in shaping the implementation of EPR in Ghana, but this is expected to be a temporal occurrence as higher-order factors may take center stage in the nearest future (Faibil, et al., 2022). Nonetheless, it is clear that the market and regulatory conditions restrain sustainability strategies in African SMEs, and hence there is an implication of higher-order factors in strategic alignment determination that the local conditions must be considered.

The Kenyan retail and distribution industries demonstrate how alignment type capabilities can determine at least some competitiveness and sustainability outcomes. In Nairobi supermarkets, innovation, financing and distribution strategic alliances are the major competitive issues which depend on the commitment of the top management and the alignment of legal and regulatory and operational policies with their partners (Cheboi & Mulili, 2022). It is recommended to match technology enabled innovation (e.g., electronic point of sales system) and financial relationships with the strategic objectives to reduce risk and facilitate data-driven and efficient retail activities (Cheboi & Mulili, 2022). This evidence though not exclusive to electronic retailers provides reason

to believe that sustainability as defined by Kenyan retail companies as long term competitive survival in a turbulent market will be determined by their ability to strategically harmonize partnerships, technology and operational practices. Considering the similar strains within the context of e commerce, sustainability and consumer expectations recorded in larger contexts within retail Okeke (2024) in Africa and globally, consumer electronics retailers in Kenya would probably require strong strategic alignment competencies to combine green supply chain practices, digital channels, CSR and alliance strategies into coherent business models that are capable of withstanding competitive, regulatory and environmental pressures.

Problem Statement

The consumer electronics retail industry in Kenya has witnessed tremendous growth in the last few years. This growth in the industry can be attributed to a number of factors, including the increasing demand for electronic devices, the rise in the number of internet users, the growth in the number of people in the country, and the rise in the number of people in the middle class. Despite the growth in the consumer electronics retail industry in Kenya, the industry has remained volatile due to the frequent changes in technology. In such a volatile environment, it is not only important for consumer electronics retail organizations in Kenya to innovate and keep their strategies highly aligned with both internal strengths and external market forces. Strategic alignment capability is defined as “the firm’s ability to harmonize its resources, processes, and strategic intentions with its changing environment.” In this context, strategic alignment capability has been crucial for organizations to attain sustainability. However, many organizations in the consumer electronics retail industry in Kenya are facing difficulties in aligning their strategies with market forces. This is mainly because of poor coordination between various functional departments within organizations, lack of strategic direction in organizations, poor incorporation of technology in organizational activities, and poor responsiveness to environmental and sustainability demands.

These challenges have limited the scope through which firms can realize sustainable development, including environmental sustainability, efficient use of resources, and gaining a competitive advantage in the market. Although the existing literature acknowledges the significance of strategic alignment capability in improving organizational performance and sustainability, very little empirical research has been done to ascertain its influence in the context of consumer electronics retail firms in Kenya. Most empirical research done in the context of Kenya has been based on themes such as technology adoption, supply chain management, and organizational performance, with very little attention being accorded to the influence of strategic alignment capability in driving sustainability. This study seeks to address the gap by examining the influence of strategic alignment capability on the sustainability of consumer electronics retail firms in Kenya.

Research Question of the study

The main research question of the study was: *To what extent does strategic alignment capability influence sustainability in Consumer Electronics Retail Firms in Kenya?*

Methodology

The study used positivism philosophy. The entire research progresses through the use of determining of hypothesis and using deductions (Park et al, 2020). The concepts and variables were operationalized and measured through the use of determining of hypothesis and using deductions. The philosophy is considered ideal in objectively analyzing the relationship between strategic alignment capability and sustainability in Consumer Electronics Retail Firms. The current study utilized mixed method with both cross-sectional quantitative and qualitative research techniques to increase the breadth of analysis. It seeks to examine the influence of strategic alignment capability (as the independent variable) on sustainability in Consumer Electronics Retail Firms (as the dependent variable). The design enables establishing of the relationship between variables without manipulating the variables (Saro et al, 2023). It provides valuable insights into the influence of strategic alignment capability on sustainability in Consumer Electronics Retail Firms.

For this research, the target demographic was all of consumer electronics retail industries. The unit of observation in this research for each retail firm comprised branch managers from 431 consumer electronics retail firms registered with RETRAK in Kenya's Ministry of Trade and Investment (2025) choosing one respondent from each firm. These economic hubs host the highest number of consumer electronics retail firms (431) making them critical focal point for understanding urban market dynamics and organizational practices. Nairobi, Mombasa, Kisumu, Nakuru and Eldoret have fewer firms that is 300, 57, 21, 25 and 28 respectively. The study adopted stratified, purposive and simple random sampling. This method involves dividing the whole population is into homogeneous strata or subgroups according a common factor (Elfil & Negida, 2017). It allows researchers to obtain an effect size from each stratum separately, as if it was a different study. The quantitative part of the study utilized stratified sampling whereas its qualitative component utilized purposive sampling. The grouping of the population was done by strata according to the variables like firm size, geographic location, and operational history. The random choice from every stratum increases the generalizability of findings since all relevant subgroups are included in it. On the qualitative side, key informants such as senior managers and sustainability officers who can give in-depth information about their companies' capabilities and practices related to sustainability was chosen through a purposive sampling technique. This mixed strategy helped to achieve strong and intricate research outcomes by combining probability and non-probability sampling methods thus facilitating thorough data collection activities.

Slovin's method was used to calculate the sample size for the study since it gave the researcher the appropriate level of accuracy. Using Slovin's formula, a sample size of 207 respondents was distributed from the target population of 431 consumer electronics retail firms. Out of which 200 were properly filled and returned, with a response rate of 96.6% as 7 did not respond. Consumer electronics firms selected randomly from the 5 selected cities and then distributed proportionately.

In the study, a wide approach was adopted, which involved the use of both primary and secondary data. The primary data was the dominant form of data in the study, which was gathered through diverse methods. In addition, secondary data was gathered through pre-existing data associated

with the study environment. Semi-structured questionnaires formed the primary methodology for the conduct of the empirical study. By adopting this methodology, it was possible to collect both quantitative and qualitative data, thus becoming the best approach for the collection of subjective data that forms an essential part of understanding the organizational capacity and the challenges that firms face in aligning their strategies with sustainability objectives. The flexibility of semi-structured questionnaires allowed respondents to provide in-depth insights while still ensuring consistency across key areas of inquiry. During pilot study, 21 respondents were sampled; that was 10% of the sample size (207), which were not part of the 200 respondents participated in the study. Data collection for this study was done using a holistic approach aimed at covering all the targeted retail firms in Kenya. To begin with, hard copies of the questionnaire are first distributed to each of the targeted retail firms. This will be physically lodged to the companies, making sure that every firm stands an equal chance of being represented in this study. Both validity and reliability of research instruments were tested.

In terms of data analysis, the study employed measures of central tendency in form of mean and distribution which included standard deviation as dispersion measures for descriptive statistics. Summarized data was presented in form of frequency distribution tables and figures. For inferential statistics, the study used correlation analysis, logistic and linear regression analysis.

Findings

Demographic information

For demographic profile of the respondents who took part in the study, the data recorded includes gender, age, firm occupation or department, highest educational qualification received and number of years with experience in consumer electronics retail business. Understanding these demographic facts is helpful contextual knowledge for interpreting the findings of a study in that they provide insight into background, diversity and working life of the individuals whose perceptions made up the data.

The gender distribution of the respondents revealed 150 (75.0%) as male and 50 (25.0%) as female. This indicates that the Kenyan consumer electronics retail market is dominated by males. Age distribution of the respondents indicates that the majority of the respondents felt within the age bracket of 25–34 years, with 88 respondents (44.0%), followed by 18–25 years old with 74 respondents (37.0%). These two comprised a total of 81% of all the respondents, which clearly proves that the consumer electronics retail market in Kenya is controlled by a working youth population. Respondents aged 35–44 years accounted for 14.0%, while those aged 45–54 and 55 years and above accounted for a paltry 3.0% and 2.0% respectively.

Observations of the respondents according to the Departments showed that the highest possible number was Sales and Marketing which recorded 102 respondents (51.0%). The second was After Sales Support at 15.5 and third was Supply Chain and Logistics at 12.5. The other departments had less representations, and these are Finance and Accounting (9.5%), Human Resources (5.0%), Information Technology (4.5%), and Product Management and Legal & Compliance which had a representation of 1.0 each. Highest level of education obtained by the respondents analysed shows that most of them had a bachelor's degree, totalling 87 respondents (43.5%). The second were

those holding a diploma and consisting of 70 respondents (35.0%), third were master's degree holders at 37 (18.5%), while a small percentage were with doctorate degrees at 6 (3.0%). The outcome of experience years in the consumer electronics retail sector by respondents is that the most occupied category, 73 respondents (36.5%), is for 4 to 6 years of experience, followed by 7 to 10 years of experience at 66 respondents (33.0%). The 1 to 3 years of experience category accounted for 13.0%, and 12.5% had over 10 years of experience. Only 5.0% of the respondents had less than one year of experience.

Frequency Distribution of Strategic Alignment capability

The responses to the frequency results in Table 1 provide us with some insight into how strategic alignment capability is perceived and implemented when transferred to sustainability in consumer electronics retail firms. Generally, the responses lean most heavily toward agree, suggesting that most respondents believed that their firms have been effective at aligning their strategies with their sustainability goals. First, nearly half of the respondents (46.0%) agreed and another 35.0% strongly agreed that their consumer electronics and business strategies are well-matched. This high level of agreement shows that strategic congruence is being pursued seriously in the majority of firms with a focus on attaining competitiveness as well as contemporaneity of this technology in the midst of a rapidly evolving industry. The minority of 9.5% disagree or remained neutral, indicating that there are some few companies in which alignment may still be bad or not defined.

For the issue of performance indicators, 37.0% and 26.5% agreed and strongly agreed that these match strategic objectives, respectively. Another 36.5% agreed. This suggests a relatively strong inbuilt monitoring system in which day-to-day performance is connected to higher-level organizational objectives, a sign of strategic maturity that supports long-term sustainability. Satisfactory resource deployment appears to be an area of relative strength among firms, with more than half (55.0%) of the respondents agreeing and 26.5% of them agreeing very strongly that resources are being deployed effectively. This shows that most companies are making their input-output processes simpler, both for financial sustainability and environmental effectiveness. As far as stakeholder satisfaction is concerned, 45.0% agreed very much and 36.0% agreed that it has a priority in strategic planning. This shows growing awareness that long-term sustainability is directly linked to how the companies handle stakeholders like customers, employees, suppliers, and the community.

Direct alignment of organizational goals and the higher cause of sustainability was identified by an aggregate 63.0% of the sample (27.0% agreeing and 36.0% strongly agreeing). This would tend to support the idea that a majority of businesses see sustainability as not an extra agenda but something to be absorbed into strategic objectives. Similarly, regular review and updating of strategies to ensure that they remained aligned was supported by a large majority, with 36.0% agreeing and 45.0% strongly agreeing. This reflects dynamic strategy practice in responding to new sustainability challenges and opportunities that emerge. Lastly, the presence of an overarching clear strategic direction guiding all operations was confirmed by 46.0% agreeing and 35.0% strongly agreeing. This is an important element, as strategic clarity tends to mean coordinated action and quantifiable outcomes between departments. Overall, the general frequency distribution indicates that a substantial majority of companies in the study have adopted strategic alignment

capability as a prerequisite for sustainability. Only a minimal number reported disagreement or were neutral, which may indicate isolated instances of strategic disconnect. Such research suggests that companies that connect their strategy, metrics and resource allocation to sustainability goals will more likely behave predictably and adapt to evolving consumer and environmental demands.

Table 1
Frequency Distribution Data

Strategic Alignment Capabilities	1	2	3	4	5
Our business and consumer electronics strategies are well-aligned.	19 (9.5%)	-	19 (9.5%)	92 (46.0%)	70 (35.0%)
Our performance metrics are aligned with our strategic goals.	-	-	74 (37.0%)	73 (36.5%)	53 (26.5%)
Resources are allocated efficiently within our firm.	-	-	37 (18.5%)	110 (55.0%)	53 (26.5%)
Stakeholder satisfaction is a priority in our strategic planning.	-	-	38 (19.0%)	72 (36.0%)	90 (45.0%)
There is a clear alignment between our organizational goals and Sustainability of Consumer Electronics Firms.	-	-	74 (37.0%)	54 (27.0%)	72 (36.0%)
We regularly review and adjust our strategies to ensure alignment.	-	-	38 (19.0%)	72 (36.0%)	90 (45.0%)
Our firm has a clear strategic direction that guides all operations.	19 (9.5%)	-	19 (9.5%)	92 (46.0%)	70 (35.0%)
Total	2.7%	-	21.3%	40.4%	35.6%

Regression Analysis

Table 2 shows the model summary for a linear regression test of the influence of Strategic Alignment on Sustainability in consumer electronics firms. The 0.691 R is the correlation coefficient indicating the high positive relationship between strategic alignment and sustainability. It serves as an indicator that, the more strategic alignment, the greater the results there are when it comes to companies getting better. The 0.477 R Square is the proportion of the dependent variable (sustainability) variance that is explained by the independent variable (strategic alignment). Strategic alignment accounts for approximately 47.7% of the variation in the ratings for sustainability in this case. This is a high percentage, suggesting that strategic alignment is an extremely significant stimulus to sustainable behavior in these firms. Adjusted R Square, which has been adjusted for the number of predictors used in the model, is 0.475. The slight drop from

the value of R Square ensures that the model is robust and that the predictor is not overfitting. Since this is a single-predictor model, the difference is insignificant, ensuring that the result is valid.

Table 2

Model Summary Analysis of Strategic Alignment capabilities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.477	.475	.81275

a. Predictors: (Constant), Strategic Alignment

ANOVA of Strategic Alignment Capabilities

Table 3 presents the result of ANOVA test of the regression model to test the influence of Strategic Alignment on Sustainability. The ANOVA test helps in determining whether the overall regression model is statistically significant, i.e., whether the independent variable significantly influences explaining variation in the dependent variable. The sum of squares regression is 119.473 and accounts for the variation in sustainability explained by strategic alignment. The residual sum of squares is 130.790, accounting for the variation not explained by the model. The total sum of squares, which includes both explained and unexplained variance, is 250.263. The model is 1 regression degree of freedom, or one predictor variable (strategic alignment), with 198 degrees of freedom for the residual, subject to the number of observations and number of estimated parameters. The mean square for regression is the same as the regression sum of squares in this case (119.473) since there is just one predictor. The residual mean square is 0.661, which is calculated as the residual sum of squares divided by the degrees of freedom.

The most critical value here is the F-statistic, which is 180.867, and its p-value (Sig.) is .000. This p-value is significantly lower than the standard cutoff of 0.05, indicating that the regression model is statistically significant. That is, sustainability is heavily impacted by strategic alignment, and the model serves the data well. Table 4.26 confirms that the regression model is significant. The extremely high F-value and very low p-value demonstrate that strategic alignment explains a large proportion of variance in consumer electronics companies' sustainability performance. This verifies earlier findings and attests to the finding that strategic alignment improvement significantly contributes to sustainability performance.

Table 3

ANOVA of Strategic Alignment Capability on Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.473	1	119.473	180.867	.000 ^b
	Residual	130.790	198	.661		
	Total	250.263	199			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Strategic Alignment

Regression Coefficient of Influence of Alignment capabilities

The regression coefficients of the model trying to determine whether Strategic Alignment influences Sustainability are given in Table 4. The table that has been given gives a detailed insight into the strength, direction and the statistical significance of the relationship of the predictor (strategic alignment) and the outcome variable (sustainability). Beginning with the unstandardized coefficients, the B value of strategic alignment is 1.196 with standard error of 0.089. The implication of this is that an increment of one unit with respect to strategic alignment will imply the increase in the sustainability score by about 1.196 units. This is a highly positive effect, suggesting that sustainability results in consumer electronics firms are substantially enhanced by improvements in strategic alignment.

The constant term (intercept) is -0.802 , which is the value of sustainability when strategic alignment is zero. Although this value is not meaningful in practice since a strategic alignment score of zero may not be realistic it is used to place the position of the regression line. The negative sign here indicates that without strategic alignment, sustainability performance would be very low. The standardized coefficient (Beta) of strategic alignment is 0.691, which is the strength of the predictor in standardized units. This reaffirms the strong positive correlation, and also matches the R value of the former model summary. The large t-value of 13.449 and the significance level ($p < 0.001$) also reaffirm that this correlation is statistically significant. That is to say, there is very slight possibility that this result occurred by chance. The constant is also statistically significant, since the p-value is 0.029, which is lower than 0.05. This means that the intercept is substantially different from zero, but its practical importance is less in comparison to the predictor. In general, Table 4.26 reveals that strategic alignment positively, strongly, and significantly influences sustainability. Firms that more strongly align their strategic goals and activities tend to have better sustainability performance. This underscores the importance of strategic coherence in driving long-term sustainable outcomes in the consumer electronics sector.

Table 4
Regression Coefficient Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.802	.053		-3.859	.000
Strategic Alignment Capability	1.196	0.089.	0.691	13.449	.000

a. Dependent Variable: Sustainability

Correlation Analysis

Table 5 presents the result of Spearman's rank-order correlation used in testing the null hypothesis that strategic alignment capability does not have a significant influence on the sustainability of consumer electronic retail firms in Kenya. The non-parametric test was appropriate given earlier

evidence that data violated the assumption of normality. The strategic alignment and sustainability correlation coefficient is 0.587, represented by double asterisks (**), indicating the relation is statistically significant at the 0.01 level (2-tailed). This can be interpreted that there is a moderate to strong positive correlation between both variables. In simple words, as strategic alignment improves, sustainability performance also improves.

The p-value is 0.000 which is way much less than the value of significance of 0.01. As a result of this, the null hypothesis, with regard to the existence of statistically significant relationships between strategic alignment capability and sustainability, would be rejected. The outcomes clearly indicate that both the relationship obtained is statistically significant as well as being practically meaningful. A sample size of $N = 200$ is large enough that it is regarded that this finding is likely to be stable. The correlation itself is strong positive and confirms the findings of the previous regression analysis and model summary findings, which all concur with the previous conclusion that strategic alignment is one of the key drivers of sustainable outcomes in the Kenyan consumer electronics retailing business. Table 4.27 provides absolute statistical evidence that strategic alignment capability has a significant influence on the sustainability of consumer electronics retail firms. The null hypothesis of no significant influence is therefore rejected. The findings confirm that firms that have greater alignment between their strategy and operations are more likely to have higher sustainability of consumer electronic retail firms.

Table 5

Relationship Between Strategic Alignment Capability and Sustainability

		Sustainability	Strategic Alignment
Spearman's rho	Sustainability	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	200
	Strategic Alignment	Correlation Coefficient	.587**
		Sig. (2-tailed)	.000
		N	200

**. Correlation is significant at the 0.05 level (2-tailed).

Discussion

The findings for strategic alignment capability for consumer electronics retailing businesses in Kenya align with existing literature, particularly business strategy integration. The fact that the majority of respondents have reaffirmed the argument about strategic alignment to be an intrinsic part of the decision-making process, which CEOs have corroborated attests to Obeidat et al. (2015) and Reynolds and Yetton (2015) who are of the opinion that business strategy and information system alignments positively affect the performance and strategic positioning of the business. The conclusion made by Canhoto et al. (2021) that sustainability has become one of the core strategic considerations of most firms was validated through this fact. However, while this study confirms

that strategic alignment is being adopted, it goes one step further to offer real-time evidence of its execution in the rapidly evolving Kenyan electronics industry, a field that preceding literature had established as a knowledge gap. This study, hence, not only agrees but also adds to the work of past researchers in that it gives applied insights.

On the use of performance measures, findings that most businesses have included sustainability measures in their key performance indicators validate the arguments of Kristoffersen et al. (2020), who link business analytics and sustainability performance. The interviews also revealed that KPIs now incorporate measures like energy consumption and e-waste, mirroring what Adivar et al. (2019) describe as central to operation efficiency and responsiveness in omnichannel environments. The alignment gives credence to the Strategic Alignment Model (SAM), which posits that the alignment of strategy and operations enhances long-term benefits. Nevertheless, this is not the only gap in the literature reflected by the study as this states that majority of alignment models require revisions due to rapidly shifting markets. This research paper paints an active portrayal of the use of SAM compared to what has been postulated traditionally by showing that companies in Kenya review alignment on a quarterly basis to stay current; hence supporting but also empirically extending the presented theoretical frameworks.

The evidence also supports the resource allocation literature. More than 81% of the participants believed that their organizations do invest resources effectively according to strategic goals, and the interviews provided specific examples of logistics and procurement systems that had been developed for zero waste and maximum efficiency. This aligns with Kristoffersen et al. (2020), who argue that business analytics integrated in strategic planning improves resource orchestration. The findings confirm the view that in industries as dynamic as consumer electronics, alignment of resource deployment with strategic direction is a precondition for both competitiveness and sustainability. The Kenyan case likewise lends credence to the need for proper resource deployment in emerging economies where cost pressures and operational inefficiencies could easily derail attempts at sustainability.

Finally. Prioritize stakeholder satisfaction as your strategic planning focal area is consistent with evidence amassed by Zhang et al (2022), who credit stakeholder involvement with sustainable development. The study confirms that companies are deliberately involving customers, employees, and communities in sustainability planning, since the idea was articulated in formal engagement activities. This intent is. consistent with Sharma's finding that long-term sustainability is motivated by stakeholder satisfaction. While previous studies had a tendency to focus more on overall stakeholder outcomes, this research connects those initiatives directly back to firm strategy, offering more precise understanding of how stakeholder alignment works in practice. By doing so, the study confirms and builds upon existing literature, illustrating that companies that embed stakeholder priorities into strategy are more likely to achieve broad and sustained impact.

From the results, this study has proved that strategic alignment capability is an important predictor of sustainability in consumer electronics retail companies in Kenya. It is evident from the results that those organizations with high capability in aligning business strategies with information systems, business processes, and performance measures are more sustainable. These results tend

to authenticate and agree with past scholars on various grounds. For example, literature has it that alignment is essential in securing improvements in organizational or business performances. Studies conducted by scholars such as Obeidat et al. (2015) and Reynolds and Yetton (2015) support this argument. It is essential to note that this study authenticates past literature by agreeing with past scholars on the point that alignment capability is not only vital in promoting improvements in business or organizational performances but is also important in making organizations or businesses sustainable.

The results from the study also concur with previous findings associating strategic sustainable information and alignment with favorable investor sentiment and successful digital business. Previous studies by Coltman et al. (2015) pointed out the continued relevance of strategic alignment with business information systems in retail digital transformation. This study corroborates the two previous findings by showing strategic alignment capability as a vessel contributing significantly to sustainable outcomes. This therefore confirms that retail companies which incorporate sustainability into their strategic alignments can be best placed to meet market demands and survive even in the face of a changing environment. Yet again, in accordance with the limitations mentioned in previous similar findings, this paper also confirms the paucity or dearth of empirical evidence about the nature of strategic alignment in rapidly changing retail settings.

Moreover, this study verifies previous theories and empirical research on the importance of dynamic capabilities, leadership orientation, and performance measure alignment for gaining sustainability achieved by (Kumar et al. 2018; Adivar et al.,2019). According to these studies, when strategies and performances, leadership style and operational outcomes are aligned, it leads to efficiency, responsiveness, and sustainability, especially in omnichannel-based scenarios such as omnichannel retailing. This paper verifies this observation by confirming that it is possible to measure sustainability in consumer electronics retailers through this strategic alignment capability because this research encompasses both SAM (Strategic Alignment Model) and Dynamic Capability Theory to extend previous research on this topic in an emergent market scenario. Finally, the results concur and support the literature that strategic alignment is a tool used by firms to ensure adaptability and sustainability in environmental changes. Studies conducted by Tallon et al. (2016) showed that companies that were well-aligned were more adaptable in the face of uncertainty and thus more likely to sustain their competences in the market. This study sustains the same idea of strategic alignment because it was supported that aligning productivity metrics, business processes, and consumer electronics strategies enhances sustainability performance. However, the study also sustains the argument that strategic alignment methods that are not dynamic may not yield the optimal results needed in a dynamic market, thus the need to embed adaptability into these models. In conclusion, this study does not contradict previous research but sustains and verifies previous research because it provides concrete evidence through the study conducted in the consumer electronics industry of Kenya.

Conclusion

The findings reveal that strategic alignment capacity is key to influencing sustainability in consumer electronics retail firms in Kenya. Firms have integrated strategic alignment in key areas

of business strategy, performance measurement, resource allocation, and stakeholder engagement. The fact that there is high consensus among respondents as well as supporting evidence from interviews with senior management suggests that sustainability is no longer at the fringe but at the forefront of strategic thinking. This is aligned with existing literature, which emphasizes the requirement to align internal competencies with general sustainability goals. The study also contributes to literature through the demonstration of real-time evidence of how such coordination is addressed in the competitive and dynamic retail environment. Secondly, the real-life observations of managers validate that strategic alignment is being translated into concrete practices like regular strategy review, green KPIs, and resource productivity. They echo the tenets of the Strategic Alignment Model and dynamic capabilities theory but also transcend their shortcomings by demonstrating real-life flexibility. Stakeholder satisfaction emerges as a strategic pillar, reinforcing its influence on long-term sustainability and performance. In conclusion, the study reaffirms that strategic alignment capacity is not just a necessity but an enabler of long-term success in consumer electronics retailing, particularly in developing economies like Kenya, where firms face both growth demands and environmental hostility.

Recommendation

The findings reveal that strategic alignment capacity is key to influencing sustainability in consumer electronics retail firms in Kenya. The therefore recommends that consumer electronic firms should have integrated strategic alignment in key areas of business strategy, performance measurement, resource allocation and stakeholder engagement.

Acknowledgements

I acknowledge the contribution of Retail Association of Kenya (RETRAK). Their support was instrumental in enabling the collection of data and their commitment to promoting research and knowledge in the retail sector in Kenya. Thank you once again.

Authorship Statement

We the authors, declare that each author contributed significantly to the conceptualization, research, writing original draft and writing review and editing.

Funding

This research received no external funding.

Declaration of Competing Interests

The authors declare no conflict of interest.

Ethical Approval and Research License

The study received ethical approval from the Institutional Review Board of United States International University – Africa (Approval No. USIU-A/ISERC/US680-2025) and was licensed by the National Commission for Science, Technology and Innovation (NACOSTI License No. NACOSTI/P/25/4173105).

Licensing Statement

© 2026 The Author(s). This article is published by Kabarak Journal of Research & Innovation (KJRI) under the Creative Commons Attribution 4.0 International (CC BY 4.0) License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and source are credited

References

- Abubakari, M., & Thurania, B. (2021). The consumer goods sector and the sustainability agenda in Ghana: a review of sustainability commitments. *Discover Sustainability*, 2. <https://doi.org/10.1007/s43621-021-00037-8>.
- Adivar, B., Hüseyinoğlu, I. Ö. Y., & Christopher, M. (2019). A quantitative performance management framework for assessing omnichannel retail supply chains. *Journal of Retailing and Consumer Services*, 48, 257-269.
- Aksezer, S. Ç. (2023). Sustainability via extended warranty contracts: design for a consumer electronics retailer. *Sustainability*, 16(1), 300.
- Alam, M., Naseem, M., Garamoun, H., Althagafi, A., & Silawi, A. (2024). Evaluating the Adoption of Sustainable Marketing Strategies Towards Electronics Industries Business Performance. *Journal of Sustainable Development of Energy, Water and Environment Systems*. <https://doi.org/10.13044/j.sdewes.d12.0523>.
- Canhoto, A. I., Quinton, S., Pera, R., Molinillo, S., & Simkin, L. (2021). Digital strategy aligning in SMEs: A dynamic capabilities perspective. *The Journal of Strategic Information Systems*, 30(3), 101682.
- Cheboi, D., & Mulili, B. (2022). Strategic Alliances and Firm Competitiveness: A Survey of Supermarkets in Nairobi-Kenya. *Journal of Strategic Management*. <https://doi.org/10.53819/81018102t2046>.
- Coltman, T., Tallon, P., Sharma, R., & Queiroz, M. (2015). Strategic IT alignment: twenty-five years on. *Journal of Information technology*, 30(2), 91-100.
- Elfil, M., & Negida, A. (2017). Sampling methods in clinical research; an educational review. *Emergency*, 5(1), e52.
- Faibil, D., Asante, R., Agyemang, M., Addaney, M., & Baah, C. (2022). Extended producer responsibility in developing economies: Assessment of promoting factors through retail electronic firms for sustainable e-waste management. *Waste Management & Research*, 41, 117 - 142. <https://doi.org/10.1177/0734242x221105433>.
- Gonyora, A., Migiro, S., Ngwenya, B., & Mashau, P. (2021). Investigating open innovation strategic alignment for sustainable competitive advantage in the automotive supply chain in South Africa. *Journal of Transport and Supply Chain Management*. <https://doi.org/10.4102/jtscm.v15i0.554>.

- Habib, M., Bao, Y., Nabi, N., Dulal, M., Asha, A., & Islam, M. (2021). Impact of Strategic Orientations on the Implementation of Green Supply Chain Management Practices and Sustainable Firm Performance. *Sustainability*. <https://doi.org/10.3390/su13010340>.
- He, K., Bouncken, R., Kiani, A., & Kraus, S. (2024). The role of strategic orientations for digital innovation: When entrepreneurship meets sustainability. *Technological Forecasting and Social Change*. <https://doi.org/10.1016/j.techfore.2024.123503>.
- Kim, J., Kim, H., & Kwon, H. (2020). The Impact of Employees' Perceptions of Strategic Alignment on Sustainability: An Empirical Investigation of Korean Firms. *Sustainability*. <https://doi.org/10.3390/su12104180>.
- Kristoffersen, E., Blomsma, F., Mikalef, P., & Li, J. (2020). The smart circular economy: A digital-enabled circular strategies framework for manufacturing companies. *Journal of HHbusiness research*, 120, 241-261.
- Obeidat, B. Y., Hashem, L., Alansari, I., Tarhini, A., & Al-Salti, Z. (2016). The effect of knowledge management uses on total quality management practices: A theoretical perspective. *Journal of Management and strategy*, 7(4), 18-29
- Okeke, A. (2024). Evaluating Sustainable Practices and Supply Chain Management Effectiveness in African Small and Medium-Sized Enterprises (SMEs). *Journal of Sustainability Research*. <https://doi.org/10.20900/jsr20240033>.
- Park, S., Kim, S., & Lee, H. (2022). Green Supply Chain Management Efforts of First-Tier Suppliers on Economic and Business Performances in the Electronics Industry. *Sustainability*. <https://doi.org/10.3390/su14031836>.
- Plessis, N., & Grobler, A. (2014). Achieving sustainability through strategically driven CSR in the South African retail sector. *Public Relations Review*, 40, 267-277. <https://doi.org/10.1016/j.pubrev.2013.11.009>.
- Raether, J., Végvári, B., & Szente, V. (2025). Sustainable Consumer Behavior in Omnichannel Electronics Retailing: Evidence from a Pilot Study. *Tér - Gazdaság - Ember/Journal of Region, Economy and Society*. <https://doi.org/10.14513/tge-jres.00447>.
- Rastogi, T., Agarwal, B., & Gopal, G. (2024). Exploring the nexus between sustainable marketing and customer loyalty with the mediating role of brand image. *Journal of Cleaner Production*. <https://doi.org/10.1016/j.jclepro.2024.140808>.
- Reynolds, P., & Yetton, P. (2015). Aligning business and IT strategies in multi-business organizations. *Journal of information technology*, 30(2), 101-118.
- Tallon, P., Queiroz, M., Coltman, T. R., & Sharma, R. (2016). Business process and information technology alignment: construct conceptualization, empirical illustration, and directions for future research. *Journal of the Association for Information Systems*, 17(9), 3.

- Trabucco, M., & De Giovanni, P. (2021). Achieving resilience and business sustainability during COVID-19: The role of lean supply chain practices and digitalization. *Sustainability*, 13(22), 12369.
- Zhang, L., Zhang, X., An, J., Zhang, W., & Yao, J. (2022). Examining the role of stakeholder-oriented corporate governance in achieving sustainable development: evidence from the SME CSR in the context of China. *Sustainability*, 14(13), 8181.