

**INVESTIGATING STRATEGIC LEADERSHIP AND PERFORMANCE OF
STATE CORPORATIONS AND DEPARTMENTS IN THE MINISTRY OF
TRANSPORT, INFRASTRUCTURE, HOUSING, URBAN DEVELOPMENT AND
PUBLIC WORKS- KENYA**


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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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DECLARATION

I declare this research project is my work. Therefore, it has not been submitted somewhere else for the purpose of academic degree award, examination or publication.

Signed 

Date. 24Th, March 2021

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The research project has been submitted for examination with my approval as the university supervisor.

Signed 

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DEDICATION

This research project is a special dedication to my family, whose unwavering love and support have brought me through in my endeavour to search for knowledge.

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I am greatly indebted in my heart to my university supervisor Prof Zack. B. Awino steered me with candid discussions on my research. His effortless generosity and insightful intellectual inputs were so instrumental to my research study.

My gratitude also goes to my group discussion members, who provided vital information that enriched my research knowledge.

ABSTRACT

The study's objective was to investigate the effect of strategic leadership and organisational performance of state corporations and departments in the Ministry of Transport, Infrastructure Housing Urban Development, and Public Works. The specific objectives were to determine the impact of effective decision-making, resource allocation, strategic intent and Vision, and balanced organisational control on organisation performance. The study was anchored on two theories: Upper Echelon and Technical, social theories. The research design was adopted as cross-sectional. Thirty-five state corporations within the Ministry of transport, housing, infrastructure, public works and urban development of Kenya formed the population of the study. From the study findings, strategic leadership dimensions were positively established to affect organisational performance. In addition, the study finding has shown that there was a positive relationship between effective resource management and organisational performance in the Ministry of Transport, Housing, Infrastructure, Public Works and Urban Development of Kenya. Secondly, the study established that effective decision-making as a dimension of strategic leadership drives organisational performance to a greater height. From the summary of research findings and conclusion, the study recommends that strategic leadership is a critical organisational performance-determining factor. As a result, the Ministry of Transport, Infrastructure, Housing and Urban Development, and Public Works should consider enhancing strategies that support strategic leadership to improve short-term and long-term organisational performance. Furthermore, the recruitment of a top management team should be oriented towards leadership characteristics that portray strategic intent and Vision, balanced managerial control, effective decision-making and effective resource allocation.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The capacity of an organisation to continuously improve its performance is becoming essential for both its short and long-term sustainability, a situation that has necessitated the adoption of different strategies to meet the desired objectives. Kor and Mesko (2013) highlight that for an organisation to achieve its performance goal, it needs to continuously evaluate its activities holistically from the operational ways of doing things, financial, leadership oversight, and effectively align its internal resources. In pursuing the role of internal resources as a catalyst to realising organisation objectives, Azhar, Ikram, Rashid and Saqib (2016) opine that one of the management practices that is expected to influence the performance of an organisation is the ability of the firm leadership to be strategic in their entire decision-making process. Mahdi and Almsafir (2013) assert that there is a need for an organisations' top management to merge individual technical abilities and integrate these abilities to realising organisation objectives.

This study was anchored on the Upper Echelon theory and the Social – Technical system theory. Hambrick advanced the upper echelon theory, and Mason (1984) avers that its leadership directly influences the capacity of an organisation decision-making process and its performance. Strategic leadership brings different cognitive values, perceptions, and bases that will shape a firm's strategic direction, consequently affecting the firm's performance. The socio-technical system theory (Emery & Trist, 1965) stresses the need for the interrelatedness of organisations' technical and social subsystems about their functional environments. The theory argues that technological adoption will operate well

if the organisation technical and social systems are structured well to meet the demands of one another and the stakeholders. This can best be realised if the organisation management is strategic in their decision-making process.

As an important ministry that is considered critical towards the realisation of the government significant four objectives and the realisation of the country's goal of being a middle-income economy by 2030, the Ministry of Transport, Infrastructure Housing, Urban Development, and Public Works has been the epicentre of resource allocation. According to the Government of Kenya 2019/20 budget, the Ministry had been allocated 41% of the development budget in the country, with the Ministry continuously getting between 38% - 41% of the development budget since 2015/16 financial years. As a result, a total of Ksh 1.362 Trillion had been allocated to the Ministry over the last five years. This implies a need for effective leadership at the helm and various departments of the Ministry to utilise the allocated funds well. However, according to the Auditor General report submitted to parliament, the Ministry had not been able to complete the projects successfully nor to account well the utilisation of the funds. The challenges that faced the Ministry was associated with ineffective leadership to institute proper controls and monitoring processes—resulting in better utilisation of the funds allocated and thus achieving the organisation performance goals.

1.1.1 Concept of Strategic Leadership

There have been several efforts to define what constitutes strategic leadership, with one stream of studies attempting to define strategic leaders from their behavioural perspective. At the same time, another strand of definition looked at it from the functional capabilities of strategic managers. Vera and Crossan (2004) described strategic leadership

as a collection of actions related to establishing organisational direction, strategic growth, and forming a culture that involved a change of operations due to technology and market demand. Strategic leadership thus sets the focus and course of development and quality for the Company's performance. Hambrick (2007) recognises corporate leadership as regards policy decisions and actions of the organisation's stakeholders.

From an organisational perspective, Aznar, Ikram, Rashid and Saqib (2016) argued that strategic leadership is a successful corporate process by developing sound strategies and using internally active employees. It is because leadership has a mission to empower the stakeholders in the organisation and encourage them to function together to achieve the Company's goal.

In the policymaking and implementation phase, the most influential leaders of organisations conduct collaborative activities. First of all, the leaders seek, as soon as possible, to recognise the main problems and work as a team. Secondly, they serve as an analyst in whom the employee under them had a responsibility to evaluate and devise a technique that is suitable for the purposes (Carter & Greer, 2013). Thirdly, the leader is the creator; fourth, he serves as a mobiliser within the Company. He creates and offers tools to execute policies properly. In the fifth level, he serves as a talent promoter and searches out or develops the team of core players necessary to implement organisational projects for development. In addition, he fascinates the business and strengthens everyone's long-term dedication to targets. In the seventh point, leaders play the position of global thinkers and maintain the organisation's integration with national and foreign perspectives.

1.1.2 Organisational Performance

According to Nicolescu and Nicolescu (2012), organisational performance is a record of outcomes realised from operational activities within an organisation. These activities involve objectives and expected targets over a defined period compared to the actual effects learned over the same period. Pavlou and El Sawy (2011) extended this line of view by pointing out that organisational performance would majorly on three primary attributes; the financial performance attribute involving profits, ROI and ROE; the overall product performance that is market share and sales; and shareholder's return involving economic added value and total shareholder's return. Therefore, these three constructs are considered the appropriate measures of organisational performance.

Many companies have tried to assess their performance using a structured scorecard approach in recent years, monitoring and evaluating success in various metrics such as economic efficiency (for example, return on shareholders), customer support, social responsibility (for example, corporate citizenship, community involvement) and human capital management (Breschi & Malerba 2011).

Performance contracting is the required method to assess corporate efficiency in many government agencies. Performance contracting (P.C.) also assesses performance as P.C. determines standards (operations, outcomes and qualities, etc.) and the expertise needed for results. P.C. also defines methods used for performance monitoring, analysis and assessment (Zizlavsky, 2013). Thus, this research follows this approach.

1.1.3 State Corporations in Kenya

State Corporations are legal entities formed by the government and governed by state laws to provide better and quality goods and services to the public members. In Kenya, state corporations formed and operated under the State Corporation Act Cap 446 (1987). As of 2017, 166 State corporations in Kenya fall under different ministries and regions (GoK, 2017). According to Godia (2007), state corporations are meant to accelerate the country's economic growth, redress the existing regional economic imbalance, uphold local entrepreneurship and encourage foreign investment via joint projects. Omoro, Aduda and Okiro (2015) observe that state corporations in Kenya are classified into five classes for better management: commercial state corporations, public universities, regulatory institutions and research, commercial state corporations with strategic roles, and tertiary education and training institutions. State corporations face different challenges that include misappropriation of funds, perennial losses, ballooning debts, and an inefficient investment portfolio: unclear operational plans and guidelines and inadequate management procedures (Wanyama, 2016) contributed to operational inefficiency. In addition, according to the auditor general's report of (2017) submitted to parliament, majority of the state corporations faced low enforcement of standards and poor governance structures, as well as the minimal organisational capability and investment interest, which has resulted in poor performance as compared to the private entities. The weaknesses identified above made it evident that the government entities' challenges relating to their top leadership had the foresight in their operation by putting in place a mechanism that will create necessary adaptation to the prevailing market condition. Consequently, it becomes critical that a study was undertaken to establish the

nexus existing between strategic leadership and the organisational performance of these state corporations.

1.1.4 State Corporation and Departments in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works of Kenya

Through the Revised Executive Order No.2 of 2018, the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works was established in Kenya alongside twenty-two other ministries and had five state departments, Transport Infrastructure, Housing Urban Development and Public Works. The Ministry's function covers the implementation of the government agenda about transport function in Air, railway, shipping and maritime, and road transport (Mutisya & Yarime, 2014).

The country's social-economic development finds the Ministry an essential player because it contributes significantly to its Gross Domestic Product. However, for effective action in the country's infrastructure, housing and transport sectors, there is a need for a coordinated approach to optimal housing, access to the urban market, and improvement in sanitation and other public utilities (Mitullah, 2013).

The leadership management component is essential in actualising the Ministry's mandate to facilitate coordinated strategy implementation and control of functions (Pazey & Cole, 2013). More recently, the world has been moving towards the Blue Economy. In this regard, there is a need to provide an appropriate policy direction, regulatory environment and appropriate training to build relevant training to capture the potential benefit available from the emergent Blue economy initiative. All these crucial roles of the Ministry require that the leadership have the necessary capability to influence strategic

intent and Vision, make appropriate decisions, adopt effective resource management and be able to impact organisation control and performance (Githinji & Were, 2018).

1.2 Research Problem

One of the critical attributes of any management team is to improve the performance of an organisation and meet the goals of stakeholders. To better manage an organisation, the leadership should pragmatically make decision-making that utilises the available operational capital, adhere to legislative requirements, transmit corporate goals efficiently and prepare the staff for professional preparation (Zhang et al., 2015). Towards the same, the organisation leadership should endeavour to formulate policies and implement strategies that will positively affect the organisation's performance both in the short and long term (Muhamad & Auzair, 2014). A leadership that is strategic in its decision-making is expected to combine the functional capabilities in the organisation in such a way that it can create a synergy between the internal resources and available external opportunities. As Becerra-Fernandez and Sabherwal (2014) pointed out, strategic leadership has the potential to visualise where the organisation needs to be in the mid-term and soon through the effective harnessing of the available resources. Both international and local studies have undertaken different studies to understand the effect of strategic leadership on organisational outcomes.

Public corporations and departments are an essential catalyst in service delivery to the Kenyans and at the same time help the government in the actualisation of its goals, such as the Vision 2030 and the Big 4 agenda. The Ministry of transport, housing, infrastructure, urban development and public works is at the centre of fulfilling the

government infrastructure promise, despite the scaling of government spending due to lower revenue collection resulting from the Covid-19 pandemic and slowdown in the economy. Under such an operating environment, the leadership in the Ministry needs to be able to mobilise resources outside the government cycles and make proper decisions on how to utilise the available resources. This implies that the establishment of appropriate strategic leadership in the organisation might influence the final performance of the Ministry. Strategic leadership is expected to, in addition, facilitate the realisation of the organisation vision and mission under an unstable environment in which many organisations are currently operating.

Asree, Zain, and Razalli (2010) have investigated the role of strategic leaders in influencing the U.S. service company's operational strategies. The study used the science of design and research methodology. The findings suggest that strategic leadership enhanced organisational efficiency as measured by the unit cost per customer. Shoemaker, Krupp and Howland (2013) sought to identify the vital skills of a top U.S. corporate strategic leader and recognised that a strategic leader challenges the dominant status quo, be able to predict risks and possibilities, be able to analyse complicated and contradictory details and be able to make swift decisions. The study adopted a quantitative approach. The research followed a case study methodology. The influence of strategic leadership in achieving the competitiveness of the academic sector players in Malaysia was analysed by Mahdi and Almsafir (2014) using the quantitative analysis approach. The results suggest that solid strategic leadership had a significant positive impact on sustainable competitiveness in the educational sector. Similarly, Strand (2014) researched the effect of strategic leadership on corporate sustainability on multinational

firms in Britain and found that firms that have established bureaucratic structures dedicated to organisational sustainability registered better performance than those whose leaders had not established the position.

In 2015, Kamau analysed the impact of strategic leadership on Commercial Banks in Kenya and successfully noticed that commercial banks perform poorly because of the inability to provide a consistent strategic plan and lack of strategic leadership. The report, however, failed to examine profit-oriented state-owned companies. Awino (2013) conducted the impact of the diversity of the top management on Kenya's organisational success and quality decision making in the services sector. However, the study findings discovered that the quality decision-making process significantly influenced the unbiased scorecard results' internal organisational operation, learning and growth strategies. Ndungu (2013) has also investigated the role of strategic leadership in managing Nairobi Bottlers' strategic transition in Kenya. The research adopted a case study approach. The results indicate that the change management process has positively influenced by the style of leadership developed by an organisation.

From the above studies, though different scholars have investigated how strategic change affects organisation outcomes, there has been little attempt to determine the link between strategic change and performance of State Corporations since most of the studies have concentrated on profit-oriented firms. Therefore, this gap leads to the research question; what is the effect of strategic leadership on the organisational performance of State Corporations and Departments in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works?

1.3 Research Objectives

To investigate the effect of strategic leadership on organisational performance of state corporations and departments in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works.

1.4 Value of the Study

The findings of the study would benefit the policymakers. Through the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, This involves the National government by providing policy recommendations on the management attributes those parastatal managers in the sector need. The policy implementation by top management would be universal, thereby fostering equal competition in government agencies. The research has established impactful information, thus sharing important information with state corporations to help them form their strategic goals to function against defined objectives.

This research is considered a value addition by the management of state corporations as specific strategic leadership and its role in cultivating the organisational success of state corporations is established. This will enable the state corporations and departments to successfully adopt strategic leadership, maintain, and increase service delivery. Strategic leadership as a means of gaining improved performance will emphasise the requirement and impact of Strategic leadership on organisation processes and product development.

The study contributes to the positive relationship between strategic leadership and organisational performance. The research is beneficial for researchers to propose theories by supporting or challenging them through the study's findings. This provides insight into

the effect of strategic leadership on the organisational capability of government institutions and establishes a framework.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The concept of strategic and empirical studies related to strategic leadership and performance were also discussed in this chapter. The focus area in this chapter is the contextual analysis of previous studies that have been done in line with the current research topic. The study has also contextualised theories that have tried to bring out the impact of strategic leadership on performance to bolster this study. These concepts benefit the reader's knowledge and understanding of the variables incorporated in the study and the best strategy that an organisation can implement to effectively merge strategic leadership dimensions and operations to achieve desired organisational goals.

According to Amanchukwu, Stanley and Ololube (2015), leadership is concerned with influencing a group of individuals to meet the goal of an organisation. They argue, "Business units and product lines have failed all because they had the wrong kind of leaders". Bass & Bass (2008) points out that many regard leadership as the most significant aspect of organisational achievement. The determination of the Company's long-term objectives and actions and the distribution of resources needed to achieve these objectives shows how business leaders strive to distinguish themselves favorably from their rivals. The key to strategy is to have a distinctive, hard-to-conform stance (Porter, 1996). In their research on the link between leadership and strategy, Mintzberg, Ahlstrand and Lampel (1998) said leadership is the starting point of strategy. Top managers play a significant role in determining organisational results (Hambrick, 2007).

Strategic management extends beyond management to stress accomplishing the Company's broad goals in a changing climate. Thus, the central role of a strategic leader is to spur the organisation under the prevailing operating environment to improved performance and guarantee its sustainability.

2.2 Theoretical Foundation

The section offers a detailed overview of two theories, the Upper Echelon and the social-Technical system theory, that has anchored this study. These theories are discussed based on research carried out by proponents and critics. The theories' claims are in line with the research goals to demonstrate the importance and interpretation of the study.

2.2.1 New Public Management Theory

The new public management theory originated in the early 1980s work by practitioners in the 1980s led by the then British Prime Minister Margret Thatcher out of the concern in the public administration management characteristics that were affected by such vices as incompetence, inefficiency and corruption. Thomas (2012) assert that the NPM theory came out because of the need to question the delinking of the politics from the public administration and whether the two can work together. The prevailing situation where public officials were found to be in a self-centred position by the elite, thus put their needs above that of the public, and finally out of the need to improve the efficiency and effectiveness of how public resources are used. Therefore, the NPM reforms were initiated, mainly in Europe, in reaction to the changes in the political field, more so the need to fight the loss of legitimacy of public administrators.

Hood (1991), in his seminal paper, suggested that what the public sector requires as managers and not administrators. According to Schedler and Proeller (2000), the new general management theory advocates for public organisations to be more customer-focused, restructured their operations to decentralise their services, participate of the public in decision making, improved accountability, competition in the contract awards and privatisation for those sectors which the private sector can operate. This was assumed to result in the delivery of public services, the decentralisation of services to their specific units and the consequent emphasis on their unit costs, the increase in business use and competitiveness as a way in allocating money and copying best practices for public service delivery in private sector management (Hood, 1991). New general administration suggests that there is a need for the involvement of the citizens in decision-making and public officials to be customer-oriented and uphold quality in the service delivery (Alford & Hughes, 2008).

2.2.2 Upper Echelon Theory

The Upper Echelon theory, as one of the theories of an organisation, claims that, due to its individual and collective backgrounds, an organisation's performance standard reflects its leading managers' values and cognitive capacities. Based on the Company's existing behavioural theory (Cyert & March 1963), management typically makes an irrational decision, which the upper echelon's theory reinforces by proposing that executives face massive data overloads in their everyday activities, often leading them to decide based on their experience. To filter the information that appears randomly in the business operating environment, Kapferer (2012) opine that the top management characteristics. For instance, strategic thinking determines the effectiveness of filtering and assessing the

abundant information that may help an organisation, in the end, to respond to the changes in the mode of operations by being innovative.

Thus, the upper echelon theory literature has consistently advanced the view that an organisation's leadership characteristics will determine the firm's strategic choices such as product organisation, plant and equipment newness acquisition, unrelated diversification, capital intensity, and response time. Hambrick (2007) suggests that upon selecting an employee with specific strategic characteristics to be at the helm of the organisation, then the chances of the organisation achieving its innovative goals is enhanced. However, in the present-day globalised labour market, selecting an employee through such attributes as skills and experience might be considered discriminatory and unfair to the other individuals without such characteristics. Suppose the employee discrimination narrative is successful in the market. In that case, this might lead to a boycott of the company products and services and attract a substantial financial penalty.

2.2.3 Socio-Technical System Theory

Trist's (1963) theory of social and technological systems provide an organisation subsystem be composed of tools, devices and methods necessary to transform inputs into outputs that improve the organisation's economic performance. The social system consists of employees (at all levels) who contribute to the workplace and the reward system and structures of authorities, knowledge, skills, behaviours, values, and needs. The STS position is that an organisational structure should be made so that it results in mutual optimisation of subsystems: only if the interdependency of the subsystems is

clearly understood can every organisational structure optimise performance and efficiency in operation (Ramage & Shipp, 2020).

Geels (2005) stated that much socio-technical thought lies behind the two conflicting sets of values, the first being that humanism is essential. The designer's fundamental goal is to improve job efficiency and employee satisfaction. When employees are provided with a convenient working environment and appreciated for their efforts, organisational commitment and work engagement is enhanced, leading to the achievement of employees targets. Attainment of these targets, in turn, will improve organisational productivity and provide the organisation with benefits. The second set is the corporate values and qualities of an organisation's top management, which only uses socio-technical Concepts as tools to accomplish solely economic goals.

2.3 Strategic Leadership and Organizational Performance

Various recognisable measures can be associated with strategic leadership that contributes positively to the better implementation of the Company's strategies and resources to enhance organisational performance (Nthini, 2013). These are the efficient management of the Company's resources, effective decision-making, strategic direction and Vision, and the creation of balanced corporate controls.

Perhaps the most critical role for strategic leaders is to successfully handle the corporate asset pool that can then be divided into financial capital and corporate culture (Mahdi & Almsafir, 2014). The creation of human resources is vital in strategic management, says Santarelli and Tran (2013). Becerra-Fernandez and Sabherwal (2014) suggest that leaders build expertise and insights to simplify organisational structures. Several organisations

tend to operate individually to attain their mutual aims and objectives. They have classes and subsystems.

Leadership functions allow this mission to be adopted, organised and adapted. Job facilitation abilities include organisational skills, the ability to plan and function strategically, dynamically plan, and execute and introduce evolving management techniques that maximise the organisation's innovative potential and success (Bolden et al . , (2011).

A strategic decision in an organisation is defined by research and development efforts for alternative technologies and methods used in operational activities (Lyon, Lumpkin & Dess, 2000). An organisational decision-making system is a vital instrument to create a new concept, procedure, method and product (Nielsen and Nielsen, 2011). According to the literature of the E.U. and the OECD, "the discovery of a product (good or service), or a procedure, a new marketing strategy or a new organisational approach to corporate processes, workplace organisation or external relations, is the entity serving renewing and reconstruction procedure and thus serving innovation."

Strategic direction in an organisation involves establishing a long-term vision, which usually spans five to ten years and the mission and goal of an organisation that aligns the activities of individuals in the organisation, according to Sammut (2014). A true vision is alive, and everyone in the Company knows and operates towards the Vision. It is also full of passion and motivation, and people are excited to speak about the mission and goal of their organisation. Samad, (2012) warns that while they are so aware of their mission and

purpose, the most significant risk for corporate leadership is that they do not see new possibilities.

Controls are structured information-based processes that management uses to sustain or modify corporate behaviour habits, ensuring that an institution achieves the desired results (Goodale et al., 2011). Controlled internal processes improve the integrity of executive management, reveal the importance of plans, encourage and endorse structural transition to the stakeholders. According to Kumari (2011), it is essential to develop the organisation's capacity to track, monitor and report activities, initiatives and monthly outcomes.

2.4 Empirical Studies and Knowledge Gaps

Studies on strategic leadership and performance have been done in different economies and regions. Nimsith, Rifas, and Cader (2016) defined the function of strategic leadership in creating a competitive, viable edge between Iraq-based private universities. The study focused on 23 Iraqi private universities. At the same time, the methodology for the research was a strategic survey approach to information collection that implemented a self-administered questionnaire. The statistical results showed that strategic leadership skills were essential and had a beneficial outcome on the performance of institutions. Compared to the public universities, the study showed that the private universities had visionary leaders who had entered into collaborations with various research institutions and employers.

In their study, Van Velsor, Turregano, Adams and Fleenor (2016) attempted to assess how collective strategic leadership has become a requirement of the employees of the

Center for Creative Leaders. Their research examined the present and future state of management in more than 350 mid to higher levels executives around the globe. The concept of efficient management altered five years before the research, according to 84% of respondents surveyed. As a tool to collect information, the study used an interview guide. Research findings showed that more than 60% of CEOs believed that leaders were facing difficulties beyond their capacity. The study recommended that continuous development programs be facilitated for the top-level managers on the evolving market demands.

Phipps and Burbach (2010) tried to connect strategic leadership and employee participation among leading Ugandan breweries. There was a cross-sectional and comparative layout of studies. A sample from one of the significant Uganda branches was made using a simple random sampling model. The results show that strategic leadership is evident in this organisation, with a substantial and progressive relationship concerning strategic leadership and employee engagement. Therefore, it is noted that organisations must invest in the preparation of their executives to enhance their ties with subordinates in strategic leadership.

From the studies covered in the literature review, it is evident that strategic leadership as an organisational strategy for governance has influenced performance positively. However, previous studies have concentrated on organisational performance in general without considering specific leadership characteristics such as predicting the future technological changes whereby the current research intends to study. Therefore, this was considered a research gap that needed to be checked to enrich the knowledge base

concerning the variables under study. The previous studies have concentrated on profit-oriented, manufacturing and private service sectors such as commercial banks. As a result, a considerable research gap exists in the public sector, particularly in government institutions or ministries. Therefore, this gap was among the motive for undertaking this study to provide literary findings, conclusions and recommendations on the influence of strategic leadership on organisational performance of state corporations in The Ministry of Transport, Infrastructure Housing, Urban Development, and Public Works.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The main objective of the current study was to establish the relationship between the strategic leadership and organisational performance of state corporations in the Transport, Infrastructure, Housing, Urban Development and Public Works Ministry in Kenya. This chapter describes the methods that were used for undertaking the study. The collection of primary data was achieved by conducting a qualitative survey. The collection of secondary data was from numerous sources and publications, including the Department's annual report and plan, the Ministry of Finance and other related literature.

The research was scheduled to take place from the middle of November to mid-December 2020. The research questionnaire had both open-ended and closed-ended questions covered in a structured questionnaire (see appendix II). At the time of the study, the survey tool was sent to the Ministry, particularly the respective State Corporations under investigation. Each corporate's responses were analysed accordingly.

3.2 Research Design

A research design could be seen as an arrangement of materials used to capture and interpret data in a way that helps to accomplish the research purpose (Tromp 2008). In the present study, a cross-section sample method was adopted. A cross-sectional study provides an assessment of a population. It offers a 'snapshot' of the people at a given point in time, according to Cohen, Manion and Morrison (2005).

3.3 Population of the Study

The study population could be described as the entire set of cases or units. The researcher wishes to investigate a given characteristic and draw conclusions. One of the crucial steps in formulating a research plan is identifying the population according to the study's objectives. The research population consisted of all state corporations within the Ministry of Transport, Infrastructure, Urban Development and Public Works -Kenya. According to the revised executive Order No.2 of 2018, the Ministry was divided into five state departments, namely; Transport Infrastructure, Housing, Urban Development and Public Works. Of the five state departments, seventeen are state corporations, while eighteen are state departments. All are collectively managed (Appendix III). These 35 institutions formed the total population of the study. According to Neuman and Robson (2014), the data collected can only be analysed if the representative of a population was more than 30 subjects. Since the targeted parastatals in the study were more than 30, the researcher collected data from all the state corporations within the Ministry.

3.4 Data Collection

Included Questionnaires with closed-ended and open-ended questions were in the research instrument. Closed-ended questions helped the process of data analysis and captured the results that were quantified. Open questions helped to elicit qualitatively analysed answers and could not be evaluated in structured queries. The researcher administered the questionnaires to the respondents to create a rapport with them, assuring them of the confidentiality of the shared information. The data collection process gathers empirical information to obtain insights into a situation and addresses questions the study

seeks to answer (Kothari, 2004). A questionnaire, as a research tool, was found to be more applicable in this study.

Questionnaires can provide high level of standardisation of data and the acceptance of standardised information by any population. They are helpful for any population when explaining generalised information. A descriptive analysis is functional when input from people needs to be quickly and conveniently accessed non-threateningly (Davies, 2007). Secondly, the tool is relatively convenient in covering the enormous scope of items or people under study at a low cost (Mugenda & Mugenda, 2003). Respondents to the study were human resource managers, employees at the ICT department and the top managers in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya. This group of respondents were deemed knowledgeable on the research subject area.

3.5 Data Analysis

Data analysis includes all statistical methods that analysed multiple measurements simultaneously in every single person or object under examination (Straub & Gefen 2005). Descriptive statistics (central tendency and variance measurements) were used in the analysis. Descriptive statistics included the determination of the mean and frequency distribution of datasets. The questionnaires were updated for precision, clarity and completeness once they were obtained. Responses were encoded in numerical form to allow statistical analysis. Tables and figures are then to display the results.

The respondents gave their opinions on a 5-point Likert scale. The mean score and standard deviation of the respondents were obtained using SPSS tools to provide various

statistics for the analysis. Tables and charts were used to analyse responses effectively and facilitate references for further studies. The researcher further employed a regression model to study the relationship between strategic leadership and organisational performance. The relationship of the equation:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon$$

Y = Organizational Performance

α = Constant (Co-efficient of intercept)

X₁ = Effective resource management

X₂ = Effective decision making

X₃ = Strategic direction and vision

X₄ = Balanced organizational control

ϵ = Error Term

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of data collected from the field. The specific areas of considerations in the chapter are; the response rate, organisation demographic information, descriptive statistics about the dimensions of strategic leadership, normality tests, regression analysis and summary of the research findings. The four specific research objectives in the present study formed the basis on which data was analysed and presented. The primary data presentation tool was mainly in tables because it presented descriptive and regression findings and was easy to interpret.

4.2 Response Rate

The response rate usually determines the strength of a given research outcome. A high response rate gives high statistical power, which guarantees efficient population representation and implies that the 35 state corporations and state departments were issued with one questionnaire, and 28 of the firms filled the questionnaire as required. Among the respondents in the organisations that participated in the research included Chief Engineer, Administrative Secretary, Deputy Director Supply chain, Director Administrations. The Director ICT and Director Human Resource as indicated in table 4.1.

Table: 4.1: Response Rate.

Variables	Number	Percentage
Questionnaire Filled and collected	28	80.0
Non-responded	7	20.0
Total	35	100.0

Primary Data 2020.

Therefore, the response rate was deemed sufficient to draw inferences and draw conclusions on the subject of the analysis. Since the respondents were likewise senior organisational leaders, there were considered to be versed with the research objectives. Following Bailey (2000), the response rate of 50% is deemed to bearersuate, whereas the response rate of more than 70% was quite strong. In the light of the guidelines, it was concluded that the response rate obtained (80.0%) was sufficient for a representative population sample. Concerning the advice of the authors, the response rate of 80.0 per cent was quite strong.

4.3 Demographic Information

Demographic information of a population was essential in determining significant data concerning research participants to establish whether the sample was representative of the entire population for generalisation purposes. Demographic information allows the researcher better to understand the background information of the target group.

4.3.1 Number of employees

The Number of employees in an organisation was an essential aspect in estimating the size of an organisation. The findings are presented in Table 4.2.

Table 4.2: Primary Number of Employees

Variables	Frequency	Percentage
Less than 500	13	46.4
500-999	5	17.9
1000 and above	10	35.7
Total	28	100.0

Primary Data 2020.

From the findings, it was evident that nearly half (46.4%) of the state corporations and state departments under the Ministry of Transport, Infrastructure, Housing Urban Development and Public Works have less than 500 employees. 35.7% of the state corporations and departments consists of 1000 and above employees, while only 17.9% have between 500-999 employees. This implies that the state corporations and state departments in the Ministry are big organisations measured by employees.

4.3.2 Age of the Respondents

In the 18-28, 29-39, 40-50 and 51-60 range of years, the researcher asked the respondents to give their age distribution. This was considered necessary since it helped the researcher relate the response group and the validity of the answers provided. The more elderly group were believed to give responses with integrity, which was vital in delivering reliable findings. The answers are summarised in Table 4.3.

Table 4. 3: Age of the Respondent

Variables	Frequency	Percentage
18-28 years	1	3.6
29-39 year	8	28.6
40-50	8	28.6
51-60	11	39.3

Variables	Frequency	Percentage
18-28 years	1	3.6
29-39 year	8	28.6
40-50	8	28.6
51-60	11	39.3
Total	28	100.0

Primary Data 2020.

From the results above, the majority (39.3%) of the human resource managers, employees at the ICT department and the top managers in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya are between 51 and 60 years old. An equal number of this target group (28.6%) felled between the age bracket of 40-50 years and 18-28 years, while only 3.6% were between 18 and 28 years young. This was an implication that the employees and the top management of the Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works in Kenya were very experienced in strategic leadership. Therefore, the information they gave depicts the actual strategic operations in the Ministry.

4.3.3 Management level

The management of an organisation that takes part in decision making as far as a strategically oriented firm is concerned exercises strategic leadership. From this context, the researcher considered establishing the respondents' characteristics regarding management level in the organisation to determine whether the respondents took part in organisational decisions and policymaking. The results are as shown in Table 4.4.

Table 4. 4: Management Level

Variables	Frequency	Percentage
Top-level	12	42.9
Middle level	14	50.0
Supervisory level	2	7.1
Total	28	100.0

Primary Data 2020.

As per the findings above, 50% of the respondents that was half of the respondents were from middle-level management, 42.9% from top-level management, while only 7.1% consisted of respondents from the supervisory level. This implies that the target group had sufficient information on strategic leadership and performance.

4.3.4 Experience level

Employee experience serves a critical role in enhancing operational activities in organisations. Job promotion in the majority of government institutions is based on the experience level of the candidate. In addition, the level of experience may determine the level of knowledge and information debt of an employee concerning a given study area. Therefore, the current study observed that it was essential to establish employee experience distribution in work.

Table 4. 5: Experience Level

Years	Frequency	Percentage
0-3 years	3	10.7
4-7 years	6	21.4
8-11 years	6	21.4
12 years and above	13	46.4
Total	28	100.0

Primary Data 2020.

From the findings in Table 4.5, the majority of the target group (46.4%) had been working in the Ministry for 12 years and above, while two categories of the respondents, 21.4% each, had been the employees of the Ministry for 8-11 years and 4-7 years. The same findings had shown that 10.7% of the respondents had been working for three or fewer years in the Ministry. This implies that the target group had vast knowledge and information concerning strategic leadership and performance in the Ministry.

4.3.5 Education level of the Respondents

All other factors remaining constant education level of employees influences their competency. The researcher needed to reestablish action of education of employees to ascertain the credibility and generalisation of the opinions collected. The findings are presented in a tabular format.

Table 4. 6: Education level of the respondents

Variables	Frequency	Percentage
College	2	7.1
University- Undergraduate	4	14.3
University-postgraduate	22	78.6
Total	28	100.0

Primary Data 2020.

The study findings in Table 4.6 established that 78.6% of the respondents had university postgraduate qualifications, 14.3% had university undergraduate qualifications. In comparison, only 7.1% had college certificates. Therefore, it implies that the respondents could be taken to be competent enough in the understanding of the questionnaire items. In addition, the findings could be generalised since the data for analysis came from a highly educated group that could be said to be representative of the entire population.

4.3.6 Organisational projects

The respondents were asked to indicate whether there were organisational projects currently going on in the Ministry. This was to tell whether the leadership in place exercised strategic leadership dimensions in delivering project operations. The findings were presented in Table 4.7.

Table: 4.7: Organisational projects

Variables	Frequency	Percentage	Valid Percent
Yes	28	100.0	100.0

Primary Data 2020.

The finding established that the respondents agreed unanimously that various organisational projects were being rolled out in the Ministry. This means there is an implication that effective resource management, effective decision making, strategic intent and Vision, and balanced organisational control were put into practice in the project implementation process.

4.4 Strategic Leadership

The study investigated four dimensions of strategic leadership; effective resource management, effective decision making, strategic intent and Vision and balanced organisational control. To establish the extent of strategic leadership implementation at the Ministry of Transport, Housing, Infrastructure, Public Works and Urban Development in Kenya, the study asked the respondents to rate the statements in each of the strategic leadership dimensions using a 5-point Linkert scale where 1-very small extent to 5-very large extent. Mean greater than 3.5 imply that the practice had been mainly implemented, while the means less than 1.5 showed that the course had been

enforced to a minimal extent. A standard deviation greater than 1 represents a high response variation on the statements.

4.4.1 Effective Resource Management

A strategic leader was known for their ability to effectively manage the scarce resources of an organisation to complete a given project using a pre-determined budget satisfactorily. In this regard, effective resource management was considered as one of the qualities of a strategic leader.

Table 4. 8: Effective Resource Management

Item	N	Mean	Std. Deviation
The leadership in the Ministry recognised human capital as the vital organisational resource to steer organisational	28	4.21	.787
The leadership in the Ministry encouraged employee training to enhance skills for organisational	28	4.14	.891
The institution managers facilitated continuous organisational learning culture	28	4.07	.663
The institution's leadership underwent periodic training on strategic resource management	28	3.96	.922
There was proper resource allocation on organisational projects in the Ministry	28	3.68	.772
Mean		4.01	

Source: Primary Data 2020.

From the findings, leadership in the Ministry recognised human capital as the vital organisational resource to steer the organisation (M=4.21). As evidence of effective resource management, the institution managers facilitated a continuous corporate learning culture (M=4.07) oriented towards resource management. In addition, this was supplemented by the institution's leadership underwent periodic training on strategic

resource management (M=3.96). As a result, there was proper resource allocation on organisational projects in the Ministry (M=3.68). It could be seen that the top management, to a considerable extent, had exercised effective resource management in the Ministry. The low standard deviations imply that the responses were inclined towards the mean, insignificant variations in respondents' opinions.

4.4.2 Effective Decision making

Any organisational project starts with a collection of views and decision-making. It takes a wise and effective decision making of a leader to realise a successful project from start to completion. The study aimed to establish the nexus between strategic leadership and effective empres decision-making, which is associated with strategic leaders. The results about effective decision-making are presented in Table 4.9.

Table 4. 9: Effective Decision making

Item	N	Mean	Std. Deviation
The leadership system made effective decisions that would impact the organisation at present and in future	28	4.11	.956
The management took decisive action after carefully evaluating problems from different angles	28	3.71	.897
The management's decision-making procedure had helped solve problems effectively.	28	3.71	.854
The leadership encouraged divergent views and opinions before making a final decision	28	3.39	.832
The management encouraged debates through informal meetings about a current challenge facing the organisation before taking decisive action.	28	3.14	1.079
Mean		3.61	

Primary Data 2020.

The study findings showed in Table 4.9 that, essentially, the leadership system made effective decisions that would impact the organisation at present and in future (M=4.11). It took decisive action after carefully evaluating problems from different angles (M=3.71). In addition, the management's decision-making procedure essentially helped solve problems effectively (M=3.71). It encouraged divergent views and opinions before making a final decision (M=3.39). To a moderate extent, the administration encouraged debates through informal meetings about the organisation's current challenge before taking decisive action (M=3.14). The low standard deviation was an indication that the majority of the respondents had the same opinions on the statements.

4.4.3 Strategic intent and Vision

The objective that a given organisation aims to achieve at a certain period was termed as strategic intent and Vision. A strategic goal gave an organisation a blueprint on the right path to effectively accomplish its purpose in a specified time with the lowest budget possible. Additionally, it shed light on the best strategy that an organisation needs to adapt to achieve its intended mission in the short and long run. The results are as follows in Table 4.10.

Table 4. 10: Strategic intent and Vision

Item	N	Mean	Std. Deviation
The leadership in the Ministry align organisational purpose and objective concerning future anticipated changes	28	3.71	.854
The leadership frequently sought new perspectives on how to overcome the future expected challenge	28	3.64	.951
The management looked at the details of the information available with an aim to forecast technological and innovative changes in future	28	3.64	.911
The leadership was able to study patterns of business trends and made the best future decision	28	3.43	.997
The leadership frequently supplemented the information with quantitative data	28	3.36	1.026
Mean		3.56	

Primary Data 2020.

Findings suggest that the leadership in the Ministry align organisational purpose and objective concerning future anticipated changes (M=3.71) and that it frequently sought new perspectives on how to overcome the future expected challenge (M=3.64). In addition, the study found that in enhancing strategic intent and Vision, the management looked at the details of the information available to forecast technological and innovative changes in future (M=3.64) while frequently supplementing the information with quantitative information data (M=3.36). The standard deviations obtained were low, thus implying that the respondents agreed on strategic intent and vision implementation effectiveness.

4.4.4 Balanced Organisational Control

In an organisational setting, control comprises four effective strategies: measure performance, establish standards, compare standards to the commission, and then act on the correct action required for a given project. A strategic leader was believed to follow a

balanced organisational control in project implementation. As a result, the study aimed to establish the extent to which the leadership in the Ministry had followed to proportional managerial control.

Table 4. 11: Balanced Organisational Control

Item	N	Mean	Std. Deviation
The leadership encouraged effective monitoring and evaluation on organisational projects in the Ministry	28	4.25	.967
The leadership used uniform tool for assessing employees performance	28	3.82	.983
There was fairness in control mechanisms in the Ministry	28	3.79	.833
Employees in the Ministry have contended with the organisational controls that had been implemented	28	3.75	1.005
The leadership used a balanced scorecard to assess the performance of organisational performance	28	3.54	.999
Mean		3.83	

Primary Data 2020.

From the findings to a significantly greater extent, leadership in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya encouraged effective monitoring and evaluation on organisational projects in the Ministry (M=4.25) and that in adherence to balanced managerial control, the leadership used uniform tools for assessing employees performance (M=3.82). In addition, it was discovered that the administration used a balanced scorecard to evaluate organisational performance (M=3.54), whereby the employees in the Ministry have contended with the administrative controls (M=3.75).

4.5 Influence of Strategic Leadership on organisational performance

Strategic leadership had been, in the previous studies, identified with substantial organisational performance. The study aimed to establish whether the same findings could be generalised in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya.

Item	N	Mean	Std. Deviation
The Ministry used up to date technology in its operations	28	3.11	.956
Problem-solving in the Ministry had been eased as a result of strategic decision making	28	3.00	1.054
The Ministry had been able to anticipate changes in technology as a result of effective organisational strategies	28	3.00	1.054
The goals and objectives of the institution were achieved.	28	2.93	1.120
Convenience in operations had been achieved due to organisational capacity in the Ministry	28	2.93	1.086
The operation of activities had been eased	28	2.89	.956
The Ministry had been able to come up with innovative ways of service delivery	28	2.82	.945
Mean		2.95	

Table: 4. 12 Influence of strategic leadership on organisation performance

Primary Data 2020

From the findings, the respondents agreed to a moderate extent that effective strategic leadership. This Ministry used up to date technology in its operations (M=3.11) whereby problem-solving had been eased (M=3.00) and that Ministry had been able to anticipate changes in technology because of effective organisational strategies (M=3.00). In addition, the goals and objectives in the institution were achieved (M=2.93) and

convenience in operations (M=2.93). This finding was an implication; therefore, strategic leadership had enhanced organisational performance to a moderate extent.

4.6 Regression Analysis

The study sought to establish the partnership between strategic leadership and organisational performance in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya. The determination coefficient assessed the extent to which variations in the independent variables justified differences in the proportion of variations in the dependent variable defined by all the explanatory variables.

4.6.1 Model Summary

The model summary of regression results showed in Table 4.13, where adjusted R square and standard estimate errors were presented.

Table: 4. 13 Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	.877 ^a	.770	.730	.548	1.304

Primary Data 2020.

A Predictors: (Constant), Balanced organisational control, Effective resource management, Strategic intent and Vision, Effective decision-making

b. Dependent Variable: Organisational performance

The correlation coefficient (R) value from the regressed research variables model description represents the degree and frequency of the relationship between the

independent and dependent variables. Consequently, this model's correlation coefficient was 0.877, suggesting a significant and positive correlation between strategic leadership and organisational performance. R2 is the determination coefficient that shows the magnitude of the total contribution of the independent variables to the dependent variable. The R square of this model was 0.770, which implies that 77.0% of the entire organisational performance was attributed to effective strategic leadership that was put in practice in the Ministry.

4.6.2 ANOVA

Variance analysis has been used in the current study to assess the model's significance. The low F statistical value indicates a low variance in the importance of the results. The significance level lower than 0.05 implies that to predict the outcome variable, the model was appropriate.

Table: 4. 14 ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.089	4	5.772	19.212	.000 ^a
	Residual	6.911	23	.300		
	Total	30.000	27			

Primary Data 2020.

A Predictors: (Constant), Balanced organisational control, Effective resource management, Strategic intent and Vision, Effective decision-making

b. Dependent Variable: Organisational performance

The significance value of the model was found to be 0.000 (expressed into three decimal places), which was less than the 5% alpha value. This, therefore, suggested that the model

was statistically significant and strategic leadership dimensions considered in the study statistically predicted the organisational performance in the Ministry.

4.6.3 Regression Coefficient

Regression coefficients gave a linear relationship and direction of individual independent variable with the dependent variable. It showed the magnitude of the total change in the outcome because of the unit change in each predictor variable. Regression finding of independent variables coefficients was presented in tabular format, as shown below.

Table: 4. 15 Regression Coefficient

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.049	.394		-.124	.902
Effective resource management	.421	.199	.381	2.114	.046
Effective decision making	.195	.180	.201	1.084	.290
Strategic intent and vision	.406	.185	.364	2.190	.039
Balanced or organisational control	.038	.165	.034	.228	.822

Primary data 2020

a. Dependent Variable: Organisational performance

Therefore the linear relationship between the dependent and independent variables will assume;

$$Y = -0.049 + 0.421X_1 + 0.406 X_3$$

The regression equation showed that without strategic leadership, that is, effective resource management, effective decision making, strategic intent and Vision and balanced organisational control, organisational performance would be reduced by 0.049 units. A unit increase ineffective resource management positively affects organisational performance by the factor of 0.421, while unit change in strategic intent and Vision, as well as balanced corporate control, brought a positive difference to the organisational performance by factors of 0.406. Effective decision-making and proportional managerial management were insignificant to the performance and were not included in the regression.

4.7 Discussion of the Findings

Strategic leadership was a vital leadership aspect that had been associated with success and effective project implementation. Under strategic leadership, a leader was perceived to possess various characteristics that enhance operational activities in an organisation. According to the current study, a strategic leader should possess practical resource management skills, practical decision-making ability, strategic intent and Vision, and organisational balance control.

From the study findings, strategic leadership dimensions had been established to affect organisational performance positively. First, effective resource management had been identified as an essential construct of strategic leadership. As a result, there was proper resource allocation on organisational projects in the Ministry that gave priority to the most critical tasks that had a more significant impact on the public. Additionally, human

capital was considered as one of the vital resources in an organisation. Because of an effective strategic leader, human capital should be recognised and nurtured effectively to optimise the knowledge and skills of employees (Nielsen & Nielsen, 2011). Consequently, when human capital was recognised and matched to specific operational activity, organisational performance would increase since the skill was compared to a specific operation, and employees would execute the function conveniently with minimal time.

Secondly, the study established that effective decision-making as a dimension of strategic leadership drove organisational performance to a greater height. With a unit increase in the effectiveness of the leadership forum in decision-making; The Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works in Kenya can deliver its mandate as required. The statistical findings in the current study showed a positive relationship between effective decision-making and organisational performance. This positive influence on performance was attributed to organisational management's ability to encourage debates through informal meetings to discuss matters arising, including the challenges that an organisation was facing and, therefore, allow more time to test on the best alternatives before settling on the most appropriate decision.

In addition, through the encouragement of divergent views from employees in different cadres of organisational management, the management was able to understand better the opinions of employees concerning service delivery within and outside the organisation. Therefore, this would enhance the effectiveness of decision-making and consequently improve inclusivity in management decisions (Sammut, 2014). Furthermore, employees' commitment and engagement were enhanced due to the sense of possession when they

were included in the decision-making process. This improved output per employee, thus resulting in increased overall organisational performance. This finding was in line with Nielsen and Nielsen (2011) that an effective decision-making system was a vital instrument to create a new concept, procedure, design and product, thus enhancing the performance of an organisation from different perspectives.

Thirdly, the study established that strategic intent and Vision had enabled the leadership in the Ministry to align organisational purpose and objectives about anticipated future changes. A vision is a mental image of the possible, desirable future of the organisation (Bennis and Nanus, 1985.) Through his or her intent and Vision, a strategic leader was able to study the pattern of operations. Because their experience in the service predicts the future operational environment and thus prepare for necessary changes that may negatively affect performance, from the findings, it could be articulated that there was a positive relationship between strategic intent and Vision and organisational performance. A unit increase in strategies about strategic plan and Vision causes a positive impact on the dependent variable that is organisational performance.

Further, an excellent strategic leader had the interest of an organisation at heart, and therefore the implementation of strategies aimed at enhancing performance was done whole-heartedly. The findings further established that the strategic intent and Vision of a leader enables one to supplement the information available with previous organisational data to make a substantive decision. This finding was in agreement with earlier results by Sammut (2014) that strategic intent and Vision facilitated the alignment of organisational activities towards the Vision of the Company, thus enabling an organisation to fulfil its mandate.

Fourthly, a strategic leader could balance all the ongoing organisational projects through effective monitoring and evaluation process. As a result, various projects could run concurrently without interference, allowing the achievement of various objectives within a stipulated timeframe, thus enhancing performance. Additionally, through balanced organisational control, the study established fairness in control mechanisms and resource allocation to different projects in the Ministry (Van Velsor et al., 2016).

In conclusion, based on the study variable, balanced organisational control enhances organisational performance. In the regression equation, the linear relationship between corporate performance and proportional managerial control was positive. This implies that a unit increase in measures supporting balanced organisational management improves effective monitoring and evaluation of organisational projects in the Ministry. As a result, there was an increase in overall organisational performance.

As earlier opined by Kumari (2011) that it was essential to develop the capacity of the employee to track, monitor and report activities, initiatives and monthly outcomes, thus rectifying mistakes that may reduce annual performance using the monthly information and consequently leading to a positive result at the end of the year.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter begins by presenting a summary of key findings. This was about the analysis computed in the previous chapter, and therefore it provides a general overview of conclusion and interpretation. The study considered the research to have been informed by the steps and methodology highlighted in chapter three.

The chapter further provides the conclusion drawn from the results, policy implications and recommendations to the management and different stakeholders in the Ministry and equivalent public offices.

The analysis of data, summary of research finding, conclusion and recommendation for policy and theory of practice were based on the data collected from primary sources. The sample was scientifically chosen from the target population of the study. Therefore, it could allude that the conclusions and recommendations could be generalised since the sampled group was representative of the entire population.

5.2 Summary

The study aimed to investigate the effect of strategic leadership on the organisational performance of state corporations and departments in the Ministry of Transport, infrastructure, Housing, Urban Development, and Public Works. From the descriptive statistics about demographic information, the study found that the Ministry consists of well-educated leadership, and therefore the implementation of strategic leadership could be done with the ease of understanding.

In addition, the state corporations and departments could be large organisations given the high number of workers. All the state corporations and departments, current organisational projects were being implemented, implying that strategic leadership dimensions could be exercised and assessed using the schemes.

Based on the independent variables, the study considered four dimensions of strategic leadership, effective resource management, effective decision making, strategic intent and Vision and balanced organisational control. The study findings established that there was a positive relationship between effective resource management and organisational performance. The fact that the linear coefficient of the independent variable (effective resource management) was positive. The study further discovered that because of effective resource management, there was a proper resource allocation mechanism that had been put in place to reduce the chances of project failure and misappropriation. In promoting resource management, the Ministry recognises human capital as the vital organisational resource to steer project implementation and success. Therefore, it encourages employee training to enhance skills for effective service delivery. Furthermore, the institution's leadership had been subjected to undergo periodic training on strategic resource management.

About effective decision making as a construct of strategic leadership, the study established a positive association with organisational performance. Because of effective decision-making, the management takes decisive action after carefully evaluating problems from different angles. In addition, the administration encouraged debates through informal meetings about a current challenge facing the organisation before taking any decisive step. Therefore, this was an indication that effective decision-making had

reduced organisational failure resulting from rushed decisions from the leadership in the Ministry.

Strategic intent and Vision had been established to relate to organisational performance positively. Because of the strategic plan and Vision, the management looked at the information available to forecast future technological and innovative changes. Additionally, the leadership had been able to study patterns of technological trends in the Ministry and from the external environment and made the best future decision. In this perspective, organisational current and future performance were aligned with the corporate Vision, thus enhancing the transition of substantive performance.

On the other hand, it was evident from the findings in the previous chapter that balanced organisational control positively influence organisational performance. The study established fairness in control mechanisms with effective implementation of strategies supporting balanced managerial control. The employees in the Ministry contended with the administrative authority, which was balanced in all perspectives.

The cumulative contribution of strategic leadership constructs considered in the study towards organisational performance was significantly high. The coefficient of determination of 0.770 from the regression summary model implied that out of the overall organisational performance, strategic leadership contributed 77%. This was supported with the coefficient of correlation (R^2) which showed the direction and strength of the two variables. These findings indicate that 0.877 implied strategic leadership and organisational performance were positive and firmly related.

5.3 Conclusion

Strategic leadership was essential for more excellent organisational performance. This was arrived at due to the positive relationship realised between the constructs of strategic leadership: effective resource management, effective decision making, strategic intent, Vision, and balanced organisational control.

The study further concluded that with effective resource management, resource allocation in the Ministry had been evenly done in all the departments, thus reducing instances of misappropriation. In addition, effective decision-making had enabled strategic leaders to make appropriate decisions that had influenced the current and future performance in the Ministry positively. Because of the positive impact of effective decision making on performance, the leadership encouraged the collection of views from all stakeholders before making the final decision.

The study findings conclude that strategic intent and Vision as a characteristic of a strategic leader was equally crucial in enhancing organisational performance. The leadership was in a position to align corporate purpose and objective with future anticipated changes. On the other hand, because of balanced managerial control, there was fairness in administering appraisal to all the employees and the departments. The employees were also contended to introduce balanced organisational control mechanisms, thus enhancing their engagement and commitment towards service delivery in the Ministry.

5.4 Recommendations

The summary of research findings and conclusions study recommends that strategic leadership was a critical organisational performance-determining factor. As a result, The Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works would consider enhancing strategies that supported strategic leadership to improve short term and long term organisational performance. Furthermore, the recruitment of top management team should be oriented towards leadership characteristics that portray strategic intent and Vision, balanced managerial control, effective decision-making and effective resource allocation.

In addition, the study recommends that debates in the Ministry and any other organisations, be it private or public, should be encouraged to enhance the collection of diverse views before making a final decision. This would ensure inclusivity and a sense of belonging among the employees and stakeholders, thus reducing obstacles towards implementing strategic policies. The study further recommends that training and development mechanisms on strategic leadership be implemented effectively to ensure leaders are equipped with the current strategic leadership styles.

5.5 Limitations of the Study

The research was conducted in the Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works and whether its findings were in agreement with other ministries was subject to verification based on other studies. The other limitation to the study was that limited variables were considered, and other factors possibly would influence organisational performance in the state corporations and Departments.

5.6 Suggestion for Further Research

The study was undertaken to investigate the effect of strategic leadership on the organisational performance of state corporations and departments in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya. It was recommended that future research studies examine how other dimensions of strategic leadership, which were not considered in the current study, affect organisational performance while using a larger sample size. Finally, studies should consider incorporating intervening variables to bring out the relationship.

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APPENDICES

Appendix I: Letter of Introduction

17TH, November 2020,

Moses Omolo Orito,

P.O. Box 26308-00100

NAIROBI

Dear Respondent,

RE: RESEARCH SURVEY INTERVIEW GUIDE

I am a graduate student at the University of Nairobi pursuing a Master of Business Administration (MBA) degree in strategic management speciality

As part of the requirements for the award of this degree, I am expected to carry out research and present a report to the University.

My research interest is on the effect of strategic leadership and organizational performance of state corporations and departments in the Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works.

I kindly request your support to enable me to achieve this endeavour.

An Interview guide will be used and the information you will provide shall be analysed to determine the effects of strategic leadership and organizational performance in the Ministry.

Please note that the Information provided will be handled with confidentiality and will only be used for academic purposes.

With kind regards,

Yours sincerely,

Moses Omolo Orito

Appendix II: Research Questionnaire

The questionnaire below is structured to collect relevant information regarding the study subject which is to *investigate the influence of strategic leadership on organizational performance of state corporations in the ministry of transport, infrastructure, housing, urban development and public works and is primarily for scholarly purposes*. You are therefore requested to kindly give the necessary information by responding to all items in the questionnaire by ticking (√) on one of the choices indicated. Fill in the blanks for questions that need your thoughts. (.....)

SECTION A: “GENERAL INFORMATION AND BIO DATA

1. How many employees are there in the ministry?
 - a) Less than 500 []
 - b) 501 – 999 []
 - c) Above 1000 []

2. What is your age bracket?
 - a) 18-28 years []
 - b) 29-39 years []
 - c) 40-50 years []
 - d) 51-60 years []

3. What level of management are you?
 - a) Top Level []
 - b) Middle level []
 - c) Supervisory Level []
 - d) Others (Specify) []

4. For how long have you been working in the ministry?
 - a) 0-3 years []
 - b) 4-7 years []
 - c) 8-11 years []
 - d) 12 years and above []

5. Highest Level of Education?
 - College []
 - University- Undergraduate []
 - University-Post graduate and above []

6. Are there organizational projects currently going on in the ministry?
 - a) Yes []
 - b) No []

SECTION B: STRATEGIC LEADERSHIP

1. Please indicate the degree to which you agree with the following statements concerning various strategic leadership practices in the ministry.

Use the following rating; **5** = to a very large extent, **4** = Large extent, **3** = Moderate extent, **2** = Small extent, **1** = Very small extent”

a. Effective resource management

	Statement	5	4	3	2	1
1.	The leadership in the Ministry encourages employee training to enhance skills for organisational.					
2.	The institution managers facilitate continuous organisational learning culture.					
3.	There is proper resource allocation on organisational projects in the Ministry.					
4.	The leadership in the Ministry recognises human capital as the vital organisational resource to steer the organisation.					
5.	The institution's leadership undergo periodic training on strategic resource management.					

How else does the leadership in the Ministry exhibit their ability to enhance effective resource management

.....

b. Effective decision-making

	Statement	5	4	3	2	1
1	The leadership system makes effective decisions that will impact the organisation at present and in future.					
2	The leadership encourage divergent views and opinions before making a final decision.					
3	The management takes decisive action after carefully evaluating problems from different angles.					
4	The management encourages debates through informal meetings about a current challenge facing the organisation before taking decisive action.					
5	The management's decision-making procedure has helped solve problems effectively.					

What other approach do the Ministry's leadership manifest their capacity for effective decisions?

.....

c. Strategic Intent and Vision

	Statement	5	4	3	2	1
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1	Leadership in the Ministry align organisational purpose and objective concerning future anticipated changes.					
2	Leadership can study patterns of business trends and make the best future decision.					
3	Leadership frequently seek new perspectives on how to overcome the future expected challenge.					
4	The leadership frequently supplement the information with quantitative data.					
5	The management look at the details of the information available with an aim to forecast technological and innovative changes in future					

What other approach of interpretation of information does leadership pursue in the Ministry?

d. Balanced organisational control

	Statement	5	4	3	2	1
1.	The leadership encourages effective monitoring and evaluation of organisational projects in the Ministry.					
2.	The leadership uses a balanced scorecard to assess the performance of organisational performance.					
3.	The leadership uses the uniform tool for assessing employees performance.					
4.	There is fairness in control mechanisms in the Ministry.					
5.	Employees in the Ministry contend with the organisational controls that have been implemented.					

How else can the Ministry's top leadership balanced organisational control mechanisms be described?

SECTION C: Influence of Strategic Leadership on Organizational Performance

1. How would you rate the contributions of strategic leadership on organizational performance in the ministry?

Using the following rating; 5 = to a very large extent, 4 = Large extent, 3 = Moderate extent, 2 = Small extent, 1 = Very small extent

	Statement	1	2	3	4	5
1	The Ministry has been able to anticipate changes in technology as a result of effective organisational strategies.					
2	Problem-solving in the Ministry has been eased as a result of strategic decision making.					
3	The operation of activities has been eased.					
4	Convenience in operations has been achieved due to organisational capacity in the Ministry.					
5	The Ministry has been able to come up with innovative ways of service delivery.					
6	The Ministry uses up to date technology in its operations.					
7	The goals and objectives of the institution are achieved.					

Appendix III: State Corporation and Departments in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works of Kenya

1. Engineers Board of Kenya
2. Kenya Airports Authority (KAA)
3. Kenya Building Research Center
4. Kenya Civil Aviation Authority (KCAA)
5. Kenya Ferry Services (KFS)
6. Kenya Maritime Authority (KMA)
7. Kenya National Highways Authority
8. Kenya National Shipping Line (KNSL)
9. Kenya Ports Authority (KPA)
10. Kenya Railways Corporation (KRC)
11. Kenya Roads Board
12. Kenya Rural Roads Authority
13. Kenya Urban Roads Authority
14. National Construction Authority
15. National Housing Corporation
16. National Transport and Safety Authority
17. Rent Restriction Tribunal
18. State Department for Transport admiration and policy wing
19. State Department for infrastructure admiration and policy wing
20. State Department for Housing and urban development admiration and policy wing
21. State Department for Maritime and Shipping Affairs admiration and policy wing
22. State Department for Public Works admiration and policy wing
23. Materials testing and research Division
24. Roads Division
25. Kenya Institute of Highway and Building Technology (KIHBT)
26. Mechanical and transport services department

27. Shipping and maritime
28. Roads and railways transport division
29. Air transport
30. Shipping and marine affairs department
31. Air accident and investigation department
32. Northern Corridor Transit and Transport Coordination Authority (NCTTCA): The Authority is responsible for the coordination of the Northern Corridor Transport Operations for efficiency gains
33. LAPPSET Coordination Authority: To coordinate and oversee the implementation of the LAPSSET corridor and its respective components
34. Bandari College
35. The Kenya National Shipping Line

Source: Revised Executive Order No.2 of 2018