STRATEGIC LEADERSHIP AND PERFORMANCE OF THE MINISTRY OF ENERGY AND PETROLEUM IN KENYA

BY

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DECLARATION

I declare that this project is my original work and has not been presented for award of any degree in this university or any other university or college for examination or academic purpose.

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

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DEDICATION

This work is dedicated to my lovely daughters Lorna and Stacey. Thank you so much for walking with me through this journey, not forgetting the sacrifice you made, to stay without me when I was away pursuing my studies. This is for you.

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ABBREVIATIONS AND ACRONYMS

PSC: Public Service Commission

CAPAM: Commonwealth Association for Public Administration and Management

OPM: Office of the Prime Minister

RBM: Resource Based management

KIPPRA: Kenya Institute for Public Research and Analysis

CVF: Competing Values Framework

ROA: Return on Assets

HRM: Human Resource Management

BSC: Balanced Scorecard

IPPD: Integrated Payroll and Personnel Database

IFMIS: Integrated Financial Management Information System

HR: Human Resources

GHRIS: Government Human Resource Information System

SE4All: Sustainable Energy for All

MTP: Medium Term Plan

RRI: Rapid Response Initiative

PSTD: Public Service Transformation Department

PSTS: Public Sector Transformation Strategy

NPM: New Public Management

ABSTRACT

The concept of strategic leadership is concerned with understanding the entire organization and the environment within which they operate and using this understanding to create strategic change through other people so as to position the organization in the environment for both short term and long term viability. Strategic leadership theory examines the psychological make-up of the top manager and how this influences information processing and strategic decision making. Given the turbulent environment in which public service operates and the level of customer awareness, there is need for the public service to embrace strategic leadership to replace the traditional bureaucracies, which stifle innovation and change. There is need to empower every worker, from top to bottom to create a more efficient and responsive government demanded by the taxpayers. Many studies have been carried out on the effects of strategic leadership on the organizational performance but none has addressed the issue of strategic leadership in the public service. The objective of this study was therefore to establish the impact of strategic leadership and performance of a public service organization. The study was a case study was a case study of the Ministry of Energy and Petroleum. Energy being one of the drivers in the economic pillar of the vision 2030, it is necessary for the ministry to embrace strategic leadership in order to align itself with the changing environment if it is to realize its goals of providing and sustaining quality services. Data was collected by use of interviews, where officers in the senior management team were interviewed. These are the people concerned with setting of the organizational objectives which other officers follow in order to achieve the organization's vision. Conceptual content analysis was used to analyze data. Some of the findings of this study includes the fact that all the informants knows the vision and mission statements of the ministry and they could even state it. This means that they know the general direction of the organization and that they are leading other workers to the right direction. Another finding is that the ministry has sustained an effective organizational culture which has helped in improving communication within the organization. The ministry also has a good policy on training and development where all workers are given opportunity to attend at least one course within a financial year. This has assisted in increasing the employees' motivation and confidence in their work and thus increased performance. However, there seems to be no policy for rewarding employees for their exceptional work which also increases employees' performance. Some of the ministries achievements includes increased power generation, increased number of people connected to power and reduction of customer complaints. Some of the recommendations is that there is need to build a public service that commands the trust and respect of the community. there is need to implement a high performance workplace strategy in the public service by providing strong vision and leadership, putting disciplinary and grievance procedure in place, involving employees in problem solving, giving employees greater autonomy, ensuring equity and fairness and ensuring a balanced work-life balance. The study has helped leaders to appreciate that organizational learning and the creation and sharing of knowledge in an organization are vital prerequisites for long-term viability and are better practiced by an organization led by a strategic leader The main limitation of this study is that it was a case study and therefore its findings cannot be generalized to the entire public service.

CHAPTER ONE
INTRODUCTION

1.1 Background

Strategic leadership is the ability of leaders to shape the organization's decisions and deliver high value over time, not only personally but also by inspiring and managing others in the organization (Lynch, 2009). It is a complex balancing act between a numbers of factors; it involves coping with strategic pressures and changes in the environment outside the organization, these include the outside influences that impact on the organization from changes in the economy to increased competition and managing the human resources inside the organization with a clear direction of its future (Lynch, 2009).

According to Amos (2007), Strategic Leadership is the ability to understand the entire organization and the environment within which they operate and using this understanding to create strategic change through other people so as to position the organization in the environment for both short term stability and long term viability. Neely (2004) postulate that performance refers simultaneously to the action, the result of the action and the success of the result compared to some benchmark.

Several theories have been used to explain the concept of strategic leadership. Some of these theories include the Trait Theory which argues that individuals with certain characteristics can be identified, who will provide leadership in virtually any situation. It is believed that such individuals will be intelligent, self assured, able to see beyond the immediate issues and come from higher socio-economic groups.

Another theory is the Contingency Theory, which explores the concept that leaders should be promoted or recruited according to the needs of the organization at a particular point in time. Therefore, according to this theory, a leader needs to be seen in relation to the group whom he/she leads and the nature of task to be undertaken. The theory also states that the choice of a leader is contingent on the strategic issue facing the organization at the time and leaders need to be changed as the situation itself changes.

Therefore, according to this theory, a leader needs to be seen in relation to the group whom he/she leads and the nature of task to be undertaken. In public sector administration theory, governments are assumed to take decision on behalf of all citizens, rather than a few. If public goods and services must be available to everyone, then public sector theorists have argued that this is most effectively and efficiently achieved through government agencies with centralized decision making, which is viewed as a monopoly.

There is a gap between how the public service sector is and how the interests of the nation need it to be now and in the future. The environment in which the public service sector is operating today is hugely complex. Some of the challenges the public service sector is facing include climate change, rapidly evolving technologies, resource constraints, increased demographics and citizens who are more demanding in their expectations. These forces are driving societal changes and transforming the context in which public service sector operate and therefore the need for change in the way the public sector is organized and the way they engage with citizens.

Government institutions are known for their traditional bureaucracies, which stifle innovation and change. There is need to replace the bureaucracy with systems that encourage and empower every worker, from top to bottom to create the smaller, more efficient and responsive government demanded by the taxpayer. Public service is a resource which is provided by government to its citizens living within its jurisdiction and is based on the belief that certain services need to be centrally administered, others should be available to all citizens regardless of income or status and yet others are needed to protect all citizens. The environment of the public service is more unpredictable and less stable than that of private enterprise mainly because its social contents are very large.

The Ministry of Energy and Petroleum plays a critical role in the socio-economic development of the country since petroleum and electricity as sources of energy are the main drivers of the economy. Its fundamental goal and purpose is to provide and sustain quality services, which are geared to satisfy the need and expectation of its esteemed customers. It is therefore necessary for the Ministry of Energy and Petroleum to embrace strategic leadership and align itself with the changing environment if it is to realize its goal of providing and sustaining quality services.

1.1.1 Strategic Leadership

Strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create the needed strategic changes (Cannella, Sydney & Hambrick, 2008). It is the process used by a leader to effect the achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources, directing through policy and directive, and building consensus within a volatile, uncertain, complex and ambiguous global environment which is marked by opportunities and threats (Magee, 1998). To be effective and successful, a strategic leader should enable the organizations to help employees strengthen their competence, creativity and commitment.

At strategic level, strategic leadership is the key issue facing organizations in the 21st century (Ireland & Hitt, 1999). A leader must create a healthy environment where people are excited about their work and their achievement. The leader should have a vision of how the organization will look like in a specific period in future and share the same. Strategic leaders should inspire other workers by being enthusiastic, energetic and positive about the future of the organization. This will give confidence to other workers and make them committed in pursuing the organizational goal. Strategic leadership is therefore a vital ingredient in developing the purpose and strategy of organizations and effecting major organizational changes. Transformational leadership is the most effective strategic leadership style. It entails motivating followers to exceed the expectations others have of them, to continually enrich their capabilities and to place the interest of the organization above their own.

According to Thompson (2006), most government organizations are classic example of vertical structure. Vertical organizational structures are characterized by few people at the top and increasing numbers of people in middle management and lower level positions. In other words, a few people make policy and decisions, and many people carry them out. Governments often lean towards them because they create very defined job scopes and powers because each person has a clear role to play. A vertical structure is the good example of bureaucracy and it originated in one of the oldest government functions, that is, military command. Decentralization has not only transformed the structure of government but has also essentially altered the political scenery in Kenya.

The country has witnessed a gradual but comprehensive transfer of power, responsibilities and resources from the central to local governments. Resource mobilization, training and empowerment of staff at local level is necessary for devolution to succeed. Within the framework of contingency theory, leadership styles are described as task motivated or relationship motivated. Task-motivated leaders are concerned primarily with reaching a goal, whereas relationship-motivated leaders are concerned with developing close interpersonal relationships (Northouse, 2007). According to Hitt, Ireland & Hoskisson (2009), the key strategic leadership actions includes determining strategic direction of an organization; effective managing of the firms resource portfolio which includes financial capital, human capital, social capital and organizational capital; sustaining effective organizational culture, emphasizing ethical practices and establishing balanced organizational controls.

1.1.2 Organizational Performance

In most organizations, especially the for-profit organizations, performance is measured in terms of the profitability and productivity. This is not the case with the public sector because these are not for-profit organizations. Porter (1985) argued that the objectives of business units need to be established to reflect the goals of the overall organization. A well performing public organization gives special attention to service delivery, user satisfaction and the need to continuous improvement. Performance in the public service is viewed in terms of effectiveness and efficiency, which is measured in terms of the duration of time taken by a public office to address the needs or requests of its clients, the way these organizations utilize the scarce resources and how they use the taxpayers' money to provide services.

Introduction of performance management tools such as the performance contracts and performance appraisals which are reviewed regularly have given workers opportunity to set their targets in line with the organizational goals. This has helped in improving both organizational and personal performance because it motivates a worker to achieve the targets they have set for themselves. A study by Carton (2004) indicates that over years, there have been many conceptualizations of organizational performance in the strategic management literature. Two critical aspects of organizational performance perspectives in strategic management are the constituencies for whom the organization performs and the dimensions which should be measured.

Barnard (1938) viewed organizational effectiveness as the accomplishment of organizational purposes while he defined efficiency as the degree to which individual motives are satisfied. He argued that the primary measure of an effective and efficient organization is its capacity to survive. Ansoff (1965) proposed that the ultimate measure of organizational performance is Return on Investment while Freeman (1984) proposed that for an organization to accomplish its objectives, it had to utilize its relationships with stakeholders to accomplish both organizational goals and stakeholders' goals.

1.1.3 Strategic Leadership and Organizational Performance

Ireland and Hitt (1999) define strategic leadership as a person's ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organization. Rowe examines the role of Strategic leadership in creating wealth in organizations. According to Rowe as stated in Lear (2012), strategic leadership influences others to voluntary make day-to-day decisions that enhance the long-term viability of the organization, while at the same time maintaining its short term financial stability.

A strategic leader therefore addresses the need to attract, retain and develop the talented people throughout the organization, those critical to meeting the organizations goals. Strategic leadership basically means using strategy in the management of workers, mainly by motivating them to take initiative to improve their productivity into the organization. According to Daft (1997), performance is the competency of an organization to transform the resources within the firm in an efficient and effective manner to achieve organizations goals.

Strategic leadership is a management model that trains and encourages employees to best prepare the company for the future.High failure rate in organizational performance initiatives in a dynamic business environment is primarily due to poor visioning by the organization's top leaders (Pearce & Robinson, 2011). The aim is therefore to retain good employees while also forecasting how the company can run even more efficiently in the future.It creates an environment in which employees anticipate the company's needs in relation to their own job. This encourages employees to follow their own initiative and thus become even more motivated to achieve the organizations goals.

The role of a strategic leader is therefore to reward quality workers by promoting them and offering incentives to do well for the company. Styles used to provide leadership often affect the productivity of those being led. Strategic leadership is one leadership style, which is very noticeable and has an effective role in making competitive advantages. Strategic leadership entails motivating followers to exceed the expectations others have of them, to continuously enrich their capabilities and place the interest of the organization above their own (Lear, 2012).

1.1.4 Public Service Sector in Kenya

Public administration evolved from three conceptual schools: Taylor's (1911) scientific management; Gulick and Urwick's (1937) administrative management and Weber's (1947) bureaucracy. Thompson (2006) described the school of scientific management as seeking to maximize efficiency by planning procedures according to a technical logic, setting standards and exercising controls to ensure conformity with standards.

Thompson (2006) continued to explain administrative management as seeking to maximize efficiency by specializing tasks and grouping them into departments, fixing responsibility according to such principles as span of control or delegation and controlling action to plans; and bureaucracy as to focusing on staffing and structure and maximizing efficiency by defining offices according to jurisdiction and place in hierarchy appointing experts to offices and establishing rules for categories of activities.

The public service is the primary means at the disposal of Government for translating policies into programmes and implementing projects for overall national development. To secure a functional public service, professional management of human capital plays a key role. In order to ensure effective management of human capital, there is the Public Service Commission, which is established under Article 233 of the Constitution of Kenya (2010), with its mandate and functions spelt out in Article 234 (PSC, 2014).

The government aims at securing prosperity for all Kenyans through ensuring honest and transparent government, public services that are open and accountable to the people; swiftly ending corruption; implementing devolution and the constitution in full; protecting citizen rights and freedoms; ensuring peace for citizens; creating jobs; and extending basic services to all Kenyans (PSC, 2014). The Constitution of Kenya (2010), imposes a framework that requires the creation, recreation and re-engineering of Government at both the national and county levels. With emerging resource constraints, it becomes necessary for a lean, rationalized, and well-coordinated government focusing on identified national development priorities to be created.

It is about building a joined-up, functional, cost-effective and efficient government at all levels that will ensure smooth and faster implementation of policies and programmes necessary for economic growth and development. A transactional leader is more inclined to have an unspoken interaction with employees that strongly delineates who is in charge, and the roles are clearly identified so that there is no misunderstanding between two entities. A study by CAPAM (2009) states that public service is a service with no competition, but this should not make it complacent because if the service fails to deliver to a certain standards a country can lose its competitiveness, lose its direct investments and lose its talented individuals to other countries.

Some public service organizations face difficulties from a strategic point of view because they may not be allowed to specialize and may not be able to generate surpluses from their services to invest in development. This can lead to mediocrity of service where strategic decisions mainly take the form of striving for more and more efficiency so as to retain improved services on limited budgets (Johnson, Scholes & Whittington, 2008). In order to improve public sector performance and overall public service delivery, the government of Kenya came up with a strategy to reform and transform the public sector, popularly known as the Public Sector Transformation strategy. This strategy comprised of three components namely, service and openness; coordination and cooperation; and effectiveness and accountability (OPM/PSTD, 2010).

1.1.5 Ministry of Energy and Petroleum – Kenya

Ministry of Energy was formed in 1979 upon Kenya Government's realization that energy was a major component in the country's development process. The Ministry is mandated to develop and implement energy policy, regulate the energy sector players and to ensure secure and efficient utilization and conservation of Energy (constitution of Kenya 2010). Ministry of Energy and Petroleum therefore plays largely a facilitative role in energy supply, which involves taking leadership in the development of policy as well as the legal and regulatory framework for the sector; oversight responsibility over service providers including state corporations and private power producers. In Kenya, petroleum and electricity as a source of energy are the main drivers of the economy.

According to the draft National Energy and Petroleum Policy, (2015) the major challenges facing the energy sector include improving the competitiveness, quantity, quality and reliability of energy supply, high initial capital outlay and the long lead times from feasibility studies to development of energy infrastructure; mobilizing adequate financial resources to undertake massive investment in the power sector, high cost of energy, low per capita incomes and low level of industrialization. In order to provide affordable and competitive electrical energy to transform the Kenyan economy, a roadmap to raise the generation capacity by at least 5000MW from the current 1664 is proposed. Through this initiative, in addition to scaling up power generation, focus will be reducing the cost of power by over 40 percent in electricity industrial and domestic customers, translating to the increased competitiveness for the Kenyan economy (Energy Bill 2015).

1.2 Research Problem

There is a strong recognition that strategic leadership guides the whole process of strategy formulation, implementation and control and that organizations depend on capable leadership to guide them through unprecedented changes (Ng'ang'a, 2013). It presumes a shared vision of what an organization needs to be, so that the day-to-day decision making, or emergent strategy process, is consistent with this vision (Ozaralli, 2003). It entails motivating followers to exceed the expectations others have of them, to continually enrich their capabilities and to place the interest of the organization above their own. Rowe (2001) noted that strategic leadership involves a synergetic combination of managerial and visionary leadership. It therefore enhances the long term viability of the organization while simultaneously maintaining its short term stability.

Strategic leadership is a relatively new concept in the public service. It tends to combine managerial and transformational leadership (Rowe, 2001). Transformational leadership is better known as visionary or charismatic leadership; it is future oriented and is concerned with risk-taking. On the other hand, managerial leadership, also known as transactional leadership involves stability and order, and the preservation of the existing order. Leadership in public service sector faces challenges due to the prominent rule-based management styles and non-performance culture that stifles innovation and change.

The Ministry of Energy and Petroleum, like any other ministry/department in the public service in Kenya is also known for its traditional bureaucracies which makes it impossible to effect change which is inevitable in the current environment. Lack of commitment in employees within government ministries is one of the challenges in today's leadership. According to Muthaura (2010), capacity building for improved service delivery in terms of quality, skills and professionalism to ensure continuous learning is essential.

Rowe (2001) conducted a study and suggested that the impact of a combination of transformational and managerial leadership on organizational effectiveness is far greater than only adopting one leadership approach or model. Eromarufu (2013) did a study on building and sustaining supportive organizational culture through innovative and strategic leadership. Lear (2012) did a study on the relationship between strategic leadership and strategic alignment in high performing companies in South Africa.

A study by CAPAM (2009) states that strategic leadership presumes transformational leadership on the part of those with a willingness to take risks and presupposes managerial leadership to those with a rational way of looking at the world. Nthini (2013) did a study on strategic leadership on the performance of commercial and financial State Corporation in Kenya and concluded that effective strategic leadership promotes organizational performance.

KIPPRA (2013) stated that the public service sector should create a more favourable work environment for career advancement and job satisfaction; widen the scope of non-monetary incentives while ensuring equality in access among potential beneficiaries; and link public sector pay to levels of competencies and output. Ng'anga (2013) did a study on strategic leadership and performance of manufacturing firms in Kenya. Muthundo (2013) did a study on the role of leadership in management of strategic change.

Strategic leadership in the public sector is necessary to promote well performing policy management and service delivery. A desire for improved performance in public service organizations has resulted in a results-orientation and a cost consciousness organizational performance management. With the current turbulent business environment, the traditional vertical chains of command are no longer enough and therefore there is need for an environment where the co-workers can learn, experiment and develop both personally and professionally. Several studies have been done both locally and internationally but none has addressed the issue of strategic leadership in public service organizations: What is the impact of strategic leadership on performance of a public service organization?

1.3 Research Objective

To establish the impact of strategic leadership and performance of a public service organization.

1.4 Value of the Study

This study is aimed to assist policy makers in attracting and retaining talented people throughout the organization who plays a critical role in meeting the organizations goals. It is expected to help the policy makers to realize that with the current turbulent business environment, the traditional vertical chains of command are no longer enough and they need to be able to develop a more horizontal network where the co-workers can learn, experiment and develop both personally and professionally.

The theory of this studyhasassisted inadding knowledge to the already existing theories of strategic leadership. It has also helped other researchers in understanding and appreciating the concept of strategic leadershipand its impact on performance of public Service sector in Kenya as well as well as identifying research gaps.

In practice, this project has encouraged those who are in business to appreciate the role of strategic leadership and apply the concept of strategic leadership to motivate their workers and improve the general performance of the organization. It has also helped other managers in highlighting areas that need to be improved and make strategic leadership a tool of management.

1.5 **Chapter Summary**

In a rapidly changing world, strategic leaders face incredible pressure to deliver immediate results, do more with less and manage an ever-increasing personal workload, the pace and urgency of daily demands can make it difficult to be more than a step ahead into the future. The global economy has created a new competitive landscape, in which events change constantly and unpredictably and where competition is complex, challenging and anxious with competitive opportunities and threats.

Poor leadership has been the common source of anxiety, insecurity, uncertainty, deprivation, poor decision, inefficiency, low productivity and other social vices among people. In this competitive landscape, strategic leadership is increasingly becoming the main focus for businesses. Through their leaders, organizations make strategic choices about the strategies they adopt to enhance their competitive advantage. The core of strategic leadership is the ability to manage the firm's operations effectively and sustain high performance overtime.

In the 21st century, citizens and other stakeholders are demanding to be heard and with greater frequency. They also maintain the right not only to know but to determine service delivery priorities. Effective communication builds trust and enhances transparency and accountability. A strategic leader therefore has the responsibility to decide the strategic direction of the firm, be committed to effectively manage the firm's resource portfolio, develop the human capital, create and sustain an effective organizational culture and enforce ethical practices in an organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims to review literature on the concept of Strategic Leadership; Theories of strategic leadership; strategic leadership in organizations and performance measurement in organizations.

2.2 Theoretical Foundation

Strategic leadership theory examines the psychological make-up of the top manager and how this influences information processing and strategic decision making. Strategic theories of leadership are concerned with leadership of organizations (Hunt, 1991) and are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities.Strategic leadership focuses on the people who are overall responsibility for the organization and includes members of the top management team.

Researchers often focus on studying the characteristics of individuals at the strategic apex of the organization (Mintzberg, 1979), what they do, and how they do it (Hambrick, 1989). Since the mid-1980s, a growing body of leadership research has focused on strategic leadership, in contrast to managerial and visionary leadership. It is focused on how top leaders make decisions in the short term that guarantees the long term viability of the organization (serfonten, 2010). Boal and Hooijberg (2001) argue that the essence of strategic leadership involves the capacity to learn and to change, as well as managerial wisdom.

They first review issues relating to under what conditions, when and how strategic leadership matters. They also review three streams of theory and research, the first is strategic leadership theory and its antecedent, the upper echelons theory. The second stream of theory and research focuses on what has been labeled the new leadership theories. These include charismatic, transformational and visionary theories of leadership. The third stream of research is the emergent theories of leadership. Boal and Hooijberg (2001), also suggest how the new and emergent theories can be integrated within what they claim is the essence of strategic leadership, and how cognitive complexity, behavior complexity and social intelligence form the foundation for absorptive capacity, the capacity to change and managerial wisdom, and how they affect leadership and organizational effectiveness (Lear, 2012).

The upper echelon theory suggested that the specific knowledge, experience, values and preferences of top managers influence their assessment of the environment and thus the strategic choices they make (Hambrick & Mason, 1984). The new leadership theories focus on charismatic, transformational and visionary leadership. In contrast to upper echelons and strategic leadership, these theories emphasize the interpersonal processes between a leader and followers. Boal and Bryson (1988) suggest there are two forms of charisma: visionary and crisis response. Visionary form of charisma results from the leader creating a world that is intrinsically valid for the follower, in which behavior are linked to important core values, purposes and meanings through the articulation of vision and goals. Strategic leadership resumes visionary leadership on the part of those willing to take risk.

It presupposes managerial leadership on the part of those with a rational way of looking at the world. Strategic leadership synergistically combines both visionary and managerial leadership (Serfonten, 2010). Visionary leaders have a leadership style based on oral communication with employees and is seen as the cure for many of the ills that affect organizations in the turbulent environment. Crisis form of charisma results from a leader creating a world that is extrinsically valid, in which outcomes are linked to behaviours. Further, Boal and Bryson (1988) suggested that the visionary charismatic leader starts with the creation of new interpretive schemes or theories of action and then moves towards actions. Crisis responsive charismatic leaders on the other hand start with action, that is to deal with crisis and then move towards the creation of new interpretive schemes.

The emergent leadership theories highlight the ideas of the competing values framework (CVF), behavioral complexity, cognitive capacity and social intelligence. Lord and Hall (1992) suggest that leadership effectiveness may hinge more on social intelligence and behavioral flexibility than other factors. The CVF reflects distinctly different perceptual biases that influence how we see social action. CVF highlights these differences along the dimensions of flexibility versus control and internal focus versus external focus. The internal versus external focus dimension distinguishes between social actions focused on satisfying such internal effectiveness criteria as employee satisfaction, supervisory practices, and work progress and social actions focused on satisfying such external effectiveness criteria as market share, profitability and Return on Assets (ROA).

The control versus flexibility dimension distinguishes between social actions focused on goal clarity and efficiency, and social actions focused on being adaptive to people and the external environment (Boal & Hooijberg, 2001). On Behavioural complexity, research supports the idea that leaders who perform multiple leadership roles score higher on leadership effectiveness than those who do not. Denison, Hooijberg and Quinn (1995). In cognitive complexity, the underlying assumption is that cognitively complex individuals process information differently and perform certain tasks better than cognitively less complex individuals because they use more categories or dimensions to discriminate among stimuli and see more commonalities among these categories or dimensions.

They also search for more information and spend more time interpreting it. It is believed that complex leaders use a broader variety of leadership components, are more capable of and make more use of collaborative leadership and make more use of feedback. On social intelligence, researchers agree that leaders need to have such important interpersonal skills as empathy, motivation, and communication in addition to the cognitive skills. Social intelligence has been defined as the ability to notice and make distinctions among other individuals, in particular among their moods, temperaments, motivations, and intentions (Gardner, 1985).

2.3 Strategic Leadership

Several definitions of strategic leadership includes one for Rowe (2001), which states that strategic leadership is the ability to influence others in the organization to voluntarily make day-to-day decisions that lead to the organization's long-term growth and survival, and maintain its short-term financial health. The main aspects of strategic leadership are shared values and a clear vision, both which enable and allow employees to make decisions with minimal formal monitoring or control mechanisms. Strategic leadership sets the organizations direction (Rowe, 2001). The conceptualization of leadership at strategic level should be based on the notion that the relational components of leadership constitute the core of strategic leadership.

According to the Constitution of Kenya (2010), the guiding principles of leadership and integrity include selection on the basis of personal integrity, competence and suitability, or election in free and fair elections; objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favouritism, other improper motives or corrupt practices; selfless service based solely on the public interest, demonstrated by honesty in the execution of public duties and the declaration of any personal interest that may conflict with public duties. Another principle of leadership and integrity is accountability to the public for decisions and action and discipline and commitment in service to the people. It further states that the authority assigned to a state officer vest them the responsibility to serve the people, rather than the power to rule them.

According to Ireland and Hitt (1999), the global economy has created a new competitive landscape in which events change constantly and unpredictably, for the most part, these changes are revolutionary and not evolutionary. Revolutionary changes happen swiftly, are constant, even relentless in their frequency, and affect virtually all parts of an organization simultaneously (Greenwood & Hinings, 1996). Gibney, Copeland and Murie (2009) examine strategic leadership in a knowledge-based economy and maintain that strategic leadership is the leadership of and for the new types of relationships that are emerging in the knowledge-based economy.

Strategic leadership activities include determining strategic direction, exploiting and maintaining core competencies, developing human capital, sustaining an effective corporate culture, emphasizing ethical practices and establishing strategic controls.The hierarchical, autocratic leadership is being replaced by a democratic "synergy" style leadership with team leadership assuming an executive role (Hewson, 1997). The most accurate indicator of future success in today's major companies is the sum of competences of the entire executive team, as opposed to the chief executive only.

According to Hitt et al. (1995), strategic leadership has a direct effect on an organization's strategic flexibility and competitive advantage. Strategic flexibility and competitive advantage are affected by strategic leadership through the major actions of developing dynamic core competencies; focusing and building human capital; using new technology effectively; engaging in valuable strategies; and building new organizational structures and culture.

According to Hitt and Ireland (1999), the global economy has created a new competitive landscape in which events change constantly and unpredictably. The uncertain ambiguity and discontinuity resulting from revolutionary changes challenges organizations and their strategic leadership to increase the speed of the decision making through which strategies are formulated and implemented (Kessler & Chakrabarti, 1996).

Strategic leadership according to Hitt et al. (2007), is the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary. It involves managing through others, managing an entire enterprise, rather than a functional subunit and coping with change that continues to increase in the 21st century landscape. Because of this landscape complexity and global nature, strategic leaders must learn how to effectively influence human behaviour, often in uncertain environments.

According to Wachira (2013), ethics and moral values are central to good governance and massive re-orientation of government cannot be achieved without a clear moral and political vision. The kind of government in power in a country, the quality of its leadership, vision and integrity and its commitment to promotion of common good determines the kind of civil service. The political class should therefore support ethical principles to create an environment where incorruptible civil service can function. They should ensure that the systems in place can address issues of breach purposively, fairly and with speed to deter complacency and stem widespread occurrences. She continued to state that the primary function of a public service is to translate the national vision into tangible outcomes.

How it does this depends on the clarity with which the national vision is articulated, the resources available, the competence of its managerial leadership and the partnership with other players. According to Wachira (2013), successful entrenchment of RBM requires policy implementers to play leading roles in entrenching the right culture for implementation, clarifying and aligning strategy towards RBM, promoting professionalism, instituting strategic management of people and proper performance management in the public service.

Fulmer (1992) stated that organizations undergoing change require new and different ways of thinking, new business skills and development of different leadership and communications behavior. Culture is the seedbed for reforms and the right culture is required to support long term performance. Policy implementers have a major role in shaping an appropriate culture for change. This includes institutionalization of change management initiatives to transform mindsets of public servants to focus on service delivery and on results not processes. Enhancing trust, empowering employees, effective delegation, consistency and mentorship are some of the ways the implementers would adopt towards building a positive culture.

They should also ensure there are support systems and other mechanisms to allow employees empower themselves and to flourish in order to increase their own effectiveness and that of the service (Fulmer, 1992). Strategic leaders view human capital as a key factor in innovation and the creation of core competences, and they expend considerable effort sustaining the health of the human capital.

While managerial leaders focus on the exploitation of current resources and capabilities, strategic leaders combine this focus with a search for new resources, capabilities and core competences, which will, when needed be exploited to create wealth. Strategic leaders explore and exploit the resource in a way that maintain organizational financial stability in the short term, while building a foundation for long-term viability (Rowe & Nejad, 2009). Strategic leaders encourage innovation in the face of changing environment and contexts, seeking innovation and change in moving forward. They use strategic controls and financial controls, and have strong positive expectations of the performance they expect from their superiors, peers, subordinates and themselves.

According to Rowe (2001), strategic leaders guide the organizational knowledge creation process by prompting the organization's capability to combine individual, group and organizational tacit and explicit knowledge to generate the organizational and technical innovations required for enhanced performance. The focus on strategic leadership has increased, and in particular, the identification of characteristics and behavior that impact on value creation. Therefore, a strategic leader's true responsibility in any organization is a consistent, analytical and developmental approach to an organization's strategy, structure and systems. Top management formulates the strategic purpose and direction of the organization by articulating and communicating the desired vision of the organization's future. Effective strategy is needed for an organization to achieve and maintain a competitive advantage in an effort to keep up with competition in changes in technology and markets.

2.4 Strategic Leadership in Organizations

Wheeler et al. (2007) maintain that the challenges faced byleaders in organizations are huge in a rapid changing world. Leaders face incredible pressures to deliver immediate results, do more with less and manage an ever-increasing personal workload. In a world of changing conditions and priorities, leaders and individual contributors should look beyond the 'now' and adopt a more strategic leadership approach to their work and responsibilities. At strategic level, leadership is the key issue facing organizations in the 21st Century. Without effective strategic leadership, a company's ability to achieve or sustain a competitive advantage is greatly constrained (Hitt & Ireland, 1999).

Determining Strategic direction involves developing long-term vision of the firm's intent and developing strategic goals. The purpose and vision, aligns the actions of people across the whole organization. It is therefore very important that the future vision and purpose of the organization has to be communicated to the employees. Successful achievement of an organization's vision is dependent upon firm leadership direction and leaders should take personal accountability to interact with stakeholders and workers at all levels to ensure that they comprehend and believe in the purpose and vision of the organization (Serfonten, 2010).

The development of organizational vision and the ability to manage the change to achieve the vision represent core organizational competencies that foster competitive advantage for organizations. Organizations that are successful usually have a long term strategic intent that align the actions and beliefs of everyone in the organization towards their goals. Strategic intent incorporates stretch targets that force companies to compete in innovative ways and maximize their use of resources (Lear, 2012). According to Ireland et al. (2009), the ideal long term direction has two parts; a core ideology and envisioned future. The core ideology motivates employees through the company's heritage but the envisioned future encourages employees to stretch beyond their expectations accomplishment and requires significant change and progress to be realized.

Another aspect of strategic leadership is effectively managing the firm's resource portfolio which can be categorized as financial capital, human capital, social capital and organizational capital (Barney & Arikan, 2001). Core competences are the resources and capabilities that give an organization a competitive advantage over its rivals (Grant, 1996). They are competitively important activity that a company performs better than any other and it is central to a company's strategy and competitiveness. Core competencies are the organizational capability to perform some aspect of a production function in a manner consistency superior to its competition, which in turn leads to above-average organizational performance (Lear, 2012).

Effective strategic leaders manage the firm's resource portfolio by organizing them into capabilities, structuring the firm to facilitate using those capabilities and choosing strategies through which capabilities are successfully leveraged to create value for customers. Schein (1986) states that leadership and organizational culture are widely believed to be linked in the process of change. Employees in a learning environment will feel free to express their innovative opinions leading to higher productivity. Drucker (1997), argues that every organization has a culture that helps to shape and define the context in which an individual's behavior is perceived and judged.

The importance of culture for managements lies in the fact that culture may constrain business organization or may create opportunities and affect marketing and product development (Blake & Laurence, 1989). An organization with the best strategy in the world, but a culture that will not allow it to make that strategy happen is doomed from the beginning. Hofstede (2001) thinks that culture is the collective programming of the mind that distinguishes the members of one group from another. According to Lear (2012), Strategic leaders should develop and nurture an appropriate culture, one that promotes focused learning and human development, the sharing of skills and resources among units in the organization, and the entrepreneurial spirit necessary for innovation and competitiveness.

Another aspect of strategic leadership is human development. Human capital is the knowledge and skills of the organization's workforce. Understanding the need to develop new skills, attitudes and knowledge so that people can cope with new challenges and circumstances is one of the most important issues for all organizations (Salimi, 2012). Strategic leaders are view organizational employees as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. In global economy, significant investment is required for the organization to derive competitive benefit from its human capital because the investments are essential to provide the long term growth in modern economies that depend on knowledge, skills and information.

The current human resource system was inherited at independence and has held the civil service together over the years. Its merits include: The professionalization of civil service through application of uniform norms and standards; Encourages mobility of staff within and across ministries, thus exposes staff to varied experiences and transfer of skills, knowledge and competences; and protects officers from unfair treatment. However the model has various challenges which include: Increased inefficiency; unethical behavior and patronage; Bureaucracy in implementation of human resource issues; and Disruption of service delivery and achievement of performance targets due to transfer of officers during the year. The PSC has therefore found it important to evaluate and re-design the management of HRM in the civil service (PSC, 2014).

According to Hitt et al. (2009), the effectiveness of process used to implement the firm's strategies increases when they are based on ethical practices. To properly influence employee judgment and behavior, ethical practices must shape the firm's decision making process and must be an integral part of organization culture. Research evidence suggests that a value-based culture is the most effective means of ensuring that employees comply with the firm's ethical requirements. Improved ethical practices foster social capital, Setting specific goals to meet the firms ethical standards using code of conduct, rewarding ethical behaviours and creating a work environment where all people are treated with dignity are actions that support and facilitate ethical behavior (Ireland et al. 2007).

Another aspect of strategic leadership is establishing balanced organizational controls. Controls are necessary to help ensure that firms achieve their desired outcomes (Redding, 2002). Organizational control has long been viewed as a major part of the strategy implementation process. Controls are necessary to help ensure that organizations achieve their desired outcomes of strategic competitiveness and above average returns. It refers to corporate leaders' understanding of the strategies being implemented in the various business units. To exercise balanced strategic control, leaders must acquire deep understanding of the competitive conditions and dynamics of each of the units or divisions for which they are responsible. According to Hitt et al. (1995), the organization's capacity to control, monitor and track progress for programmes, projects and monthly results need to be well established

2.5 Performance Measurement in Organizations

Performance is the competency of an organization to transform the resources within the firm in an efficient and effective manner to achieve organizational goals (Daft, 1997). (Maccoby, 2001) states that the core of strategic leadership is the ability to manage the firm's operations effectively and sustain high performance overtime. He added that effective strategic leaders must be proactive and visionary in motivating employees to superior performance. In strategic context, performance measurement is the process used to assess the efficiency and effectiveness of the organization's actions. Organizations want to determine whether they are succeeding relative to their goals and how they can adjust their priorities.

Performance measurement systems are designed to provide a set of mutually reinforcing signals that direct managers' attention to strategically important areas that translate to organization performance outcomes (Dixon, Nanni & Vollman, 1990). To encourage greater efficiency in the public sector, departments/ministries need to set a number of targets that focuses on a specific task or system and are rewarded when these targets are met. Use of performance appraisals in the public sector has also encouraged public servants to improve their performance. Balanced scorecard (BSC) has become a widely advocated management tool in the past decade, associated with "the best practices". As a management tool the BSC provides an enhancement to the traditional management planning and control system for looking beyond financial measures to incorporate non-financial measures (Kaplan & Norton, 1996).

BSC is a framework firms can use to evaluate whether they have achieved the appropriate balance among the strategic and financial controls to attain the desired level of firm performance. The four perspectives are integrated to form the balanced scorecard framework. Financial perspective is concerned with growth, profitability and risk from the shareholders; customer perspective is concerned with the amount of value customers perceive was created by the firms' products; while internal business processes perspective is concerned with a focus on the priorities for various business processes that create customer and shareholders satisfaction; and learning and growth which is concerned with the firm's effort to create a climate that supports change, innovation and growth (Ireland et al. 2009).

2.6 Empirical Studies and Knowledge Gaps

Several studies have been done both locally and internationally on leadership and performance. However, there has been little empirical evidence of the effects of strategic level leadership on organizational processes that have distinctive strategic significance. In a study by Lear (2012), strategic leadership helps organizations to enhance performance while competing in turbulent and unpredictable environments. The study further established that in order for employees to effectively understand and deploy strategy throughout the organization, they must have a clear understanding of what the strategy is.

In their study, Belias and Koustelios (2014), they concluded that leadership impacts more on organizational culture than culture influences strategies. They therefore established that strategic leadership needs to be transformational because culture change needs much energy and commitment to achieve outcomes. The study further suggested that transformational leaders must operate from a foundation of high morality and ethical practices and have a fundamental understanding of the complex factors that make collective effort possible in an organization. According to the study, an adaptive work environment requires adaptive leader to control direction, protection, conflict and norms within the organization's system. The three required elements of leadership are ability to influence, a common goal and employees that are willing to work towards the vision.

A strategic leader provides direction and vision, motivates and builds a complementary team based on mutual respect if he is more effectiveness-minded than efficiency-minded, more concerned with direction and results than with methods, systems and procedures (McKinney, 2007). In this study McKinney further stated that effective leaders heighten motivation and confidence but when these qualities have been greatly diminished leaders have hard time leading. He said that strategic leadership comprised of at least a combination of tactical competencies, a systems/contingency approach, continuous lifelong learning human development, relationships and trust. Muthaura, (2010) did a study on the role of Kenya Public Service in a changing global environment.

In his study, Muthaura suggested that there is need to re-define the purpose, mandate and core business of public service organizations and the appropriate service delivery mechanisms. He also recommended that capacity building was necessary to improve the literacy levels for faster development. He called upon the public officers to rise to the occasion and deliver the target results to the citizens. Muthundo, (2013) stated that organizations go through series of changes during which leadership role is to ensure that the organizations aligns to changes in environment.

All the above studies have been addressing strategy and organization performance but none of the studies have addressed the issue of strategic leadership and performance of public service organizations. One of the objectives of strategic leadership is management of change, instilling appropriate attitudes and ethical standards and determining the general direction of the organization. Pritchard (1995) outlined the basic steps in managing transition to a new system as identifying tasks to be done, creating necessary management structures, developing strategies for building commitment, designing mechanisms to communicate the change and assigning resources.

2.7 Chapter Summary

The literature above has revealed that without effective strategic leadership, the probability of an organization to achieve superior or even satisfactory performance while at the same time confronting the challenges of the global economy will be greatly reduced. The challenge of leadership is to envision how to change the organization in order to achieve the set organizational results that best fit with the environmental demands.

From the above review, it is clear that strategic leadership is about identifying future directions and linking together action by people at all levels of the organization in order to achieve the organizations vision. Strategic leadership is about understanding the entire organization and the environment within which they operate and using this understanding to create strategic change through other people so as to position the organization in the environment for both short term stability and long term viability. It is therefore apparent that leaders must invest themselves, not only in the expertise of their work, but in the people they lead.

The process of changing the organization from what it is now into the desired future organization can only be designed once the current organizational state is understood and the desired future organizational state has been specified. Strategic leaders are more capable of seeing environmental trends that affect the organization's future and provide more effective communication to the rest of the organization, which leads to higher levels of organizational innovation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of the research design and methodology. It will also discuss the methods selected to collect data and how the data was analyzed.

3.2 Research Designs

This study is a case study of the Ministry of Energy and Petroleum. According to Bromley (1990), a case study is a systematic inquiry into an event or a set of related events, which aims to describe and explain the phenomenon of interest. It enables a researcher to closely examine the data within a specific context.

A case study allows a researcher to investigate a topic in far more detail than might be possible if they were trying to deal with a large number of research participants. In a case study, a researcher is able to go beyond the quantitative statistical results and understand the behavioral conditions through the informants' perspective.

3.3 Data Collection

The researcher used primary data to gather information into the study. This data was collected by use of interview guidewhich consisted of open ended unstructured questions to allow greater depth of responses and was administered through personal interviews. Face to face interviews offer more depth data because of the additional data from explanation, based on interviewee experience.

Interviews are fairly quick to contact becausethey take place within a short time and thus a large sample can be obtained resulting in the findings being representative and having the ability to be generalized to a large population.The interviews targeted those officers in the senior management or strategic leadership level, which included the Senior Principal Superintending Geologist (Petroleum), Deputy Director for Renewable Energy, Chief Human Resource Management Officer, Principal Public Communications Officer, Senior Economist and Chief Accountant.

3.4 Data Analysis

This is the process of systematically applying statistical and logical techniques to describe, illustrate and evaluate data. The researcher used content analysis in analyzing data. According to Mugenda and Mugenda (1999), content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It is a research tool used to determine the presence of certain words or concepts within texts or sets of texts.

Conceptual content analysis was used to establish the existence and frequency of concepts most often represented by words or phrases in a text. The researcher reduced the text to categories consisting of set of words and phrases that are indicative of the research question, which was then coded for ease of interpretation.

3.5 Chapter Summary

For this study, examining relationships was the centerpiece of the analytic process, because it allows the researcher to move from simple description of the people and settings to explanations of why things happened as they did with those people in that setting. Interviews were conducted using a list of eleven questions. These questions, based on the research concerns and guiding questions were crafted to collect richer information through face to face encounter.

Data collected in this study were based on the informed perspective and knowledge of the interviewees regarding strategic leadership. Through content analysis, a working definition of strategic leadership, description and the value of strategic leadership in today's world, perspectives and influences on the importance of strategic leadership, and how experience was gained were compiled and distilled from the interviews. The data then were compared to the literature review with consensus and contradictions presented.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents a qualitative analysis of the primary data collected from Ministry of Energy and Petroleum. It gives the results, analysis and discussion of the findings in line with the research objective, the impact of strategic leadership and performance of a public service organization.

4.2 Findings

The researcher interviewed the officers who are in the senior management team including heads of departments. From the findings, several of the informants are holders of Masters Degree and have worked in the public service for more than ten years. Most of the informants are involved in planning and implementation of several strategies in the ministry and they have officers working under them. It was also found that all the informants were very conversant with the ministry's mission and vision and this means that all those in the senior management level know the direction of the ministry.

Following the restructuring of government institutions to improve service delivery, Ministry of Energy and Petroleum has undergone several changes which include automation of major activities such as the IPPD, this is a program for paying salaries which was introduced to help in eliminating ghost workers in the public service. IFMIS, which is a framework developed by the Ministry of the National Treasury, formerly the Ministry of Finance with the aim to improve systems for management and reporting of

financial data and information for the Government of Kenya; GHRIS, whose aim is to address all its Human Resource (HR) needs. The system is designed in-house by Government Information Communication Technology Officers in collaboration with HR Officers. G-Pay system and e-procurement amongst others. All these programs were introduced in the entire public service to encourage transparency and increase effectiveness in the service. The informants highlighted some of the ministry's achievement recently which included government restructuring, discovery of oil and natural gas in various parts of the country, promotion of clean energy to ensure cheap power, flagship of several projects which are geared towards the achievement of cheap power to Kenyans.

These projects includes last mile connectivity, which will see all Kenyans connected to the National Grid, street lighting to enable the country achieve the 24 hour economy and launching Sustainable Energy for all (SE4All) Initiative. The ministry is also in the process of ensuring that all primary schools are electrified. Recently, the ministry of Energy and Petroleum has increased its power generation. Early in the year, the ministry commissioned a 280MW Power Plant in Olkaria, Naivasha which is a milestone in the ministry's promise of cheaper power to all Kenyans. The ministry has also expanded its technical departments to directorates with enhanced mandate and establishment. It has also reviewed its policy and Act, namely, the Energy Policy and Energy Act.

On the issue of sustaining effective organizational culture, Ministry of Energy and Petroleum has provided an enabling environment for the employees to be able to achieve the ministry's objectives. Firstly, the ministry has ensured improved communication between different departments and amongst individual workers. This has been possible by ensuring that regular departmental and interdepartmental meetings are held to set objectives for the ministry and for each department. These objectives are later on communicated to employees through circulation of memos and also through holding departmental meetings. The rule based management style which was very common in the public service has also been overtaken by events and employees are given autonomy in setting their objectives in line with the departmental objectives. Each officer sits with their supervisor to set their targets at the beginning of every financial year and this gives them confidence to work towards achieving these objectives.

The Ministry has also allocated budget for training and developing their officers. Through training and development employees are empowered with knowledge which is required whenever the ministry wants to implement changes in their programs. The ministry is partnering with development partners on adoption of new technologies thus encouraging innovations. It also ensures employee involvement in all the activities through effective communication and controls. This interaction takes place during the regular progress reports to review the ongoing projects and also during the review of set targets to establish if the targets are being met or they need to be reviewed. Another way that the ministry is ensuring sustained effective organizational culture is through allocating funds to the priority projects to ensure that they are completed in time.

The ministry has also embraced technology by ensuring that major systems in the Ministry are automated including the IFMIS system and e-procurement to ensure that payments are made to the right suppliers and that the process of ordering goods and services is transparent.The Ministry ensures that skills and resources are shared among the departments through capacity building. This helps in sensitizing the entire ministry on what others in other departments are doing and this improves communication because it opens communication between the workers and their supervisors. The ministry encourages innovations through organizing Energy day to give stakeholders opportunity to showcase their different innovations in the energy sector.

On the issue of how the ministry rewards good work, it was established that there is no policy for reward to individual workers in the ministry and in the entire public service. However, the best performing ministry in the public service is given a one month's salary, popularly known as the thirteenth month salary. The ministry tries to motivate its workers by ensuring that employees are promoted without delay when they are due for promotion; that their salaries are paid in time; they ensure that each officer gets training on both career progression and skills improvement courses. This empowers them with the right skills to perform their work effectively. The ministry also facilitates its officers to participate in local and international forums where they get the opportunity of meeting other officers from other ministries and other countries and thus empower them with skills in solving problems and implementing strategies in the ministry. Most of the interviewees gave some of the ways that they have used to make the work of officers working under them easier and more rewarding.

Some of the ways they gave were: provision of tools and equipment which are in good condition; ensuring fairness in training and promotions; organizing for motivational talks for the workers; encouraging work life balance where a worker can be working and studying at the same time; providing enabling environment; defining roles to avoid role ambiguity; encouraging teamwork; and setting timelines for projects. The Ministry of Energy and Petroleum has a policy of developed its human capital. It ensures that each officer gets atleast a five-day course in a financial year. The ministry sponsors its officers both in academic and professional courses. It also encourages participation in seminars and workshops, and capacity building. The ministry ensures that technology transfer is included in the concession it signs with bidders of various energy related projects.

On the issue of exploiting and maintaining its core competences, Ministry of Energy and Petroleum ensures this by: hiring qualified and highly skilled officers; ensuring it funds only the viable projects to ensure better utilization of public and donor funds; ensuring customer satisfaction; formulating and regular review of the existing policies, legal and regulatory framework for carrying out the ministry's mandate; preparation and review of strategic plans and service charter; encouraging accountability and ensuring effective use of resources. Effective communication has enabled the ministry to communicate its objectives and expectations to individual officers. This is through the use of circulars, memos, conducting staff meetings, use of service charter, organizing sensitization programs, use of ministry's website and through seminars and workshops.

Some of the performance indicators in the ministry of Energy and Petroleum includes: increase in power generation; construction of more power lines; increased number of people connected to power; electrification of primary schools; increased efficiency and conservation; increased access to modern energy services; reduction of customer complaints and number of employees trained. This performance has been measured by among other methods: carrying out customer satisfaction surveys; performance evaluation; employee performance appraisal; monthly progress reports on the ongoing projects; the rate of absorption of funds towards various projects; ensuring continuous improvement through implementation of quality policy and through monitoring and evaluation.

4.3 Discussion

The objective of this study was to establishthe impact of strategic leadership and performance of a public service organization. There is need to transform the public service organizations which have been characterized by corruption, low productivity, inefficiency and lack of transparency, there must be change in the organization culture. Organizations operating in the twenty-first century are continuing to be faced with extraordinary demands. These come mainly from areas such as increased globalization, new technologies, rapid information exchange and diverse modes of communication. As a result, organizational leaders continue to face challenges and hardships and thus most organizations and the environments in which they operate, have changed significantly in recent times (Dess & Picken, 2000).

One of the solutions to this challenge is for organizations to become smaller, stronger and faster, for them to undertake processes or change through reengineering and restructuring. Organizations should also be capable of identifying and focusing on core strategic capabilities (Hamel & Prahalad, 1994). Strategic leadership is the key to this development because it is a critical component to the success of organizations operating today, for it gives the general direction of the organization.Effective public sector management is a critical ingredient for sustainable development. Public sector reforms remain a necessary and on-going policy objectives for such countries as Kenya.

The public sector reforms have been taken to change the administration system to better serve the needs of both government and the citizens with improved delivery of public services to reduce poverty, improve livelihoods, sustain good governance and to accomplish its role in the achievement of Vision 2030 (Isahakia, 2010). He continues to state that the transformation strategy is also seen as representing a transition for the public service and the beginning of a more cohesive, long-term approach to reform. In 2008, the government released its Medium Term Plan (MTP) 2008-2012. The MTP and its update to 2013, are the first of the successive medium-term plans being used to outline policies, reform measures, projects, and programs that the government is committed to implementing in support of the Kenya Vision 2030.

The Kenya Vision 2030 is the country's development blueprint, covering the period 2008 to 2030. An efficient, motivated and well-trained public service is one of the major foundations of that vision with public service reforms further enhancing, among other things, performance contracting to build capacity in governance and inculcate public service values and ethics for national transformation (Republic of Kenya 2008). The MTP recognize that an effective and efficient public sector is essential to achieving the Kenya Vision 2030 by creating an enabling environment for the private sector as the engine of growth for the country's economy. Transparency, accountability, participation and the rule of law are to constitute an integral part of the reform agenda (Republic of Kenya, 2008).

Citizens expect the government to provide quality and timely services at all times and demand for improved government performance has grown recently (Odinga, 2009). He further stated that although the e-Government, Performance Contracting and RRI have led to significant improvement, more remains to be done. The MTP was therefore expected to give priority to improving service delivery by accelerating existing initiatives and extending them across all public services. The strategic objectives for the plan period are to improve service delivery, build capacity for policy development and coordination, create a new culture of setting priorities, focus government on effective delivery of policies and priorities, and steer public service reform as an enabler of good policy and delivery. There was a shift in emphasis from the narrow civil service to the broader public sector and in order to drive the public sector reforms, a Public Service.

Transformation Department (PSTD) was created by separating and absorbing the public sector reform functions of the department of Public Sector Reform and Performance Contracting. The PSTD embarked on preparation of a Public Sector Transformation Strategy (PSTS), which established a broad policy framework to guide the introduction and implementation of new policies and legislation aimed at making the public sector work better (Isahakia 2010). It defines transformation in the public service as a fundamental and sustainable change that meets citizen needs and aspirations. It further regards the public service sector as having three attributes.

First engagement with and service to the citizens of Kenya should bring about trust and be based on respect. Second, the machinery of government should function smoothly in a coordinated and efficient manner to respond to the needs of Kenyans and to achieve shared goals without organizational barriers and selfish interests compromising common purpose. Third, every ministry, department and agency in the public sector is to be goal-driven and have the systems, tools, organizational culture and management practices in place to deliver demonstrable benefit to the citizen of Kenya now and in the future (OPM/OPTD, 2010).

Strategic leadership is practiced at all levels within an organization. According to Boal and Hooijberg (2001), strategic leadership combines the past, the present and the future and should reassure core values and identity to ensure continuity. It therefore makes sense of and gives meaning to environmental turbulence and ambiguity, and provides a vision and road map that allows and organization to evolve and innovate.

Strategic leadership should play an active role in developing ideas and defining a vision, while traditional management roles focus more on implementing structures and processes (McKinney, 2007). From the findings, it is clear that strategic leadership starts by determining the direction of an organization. This is done by understanding and crafting organization's vision and mission. This mission and vision is thus communicated to all officers at all levels so that they understand where the organization is heading. Visions only have value when they are implemented and strategic leadership must have strong change management skills.

The ability to develop and communicate a vision as well as enabling the organization to do so through the broad strategic, structural and policy changes that the vision requires, is critical for the organization's leadership. From the findings, strategic leadership is about developing the entire organization and not about individuals. According to Serfonten (2010), strategic leadership is about influencing others to voluntary make day-to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short-term financial stability.

Generally, strategic leadership is about strategy, which is determining strategic direction of an organization. Hamel and Prahalad (2005) stated that determining organizational strategic direction involves leveraging the organization's internal resources, capabilities and core competences to accomplish its goals in a competitive environment. This ensures effective communication at all levels in the organization and also ensures that people are willing to change when new strategies call for changes in the organization.

The other aspect of strategic leadership is exploiting and maintaining core competences. Core competencies are the resources and capabilities that serve as an organization's source of competitive advantage (Porter, 1985). Strategic leaders make decisions intended to help their organization develop, maintain, strengthen, leverage and exploit core competencies. Exploiting core competencies involves sharing resources across units and the most effective core competencies are based on intangible resources, which are less visible to competitors because they relate to employees' knowledge and skills.

According to Lear (2012), core competencies allow the organization to adapt to changing conditions in a competitive environment and generate more efficient and effective performance. Ministry of Energy and Petroleum has published a service charter for all customers in all departments which states clearly what services are available and what duration time should be taken in handling a customer claim and if a customer is required to pay for the service or not, and customers will demand for this because it is their right.

On developing human capital and sustaining effective organizational culture, it deals with people in the organization or the employees. Human capital is the knowledge and skills of the organization's workforce or employees as a capital resource. According to Salimi (2012), understanding the need to develop new skills, attitudes and knowledge so that people can cope with new challenges and circumstances is one of the most important issues for all organizations. Developing employees result in a motivated and well educated workforce that is capable of performing well (Soltani, 2000).

Kenya formulated a recruitment and training policy in the year 2005 which provides for training and capacity building activities undertaken within the public service to advance national goals and objectives. The government also committed to avail funds to support public service training institutions for improved research and training (Muthaura, 2010). Ministry of Energy and Petroleum ensures that it organizes programs to train and develop its employees to sharpen their skills and increase their morale.

The ministry has sustained an effective organizational culture, one that promotes focused learning and human development, sharing of skills and resources among units in the organization. Strategic leadership also emphasizes ethical practices and establishes strategic controls. Recently, there has been a lapse of ethical standards by leaders that has resulted in ethical leadership coming under the spotlight of public attention. Ethics has to do with moral behavior in the society, and leaders need to be more sensitive to their moral obligations to all stakeholders, including employees, suppliers, consumers, government and local communities (Republic of Kenya, 2008).

Strategic controls on the other hand refers to the leaders' understanding of the strategies being implemented in various business units and focuses on the content of strategic actions in order to achieve appropriate outcomes. In general emphasis on ethical practice and establishing strategic controls has to do with the organizations' processes. Controls are necessary to help ensure that organizations achieve their desired outcomes of strategic competitiveness and above-average returns (Lear, 2012).

Hagen et al. (1998) maintains that effective strategic leaders emphasize ethical practices in their organizations, and seek to infuse them through the organizational culture. Public service plays a big role in fighting and eradication of corruption through efficient, effective and economic use of resources, accountability of administrative acts and transparency. It also ensures that citizens are afforded responsive, prompt, effective, impartial and equitable service provision.

Strategic leadership ensures that processes are reviewed regularly to see how well they work and that they contribute to achievement of strategic goals. Integrity in leadership is vital for an organization to achieve its goals. Hitt et al. (2001) stated that a value-based culture is the most effective means of ensuring that employees comply with the organization's ethical requirements. It is therefore necessary for an organization to develop an ethical decision making process based on a shared understanding of the values of the organization.

4.3.1 Comparison with Theory

According to Boal and Hooijberg (2001), the field of strategic leadership has experienced both rejuvenation and metamorphosis in the last twenty years. They first review issues relating to under what conditions, when and how strategic leadership matters, then they selectively review three streams of theory and research namely the strategic leadership theory and its antecedent, the upper echelons theory, the new leadership theory and the emergent theories of leadership (Lear, 2012).

The upper echelon theory suggested that the specific knowledge, experience, values and preferences of top managers influence their assessment of the environment and thus the strategic choices they make. Understanding strategic leadership involves highlighting what effective top leaders actually do to produce a strategy-focused organization (Boal and Hooijberg, 2001). Both leadership and strategy are being redefined by change, and both concepts are looking increasingly the same, hence the continued pressure to focus on change has resulted in the merging of both leadership and strategy. Strategic leadership theory examines the psychological make-up of the top manager and how this influences information processing and strategic decision making. This study agrees with their findings.

This study also concur with the strategic theories of leadership that are concerned with leadership of organizations and are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities. The attention of early leadership researchers focused predominantly on what lower-level managers did or should do in their attempts to provide guidance, support and feedback to subordinates (Yukl, 1998). The upper echelon theories recognizes that top managers matter significantly to organizational outcome and this perspective has provided sound theoretical and a number of empirical arguments for the central role of strategic leadership.

The study indicates that there are at least three elements that are essential to the construct of leadership effectiveness, namely, task focus, people focus and development focus. Task focus involves those processes that are aimed at the accomplishment of the basic purpose of the organization such as goals, objectives and results. Leadership inputs that are people focused include consideration, participative decision making, fairness, respect, trust and equitable rewards (Yukl, 1998). Development focus includes the periodic need to establish new patterns that take cognizance of altered conditions in which organization operates.

The new leadership theories focus on charismatic, transformational and visionary leadership. This is in contrast to uppers echelon theories and leadership theories which focus on the interpersonal processes between leader and follower (Boal and Hooijberg, 2001). Theories of charismatic leadership emphasize the personal identification of the followers with their leader. Charismatic theories tend to focus on individual level outcomes such as effect, loyalty, identity, commitment, motivation and performance.

According to Boal and Bryson (1988), visionary form of charisma results from the leader creating a world that is intrinsically valid for the follower, in which behaviours are linked to important core values, purposes and meanings through the articulation of vision and goals. Organizational effectiveness is viewed as the primary means of linking leadership theories to the strategic leadership construct, and leadership effectiveness needs to be defined in terms of organizational effectiveness if it is to be considered strategic.

The emergent leadership theories highlight the ideas of the competing values framework (CVF), behavioral complexity, cognitive capacity and social intelligence. The implication of these characteristics to the study means that the talent to select the right leadership role in the right situation positively influence the essence of strategic leadership. It means that leaders have the ability to learn and are able to share information, knowledge and responsibility among employees. They also need to have interpersonal skills such as empathy, motivation and high communication skills (Boal and Hoijberg, 2001). Accordingly, strategic leaders have the ability to differentiate and read emotions in others as well as in themselves. These are social intelligence and can be defined as the potential to notice and make distinctions among other individuals, in particular, among their moods, temperaments, motivations and intentions.

According to Boal and Hoijberg (2000), these can be broken into two capacities; absorptive capacity, which is the potential to learn or reinforce existing action patterns within organizations and adaptive capacity, which is a strong ability to change. Strategic leaders have the ability to identify tacit knowledge, have a talent in developing capabilities in people and can align people with organizational tasks. According to Tuckman (1964), cognitively complex people search for more information and spend more time interpreting it. He maintained that, leaders may understand and see the differences in expectations between their subordinates and superiors, but that does not mean that those leaders can act in such a behaviorally differentiated way as to satisfy the expectations of both groups.

This study agree with the theories and reveals that strategic leaders guide the organizational knowledge creation process by prompting the organization's capability to combine individual, group and organizational tacit and explicit knowledge to generate organizational and technical innovations required for enhanced performance. Some of the major activities of strategic leadership include seeking to acquire and leverage knowledge, fostering learning and creativity as well as developing human capital (Hagen et al. 1998). This study agrees with this because from the findings, those in strategic leadership level carry out the training needs analysis which helps in revealing knowledge gaps among the officers and propose the right training to the officers to empower them with the right skills to perform their duties.

The findings also show that the ministry supports both career development and academic development of its human resources. On behavioural complexity, research supports the idea that leaders who perform multiple leadership roles score higher on leadership effectiveness than those who do not (Hitt et al. 2009). In cognitive complexity, the underlying assumption is that cognitively complex individuals process information differently and perform certain tasks better than cognitively less complex individuals because they use more categories or dimensions to discriminate among stimuli and see more commonalities among these categories or dimensions. They also search for more information and spend more time interpreting it.

4.3.2 Comparison with other Empirical Studies

From the empirical studies, there has been evidence concerning the effects of strategic leadership on organizational processes that have distinctive strategic significance. Serfontein (2010) conducted an empirical study of the impact of strategic leadership on the operational strategy and performance of business organizations in South Africa and concluded that strategic leadership has a significant impact on operational performance. This study reveals that an organization which practices strategic leadership performs better than the organizations with other styles of leadership such as managerial leadership. This is because a strategic leader is more focused on the goals of the organization and involves all workers in an organization to work towards a common goal.

Boal and Hooijberg (2001), suggested a direct link between strategic leadership effectiveness and maintain that strategic leadership is marked by concern for the whole organization, its evolution, its changing aims and the selection, the development, and maintenance of the requisite resources and capabilities to enable it compete. Lear (2012) did a study to establish whether effective strategic leadership will result in strategic alignment. The aim of this study was to explore the relationship between strategic leadership and strategic alignment in an attempt to provide greater understanding of strategic alignment in an attempt to provide greater understanding of strategic leadership's impact on organizational success.

This study agrees with their findings and gives a revelation that strategic leadership leads to strategic alignment because strategic leaders anticipating changes in the environment and coming up with strategies that will align the organization with the environment to enable it cope with the changes in the environment.it suggests that the ministry should come up with a rewards system that recognizes employees' individual work, such as giving annual bonuses, organizing to have the employee of the year awards, giving commendation letters and even sponsoring an employee for a holiday for their good performance (Serfontein, 2010).

This will encourage and motivate employees to perform better and increase their productivity. There is also need to design strategies that will ensure that public servants are self-motivated. A study by KIPPRA (2013), suggested that the public service sector should create a more favourable work environment for career advancement and job satisfaction, widen the scope of monetary incentives and link public service pay to levels of competences and output. This study also reveals that organizations should consider designing reward policies that appreciate and value employee competences.   This enhances satisfaction and commitment among employees because they are rewarded according to how they apply their competencies towards the achievement of organizational objectives.

A study by Muthaura (2010) suggested that there is need to redefine the purpose, mandate and core business of public service organization and the appropriate service delivery. McKinney (2007) suggests that effective leaders heighten motivation and confidence. Many public firms are under pressure to improve on organizational efficiency, effectiveness and viability through measures such as downsizing, outsourcing and rationalization. From the findings of this study, one of the activities of strategic leadership is to determine strategic direction.

According to Hamel & Prahalad (2005), strategic intent means leveraging the organization's internal resources, capabilities and core competences to accomplish what may at first appear to be unattainable goals in the competitive environment. This exists when all employees in an organization are committed to pursuing a specific performance criterion. This study reveals that strategic leadership entails involving all the officers in an organization in major decision making and working towards achieving a common goal and this is through effective communication which should be at all levels of the organization (McKinney, 2007)

4.4 Chapter Summary
The uncertainty, ambiguity and discontinuity resulting from revolutionary changes challenge organizations and their strategic leadership to increase the speed of the decision-making processes through which strategies are formulated and implemented. The conceptualization of leadership at strategic level should be based on the notion that the relational components of leadership constitute the core of strategic leadership.

The members of top management team should be considered the key participants in the strategic leadership process, which conceivably could influence innovation processes at organizational level. A strategic leader as a transformation leader is visionary and proactive in his orientation. He designs and supports a climate where employees are motivated to do more than expected, to continuously enrich their capabilities and to place the interest of the organization above their own. A strategic leader develop and communicate a vision for the organization and formulate a strategy to achieve the vision.

To succeed therefore, a strategic leader must design and promote a supportive organizational climate for proper utilization of the firm's human material resources required for success. Effective leaders are those who are able to assess a diverse set of dynamic environmental forces to identify performance demands on the organization in terms of specific outputs the organization has to produce to optimally align with its environment. Organizations are by definition composed of people involved in dynamic social relationships. It is through these relationships between leaders and followers, superiors and subordinates, managers and workers, that the work and thus fundamental purposes of organizations are accomplished.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the findings of the study, conclusions and recommendations. The summary of the findings tries to address the objectives of the study whereas the conclusion tries to confirm whether the findings are consistent with the theories of the study. The implications of the study tries to address the value of the study and finally the researcher gives the recommendations and limitations of the study and also suggestions for further research.

5.2 Summary

The main objective of this study was to establish the impact of strategic leadership in a public service organization. The data for this study was collected from eight officers in the Ministry of Energy and Petroleum and those who are in the senior management level. The reason for interviewing officers at the senior management level is because these are the people who develop the organization's mission and vision and thusthey bear the ministry's dream and lead the other officers in achieving the same dream. They know very clearly the direction of the ministry and they communicate this to the officers working under them to ensure that all work toward a common goal of achieving the ministry's objectives.

Strategic leaders need to be able to focus on critical resources which are most likely to make a difference in the assurance of sustained future success. This view is supported by Hitt and Ireland (2002) who recommend that strategic leadership is about gaining access to key resources such as alliances with partner firms (social capital) and the ability to build great teams (human capital) at the most important organization's resources. Strategic leaders have the capability and the power to manage the organization's critical resources to achieve sustainable competitive advantage.

Successful strategic leaders have the ability to be strategically oriented. This skill includes both an understanding of the organization's present situation as well as an ability of the leader to see the big picture in a long term perspective. The potential to connect history with present context and experiences in different fields are of utmost importance. Strategic leaders have the ability to identify tacit knowledge, have a talent in developing capabilities in people and can align people with organizational tasks. In addition, they have a certain restlessness with the present and a strong will to move on (Davies and Davies, 2004), which is founded upon the ability of these leaders to have a clear vision and the necessary determination to reach their targets.

From the findings, it is clear that leadership is not confined to the head of an organization but that all members in the management team have a role to play in their area of specialization and responsibility. Strategic leadership starts by determining the general direction of an organization, which is determining why the organization exists and where the organization needs to be in the future (Kessler & Chakrabarti, 1996).

Considering the changing nature of corporate world, increasing complication of markets and dynamism against organization, their survival and development will not be possible without competitiveness superiority. Strategic leaders should have noticeable effect on organizational performance through understanding the job and environmental conditions and establishing interaction with employees. They align employees actions with determining strategic direction, facilitate gaining goals and doing jobs through developing core competences, with developing people as the source of competitive advantage, sustaining an effective organizational culture in order to promote innovation and competition spirit, establishing strategic control for creation of appropriate flexibility to achieve competitive advantage and promote organizational performance (Miller & Collellal, 2005).

5.3 Conclusion

Changes in the public service which are also referred to as the public sector reforms are necessary to change the public service system to better its service to the citizens by ensuring improved delivery of public service to reduce poverty, improve livelihoods and sustain good governance. Bureaucracy within the public service has resulted to underperforming and the public service has not been serving the public interest within its most optimal capability. The reforms in Kenya evolved and culminated in the notion of re-engineering of the public sector in the context of public sector transformation, drawing on elements of what came to be known as the "New Public Management" (NPM).

This NPM symbolizes the aim of fostering a performance-oriented culture that seeks to revamp the process through which public organizations operate in order to increase efficiency, effectiveness, and encompassing client-oriented, mission driven and quality-enhanced management. It is intended to better serve the needs of both government and the citizens with improved delivery of public services to reduce poverty, improve livelihoods and sustain good governance (Hope, 2001).

Some of the policies in the PNM included the need for adequate planning before implementation of any reform or change to among other things prioritize activities and allocate adequate time and resources for implementation. Training and capacity development was also considered a vital importance for the success of any reform initiative. There is also need to adopt new technologies, especially information technologies, which are necessary for timely and accurate decision making.

Strategic leadership theory is more of a theory of group composition than leadership. Supervisory theories of leadership are about leadership in an organization whereas strategic leadership is of an organization. Therefore, there is a direct link between strategic leadership effectiveness and strategic leadership is marked by concern for the whole organization, its evolution, its changing aims and the selection, the development, and maintenance of the requisite resources and capabilities to enable it compete. It is clear from the findings that if strategic leadership has to emerge, then organizations must offer the leaders autonomy and protection and give them freedom to envision a future as they see it and implement growth strategies without interference.

It is clear that organizations today operate in a very turbulent environment and without a flexible organizational culture, which can manage change effectively, organizations will be highly constraint. Leaders therefore need to create and transform organizational cultures to deliver high quality, effective services and on leadership style associated with a culture that is supportive of effective services (Prahalad, 2005). While the most important goal of culture change is to improve organizational performance, the creation of a culture that is committed to ongoing learning is also a very important intermediate goal because organizational learning is a key aspect of organizational change.

5.4 Recommendations and Implications

There is need to build a public service that commands the trust and respect of the community. Building up a public service with integrity means building a culture of probity and honest which will not only ensure the clean and efficient operations of the government but also forms the basis for maintaining public trust and support to the government. Reforming and transforming the public sector for improved delivery of public services means redressing the imbalances of the past by focusing on meeting the needs of all Kenyans. Improving service delivery also calls for a shift away from inward-looking, over-centralized hierarchical and rule-bound bureaucratic systems, processes and attitudes that currently permeate the Kenya public service, and search for new ways of working which put the needs of the public first, is better, faster and more responsive to the citizens' needs.

The government of Kenya should re-define the purpose, mandate and core business of the public sector and the appropriate service delivery mechanisms, arrange for auditing and accountability at all levels and redraw the organizational landscape to deliver better services. All public officers should therefore rise to the occasion and deliver the targeted results to the citizens of this country. Institutions of governance must seek improvement in productivity to ensure that the culture of impunity is dealt with once and for all. It also means complete change in the manner that services are delivered. The objectives of service delivery must therefore include not only equity but also efficiency.

The ministry should come up with a rewards system that recognizes employees' individual work, such as giving annual bonuses, organizing to have the employee of the year awards, giving commendation letters and even sponsoring an employee for a holiday for their good performance. There is also need to design strategies that will ensure that public servants are self-motivated. Change management will enable public servants at all levels feel a sense of involvement in the process and share a vision of change. RBM can only work if staff selection, compensation and career development are professionally managed and based on merit and that the core components of human resource management such as recruitment and promotion, development and appraisal are aligned to strategic goals and objectives.

Government should ensure a shared national vision owned by all sectors of the public and aimed at creating public value. It should set up legislative/regulatory and institutional frameworks that ensure good governance and support entrenchment of RBM. Policy implementers should work towards entrenching a results oriented culture and align activities of their organizations with national goals and objectives. They should also strengthen professionalism and ensure adequate management capability, capacity and strategic leadership in all the organizations activities. Their decision making and plans should be guided by feedback acquired through establishment of effective communication channels with all stakeholders.

To the policy makers in the public service sector, the issue of corruption and poor governance impacts negatively on general performance of an economy, since resources are not used optimally. The findings of this study has assisted policy makers in making significant change towards increasing transparency and accountability to combat corruption. Although the government has put in place various national legislative and administrative measures including reforms, transparency and accountability aimed at improving enforcement mechanisms, oversight and increasing public awareness through public service, strategic leadership is necessary in the public service because effectiveness of processes to implement strategy increases when the processes are based on ethical practices.

Policy implementers must establish appropriate systems of administrative policies and management practices. They should have in place oversight mechanisms and agencies that provide incentives and penalties to encourage public servants to carry out their duties professionally and observe high standards of ethics in public service. The top management should ensure that work plans, programs and projects undertaken are aligned with the objectives of government programs and service as they maintain a strong focus on performance and linkages between performance, policy making and resource mobilization. They should promote and reinforce cross-section partnerships and interactions with other government departments/agencies and the private sector. In practice, this study has enabled firms to achieve competitive advantage.

Organizations led by strategic leaders are more successful in learning, both at individual and group level. While a strategic leader's articulation of a vision helps alter the institutionalized learning of an organization, their managerial approach helps spread and reinforce current learning initiatives. Strategic leadership involves all employees of an organization being committed to pursuing a specific performance standards, believing in their product and industry and focusing totally on doing what they do better than their competitors. The development of organizational vision and the ability to manage the change brought about by the vision represent core organizational competences that foster a competitive advantage for organizations. This study has assisted managers in recruiting new employees this is by identifying the right skills needed to ensure that the organization remains competitive.

Leaders should appreciate that organizational learning and the creation and sharing of knowledge in an organization are vital prerequisites for long-term viability and are better practiced by an organization led by a strategic leader. The strategic leadership concept offers scholars another potential lever to improve the functioning of organizations. Success depends on the ability of the theories to provide insights and guidelines to current or aspiring leaders. Because strategic leaders are concerned with the future viability and the present financial stability of their organizations, they make decisions that achieve above-average returns and therefore create wealth for their organizations.

5.5 Limitations of the study

Some of the limitations of this study is that the researcher used a case study of the Ministry of Energy and Petroleum to study the impact of strategic leadership in a public service organization. The findings of this study may not be able to be generalized to the entire public service because different organizations may have employed other leadership skills and thus generalizing the findings will not be possible.

Another limitation is that the researcher used interview guide to collect data from the informants, who are officers in the senior management level in the Ministry of Energy and Petroleum. In most cases, these officers are usually very busy with conducting meeting and workshops and thus getting an appointment for interviews was a big challenge due to their nature of work and the type of commitment they have towards the day-to-day running of the ministry. This led to prolonged duration of data collection and analysis of the findings.

5.6 Suggestion for further study

The government of Kenya aims at securing prosperity for all Kenyans through ensuring honest and transparent government, public service that are open and accountable to the people, swiftly ending corruption, protecting citizens rights and freedoms, ensuring peace for citizens, creating jobs and extending basic services to all Kenyans. With emerging resource constraints, there is need for a lean, rationalized and well-coordinated government focusing on identified national development priorities to be created. The researcher therefore suggests a replication of this study but now to the entire public service so that the findings can be generalized.

From the findings of this study, it is clear that culture provides the context within which strategies are formulated and implemented. Organizational culture is concerned with decisions, actions, communication patterns and communication networks. Organizational culture reflects what the organization has learnt across time through its responses to the continuous challenges of survival and growth. It is believed that positive organizational performance is dependent on the values of the organizational culture being widely communicated and shared in the organization. Future studies should be carried out to establish the truth that organizations with strong cultures outperform those with weak cultures.

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APPENDICES

APPENDIX 1: INTERVIEW GUIDE

Personal profile

1. What is your current position?
2. What is your highest level of education?
3. For how long have you been in the service?
4. What are your major responsibilities?

Strategic leadership in organizations

1. How conversant are you with the Ministry's mission and vision?
2. What are some of major changes has the Ministry achieved recently?
3. Would you say that the Ministry has sustained an effective organizational culture to support the required changes?
4. How does the Ministry reward good work?
5. Are there any ways to make other employees' jobs easier or more rewarding?
6. What role is the Ministry playing in developing human capital?
7. How is the Ministry exploiting and maintaining its core competences?
8. What are some of the methods by which Ministry's objectives and expectations are communicated to individual workers?
9. What are some of the performance indicators within the Ministry of Energy?
10. Would you please mention some of the ways of measuring performance in the Ministry?
11. How often does the ministry review its processes to ensure achievement of the Ministry's objectives?

APPENDIX II: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162	P.O. Box 30197
Telegrams: "Varsity", Nairobi	Nairobi, Kenya
Telex: 22095 Varsity	

DATE 15/07/15

TO WHOM IT MAY CONCERN

The bearer of this letter ...... GRACE MUTETHYA KINGEI ....

Registration No. D61 64582 2013 ....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
15 JUL 2015
P.O. Box 30197 – 00100, NAIROBI
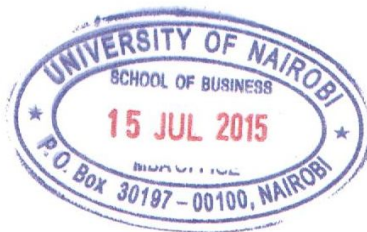
APPENDIX III: LETTER FROM MINISTRY

REPUBLIC OF KENYA
MINISTRY OF ENERGY & PETROLEUM

Telegrams: "MINPOWER" Nairobi
Telephone: +254-20-310112
Fax: +254-20-240910
Telex: 23094 MINERGY
Email: ps@energymin.go.ke
When replying please quote

NYAYO HOUSE
P. O. Box 30582-00100
NAIROBI

20th August, 2015

REF. No. ME/ 1/1/3/VOL.IV

The Dean of Students
Board of Post Graduates Studies
University of Nairobi
P.O. Box 30197
NAIROBI

Att. **Mr. Patrick Nyabuto**
MBA Administrator –School of Business

RE: RESEARCH BY GRACE MUTETHYA KINGEI

Your letter dated 15th July, 2015 on the above subject refers.

This is to inform you that the above named student has been granted permission to carry out research in this Ministry to enable her complete Master of Business Administration (MBA) degree program.

M. W. Mwangi, MBS, OGW
For: PRINCIPAL SECRETARY

Copy to – Principal Secretary – For Information