

**INFLUENCE OF STRATEGIC LEADERSHIP ON EMPLOYEE
PERFORMANCE IN GOVERNMENT MINISTRIES IN KENYA**

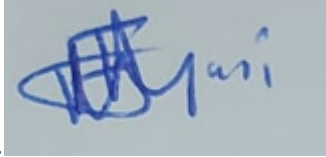
**BY
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES ,
UNIVERSITY OF NAIROBI**

NOVEMBER 2022

DECLARATION

I declare that this is my original work and has not been presented for a degree in any university or college for examination or academic purposes.



Signed Date ...**25th November, 2022**.....

FAITH NANYAMA MUNYASI
D61/34693/2019

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



Signed Date ...**28/11/2022**.....

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DEDICATION

This project is dedicated to my parents, Dr. Joseph Munyasi and Mrs. Alice Munyasi for their unwavering support, to my husband, Damian Nasenya Wandera, my son, Kian Jabali Nasenya and my siblings, Peter and Seth Munyasi who inspired and enlightened me.

ACKNOWLEDGEMENT

I owe a great deal of thanks to everyone who supported and pushed me to finish my education. I want to start by expressing my gratitude to the Almighty God, who's tremendous grace prevented me from starting and finishing my education. I give Him praise and gratitude.

My sincere gratitude goes out to Dr. Margaret Muthoni, my supervisor, who helped me shape this effort into something significant by her ongoing and astute reviews, suggestions, and support. Without her assistance, it would have been tough to complete this.

My parents, Dr. and Mrs. Joseph Munyasi, helped shape who I am, and I am grateful for their tremendous moral support. To my husband, Damian Nasenya Wandera for your patience and understanding, to my son, Kian Jabali Nasenya and my siblings Peter, Seth and the late Sam, thank you for always believing in me.

To all I say, God Bless You.

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ABSTRACT

Strategic leaders are termed as the focal point for better organizational performance. Strategic leadership promotes the culture of inquiry and allows the employees to learn from their mistakes and failures. Through good leadership, employees can work better thus improve their performance. Determining how strategic leadership impacted employee performance in Kenyan government ministries was the aim of this study. The study, which employed a cross-sectional research approach, concentrated on all 21 government ministries in Kenya. The respondents were in charge of the departments of strategy or human resource management. The department of strategy or human resource management managers provided the study's principal sources of data. Before analysis, the data was carefully examined to make sure it was accurate and comprehensive. Regression analysis was used to determine the relationship between the independent variables and dependent variable. The study found out that strategic leadership (strategic direction, organization resource portfolio, strategic planning and forecast, and corporate communication) was a key factor in ensuring employee performance. The results of the regression analysis also showed that the organization resource portfolio has a significant and favorable impact on the employee performance in government ministries, indicating that an increase in the organization resource portfolio will result in an improvement in employee performance. Further research revealed that strategic planning and forecasting significantly affected employee performance in government ministries; as a result, an increase in strategic planning and forecasting would improve employee performance in government ministries while maintaining all other variables constant. In government ministries, an increase in corporate communication would result in higher employee performance while keeping all other variables constant. According to the survey, government ministries should place more emphasis on strategic direction to prevent personnel turnover. The study also recommends that government ministries should have more organized ways of handling government resources. Strategic planning and forecasting should be streamlined to ensure up to date approaches are used. Communication flow should be improved for better employee performance in the ministries. This study only looked at three factors on strategic leadership, that is, strategic direction, organization resource portfolio, strategic planning and corporate communication.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All organizations regardless of the industry or sector rely on the availability of qualified individuals to survive (Harrison, 2012). As a result, it is necessary to manage all aspects of a company's operations to ensure its long-term viability, and it is critical to provide a pleasant working environment for employees (Alvi, Haider, & Akram 2020). Currently, good leadership is the solution to this problem, as it allows for higher production (Wilson, 2016). Lack of effective leadership, has made many current businesses and organizations to experience challenges such as unethical behavior, high worker turnover, and poor financial performance. The main goal of any enterprise, according to Vigoda-Gadot (2012), is to achieve its objectives and gain a competitive advantage. Good and effective leadership is an important and yet critical tenet in the creation of a vision, communicating the vision to employees, motivating employees, and coordinating their activities. Strategic leadership is becoming an increasingly important topic for most firms today. Employees are motivated by good leadership, according to Alvi, Haider, and Akram (2020). Establishing a connection between management and workers that is unlike any other is one of the primary goals of strategic leadership. This helps to boost employee performance and productivity.

The upper echelons theory and the path-goal theory are used in this research. These ideas aid in the establishment of a link between employee performance and strategic leadership. The theory was proposed by Hambrick and Mason (1984) which states that managers' preferences and actions influence the strategic decisions, direction, and consequences of their businesses. This means that a leader's capacity to make strategic choices has a direct influence on an organization's operations and employee performance. Martin Evans, in the year 1970, developed the concept of path-goal theory as a means by which a leader's style or behavior may be adopted. According to this notion, the leader's conduct has a significant impact on workforce performance.

Government of Kenya has recognized the need to monitor and improve performance, and as a result, it has worked to improve employee engagement and performance across all

ministries. This has been accomplished via reorganization, the improvement of the effectiveness of information systems, and the development of new methods to evaluate performance (GoK, 2015). Despite the restoration of the Economic Recovery Strategy (ERS) to improve public sector performance, government ministries continue to perform poorly. Political influence, abrupt change in leadership, incompetence, extreme mismanagement, and bad organizational structure are only a few of the primary reasons to Kenyan government agencies' poor performance (Kamanja, 2020). This is an implication that poor leadership in the government ministries has contributed largely to the failure of respective ministries. This study recommends the adoption of strategic leadership to facilitate employee performance and in general ministerial performance.

1.1.1 Strategic Leadership

Strategic leadership is the ability of an organization to anticipate, foresee, and maintain flexibility while also empowering others to create a strategic opportunity and a sustainable future for the business (Zia-ud-Din et al., 2017). Participative thinking, according to Alvi, Haider, and Akram (2020), is described as a senior leader's capacity to make meaningful decisions and execute strategies in a dynamic, inconsistent, and ambiguous corporate environment. According to Abdow (2019), organization's future and strategy is executed by few leaders. The leaders of the organization are responsible for providing guidance to all aspects of the business, from the administrative offices to the shipping and receiving regions. The capacity to think of and continually generate new reasons for an organization to continue existing over the long term is an essential component of strategic leadership. The leader of an organization needs to be able to maintain focus not only on the value addition that is currently taking place in the organization, but also on the changes taking place even within the organization that either jeopardize the position of the organization or drive innovation for production cost.

The best way to promote a more value-oriented culture in the public sector in the twenty-first century, if that is what it takes, is to put strategies into practice (Nthini, 2013; Wakhisi, 2021; Chishambo, & Muchelule, 2018). The leadership of organizations in the public sector faces significant challenges due to a culture of non-performance-based human resource

management (HRM), a lack of innovative management strategies, and the prevalence of constrained and pervasive bureaucratic leadership styles. It is possible to guarantee the success of the public sector by filling a number of crucial strategic leadership roles.

1.1.2 Employee Performance

Employee performance is the ability of workers to complete and successfully accomplish a job-related task. Organization directors always evaluate each employee's performance periodically to assist them identify potential areas for development (Zia-ud-Din, 2017). Workplace and organizational psychology revolve around the concept of employee performance. It's a multifaceted and ever-changing idea. It is interchangeable with human resources and level in which they perform duties. Employee performance refers to how well an employee performs all of the tasks that are expected of them (Kavoo-Linge & Kiruri, 2013).

The performance of an employee is assessed based on both their outcomes and their conduct. Personal characteristics like as one's attitude, talents, skills, knowledge, and experience all play a part, as does one's overall level of education. Different indicators are employed to measure performance, according to Alvi, Haider, and Akram (2020). Quality can be achieved by percentage of work, timeliness of efficiency, customer satisfaction through feedback and numbers of loyal customers, which is determined by how quickly an employee completes a specific task. Employee performance is vital, according to Zia-ud-Din et al (2017). Talented employees need feedback to help them grow and improve, but it's also prudent to keep track of what's going on in the company.

1.1.3 Government Ministries in Kenya

Government ministry is an entity tasked with overseeing the administration of the government. A cabinet secretary leads it, with power over one or more departments. The Cabinet is responsible for overseeing the Ministries, which are responsible for coordinating the activities and operations of the government (Republic of Kenya, 2012). Cabinet secretaries are directly accountable for their department's management and have exclusive authority for government policies and actions. Cabinet secretaries also have complete

control over government policy and action. Their role is to provide counsel to the president on key issues pertaining to public policy as well as particular matters pertaining to the ministries to which they belong. Cabinet secretaries get together to address issues of policy that are relevant to the functioning of the government. The cabinet secretaries are individually accountable to the National Assembly for the direction and control of the ministries over which they preside. They are responsible for the respective ministries. As the head of the ministry, the cabinet secretary is accountable to parliament for any inconsistencies that occur within his department; nonetheless, his appointment is separate from that of the other members of the cabinet (Maina, 2018).

Ministries, of which there are 21 in total, manage the government (GoK, 2021). The responsibility of the ministry includes the formulation of financial and economic policies, as well as the implementation and maintenance of stable government spending that promote socioeconomic advancement in government subsectors. Therefore, leadership in government ministries is critical since it directly influences the public sector. Given that the government ministries in Kenya as identified by Kamanja (2020) have been performing poorly, it raises questions on the leadership type and the motivation provided to improve employee performance. This study shall use data collected from the 21 government ministries in Kenya to determine their leadership styles examine strategic leadership and its effect on employee performance.

1.2 Research Problem

Strategic leadership has long been recognized as an important factor in setting the tone, tempo, and style of successful plan execution. Competitiveness and high returns can be achieved through effective strategic leadership activities (Hitt et al. 2007). Organizations face challenges in the current fast-changing business environment that if not properly managed leads to loss in profit, shrinking of markets and loss in productivity and poor performance.

Kenya government ministries have different indicators of poor work performance and service delivery despite the significant resources invested. Errors in work; poor customer service; complaints; regular tardiness; negative attitudes through arguments; poor service;

long lunch breaks; high absenteeism; failing to follow instructions; deterioration in job quality are among the challenges facing the government ministries in Kenya. As a result, the ministerial sector must consider how to cope with bad performance (Koskei, Musebe, & Mbaraka, 2021). The desire to improve employee performance has prompted a shift in focus from the efficiency of procedures to the compatibility of job holders and the roles they perform. The justification for this is the growing evidence of strategic leadership's role in improving organizational performance. Despite the significant efforts made, performance gap still exists due to low staff performance. As a result, the study will try to figure out why this is happening and how to improve in terms of strategic leadership. The findings should provide insight into how firms may strengthen leadership roles in order to improve the working environment and encourage great performance from their employees.

Strategic leadership impact on employee performance in Kenyan government ministries is still unknown. Although there is written material and scientific research on strategic leadership, it is inconclusive and lacks sufficient details to be used as a foundation for the creation of organizational policy. Zia-ud-Din et al. (2017) conducted research in Pakistan to determine how strategic leadership affects employee performance. According to the study, strategic leadership boosts an organization's productivity. The current study will concentrate on the Kenyan government's ministries, with the textile industry acting as its central theme. According to the findings of a study conducted by Timor-Leste government agencies, strategic leadership improves an organization's performance. But the survey didn't primarily focus on employee performance. These studies are completely dissimilar from one another in terms of context and conceptual framework.

A strategic leader who fosters a company culture and values that are shared by all employees should be in charge of enforcing employee behavior, according to Kahiga's (2017) findings. Despite showing a significant link between strategic leadership and employee performance, the research was conducted using a case study approach, which restricts the study's ability to be used to generalize the findings to other types of research. The conclusions of these studies are important; however, the researcher focused on other sectors and not Kenya government ministries, their findings may not be applicable to this

study. This study will therefore attempt to inform on this existing research gap. The study attempts to answer the research question; what impact does strategic leadership have on employee performance in Kenyan government ministries?

1.3 Research Objectives

The objective of the study is to ascertain how strategic leadership affects employee performance in Kenyan government ministries.

1.4 Value of the Study

This research study lends to the growing discussion on furtherance of theories of strategic leadership on employee performance. The study is beneficial to policy makers in organizations and the government ministries since it shows the importance of strategic leadership in improving employee performance. The policy makers can use the findings to develop effective strategic leadership practices in all government ministries that ensure the implementation of strategic direction, strategic planning and forecasting, availability of organization resource portfolio and corporate communication in motivating employees to perform better.

The study is beneficial to the management of the organizations and government ministries. The study provides insights on the function of leaders and their capability of improving employee performance. The concept of strategic leadership in the modern world has been embraced by organizations due to its benefits towards firm performance. Therefore, the findings provide a framework that organizations and government ministries can follow to ensure better performance from employees.

The study underlines the need of implementing strategic leadership to improve employee performance. Future scholars might utilize the research as a start point for more research into the link between the studied factors. Furthermore, the study can be used as a secondary data source to help other studies better comprehend the subject.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on theories in relation to strategic leadership and employee performance. The chapter also reviews the theoretical foundation and highlights the reviewed studies and research gaps.

2.2 Theoretical Foundation of the Study

This study will be based upper echelons theory and path-goal theory. Both theories explain how the actions and behaviour of leaders impact the output of employees. Hence both theories emphasize on the adoption of strategic leadership to improve actions of management and employees.

2.2.1 Upper Echelons Theory

The upper echelons theory was proposed by Hambrick and Mason (1984) and their primary emphasis was on the effect that leadership has on the results and performance of organizations (Kabetu, & Iravo, 2018). According to Hambrick and Mason's (1984) theory, the organization's top managers' preferences and behaviors have an impact on the strategic decisions, course, and effects of those decisions. The top echelon's theory holds that the organization's strategy and performance reflect the ideals of the top executives (Ombese, 2020). Using the upper echelon hypothesis as a foundation, Finkelstein, Hambrick, and Cannella (1996) investigated the ways in which top executives influence the process of making strategic decisions.

The foundation of the upper echelons theory is the belief that an organization's success and values strongly correlate with the leadership's actions (Finkelstein, Hambrick, & Cannella, 1996). The efficacy and performance of a company are also significantly impacted by senior management teams, according to empirical study (Oppong, 2014). As a result, the values, beliefs, and decisions of leaders have an impact on how the organization reflects the values of the leaders (top executives) (Ombese, 2020). The idea is useful for projecting the outcomes of an organization based on the current senior managers. The idea also aids

rivals in anticipating rival enterprises' activities, as well as guiding organizations in selecting leaders of the appropriate caliber.

Decisions and strategies are frequently biased and subjective, according to Hambrick and Mason (1984), because they are made by people whose ability to understand the world is limited by a variety of factors, such as the degree to which they are able to observe and appreciate the world around them, as well as their thoughts, expectations, expertise, and prior experience. As a result, the traits of such persons are mirrored in strategic decisions, which shape corporate strategic behavior (Hambrick & Mason, 1984). Hambrick (2007), on the other hand, criticized the idea, claiming that it was inconclusive on the relationship between managerial traits and organizational outcomes. The idea that equivalent characteristics would result in similarly effective strategic maneuvers has likewise not been shown. In spite of these shortcomings, the theory contributes to our comprehension of how the perceptions and characteristics of managers influence the success of organizations. As a result, the study has been used to demonstrate how strategic leadership affects staff performance.

2.2.2 Path-Goal Theory

Martin Evans (1970) initially proposed the path-goal theory in 1970 and House (1971) later expanded it. It is a school of thought that emphasizes adapting the mannerisms and style of a leader to the specifics of a given workplace and employee in order to accomplish a goal (House, 1971). In order for workers to reach their full potential in terms of output, the ultimate objective is to improve their levels of motivation, empowerment, and contentment. The path-goal theory examines the influence that the activities of a leader have on the efficiency and productivity of workers inside an organization. After being put up for the first time in the 1980s, the theory was modified in the 1990s (Robert, 1971). Four leadership behaviors are recognized under the theory. Each leadership style strives to improve worker outcomes by considering the importance of environmental and personality and how it impacts on job performance (Zaccaro, 2007).

The Path goal theory, which explores how leaders may inspire and enable their followers to attain stated objectives by making their path clearer, will serve as the study's foundation.

Leaders should determine the route for their subordinates to follow, eliminate any bottlenecks that inhibit performance, and simplify communication to assure plan execution. As a result, this research aims to work within the frameworks of upper echelons theory and route goal theory.

2.3 Strategic Leadership and Employee Performance in Organizations

According to Dubrin et al. (2013), strategic leadership is the capacity to encourage people to work together to achieve strategic objectives by making changes to their environment and coping with both internal and external influences. This may be accomplished via strategic change management. The capacity of a manager to develop and communicate to the rest of the organization's workforce a strategic vision is an essential component of strategic leadership (Alvi, Haider, & Akram, 2020). For this study, strategic leadership on employee performance will be conceptualized in strategic direction, organization resource portfolio, strategic planning and forecasting and corporate communication.

Strategic direction creates a long-term company's vision. According to Ng'ang'a (2018), organization vision synchronizes people's behaviour across the board. A true vision exudes a great deal of energy and enthusiasm and employees are proud to discuss the company's objective and vision hence improves performance. Additionally, a company's strategic leadership should address issues that can affect performance on a regular basis, so that the company confronts sudden challenges. Ng'ang'a (2018) expects the organization's leadership to provide both assurance and ambiguity. Leadership must maintain a constant tension between the intended future and components of the present that may obstruct growth through regularly creating fiery platforms.

Ng'ang'a (2018) defines core competencies as resources and skills that organizations use to remain competitive. Strategic leaders take advantage of them and keep them in place. Strategic leaders must understand which resource and competency combinations are the most valuable, scarce, and hardest to replace. A crucial strategy for creating, carrying out, and assessing actions that aid a business in achieving its objectives is strategic planning. According to Abdow (2019), it improves performance by creating a link between the company's vision and its strategic ambition. Strategic plans adjust the firm's goals and

objectives in response to changing circumstances in order to accomplish organizational transformation and, as a consequence, enhance long-term performance. Because the environment's unpredictability and stability must be adjusted in order to preserve the organization's performance, leaders should consider value forecasting needs. Abdow (2019).

Within organizational teams, leaders' communication behavior includes setting structure, enabling work, managing interactions, and defending the unit. Involvement, education, social progress, and responsibility are all aspects of the communication process that contribute to successful employee performance. In addition, the leader should be capable of providing performance criticism, performance feedback, coaching and training. The leader should also be able to solve problems and support self-management while enabling work. Abdow (2019) advocated communication measures such as timely delivery of essential information, active communication inside the organization to create and establish effective decision-making processes, and the cultivation of a culture of effective communication in order to foster a stronger sense of team spirit and improve collaboration.

2.4 Empirical Studies and Research Gaps

Several renowned scholars and institutions have conducted studies around the topic of strategic leadership and organizational performance within the local and global space. In order to collect descriptive information about the effect that strategic leadership has on the levels of performance of those companies in Kenya, Nthini (2013) performed a study that was focused on 48 commercial and financial state entities in Kenya. The results of the correlation analysis revealed a positive and significant correlation between the direction of the business strategy and the low annual staff turnover rate. The correlation analysis showed that there was a link between effective organizational outcomes and strategic leadership practices. The study's findings show that effective strategic leadership does affect businesses' performance. Nthini (2013) added that there is a gap in the research due to the fact that the prior study focused on the accomplishments of the company as a whole, but the current study will investigate how individual workers contribute to the company's success.

Kotolo (2013) investigated the influence of strategic leadership on the performance of staff in hotel business. The researcher collected qualitative data using a descriptive study approach. With a population of 2713, simple random sampling yielded a sample size of 268. The study discovered that managers, as strategic leaders, have a responsibility to encourage employees so that they feel responsible for the attainment of organizational goals and ultimate success. They've been given the responsibility of seeing into the past. Working with people, not for people and organizations, allows you to be more present and pursue greater results. The data show that there is a breakdown in communication between senior managers and subordinates. While the study showed the nexus between the two variables, it was based in the hotel industry. This study will be broad since it will target all the 21 government ministries.

To demonstrate the link between strategic leadership and employee engagement, Muzee (2016) used a cross-sectional and descriptive research approach. A sample acquired from one of Uganda's largest brewers was subjected to a basic random sampling design. The data indicated that there was an existence of strategic leadership inside the organization. Employee engagement and strategic leadership were shown to have a strong and positive relationship, with employee engagement being a substantial predictor of strategic leadership. The relationship between these two factors was found to be significantly favorable. As a consequence of this, it was decided that companies need to make investments in strategic leadership education for their managers in order to improve the quality of the interactions that these managers had with their subordinates. While the study showed the relationship between strategic leaders and their engagement with employees, it did not assess the performance of employees, the dependent study variable.

Kahiga (2017) utilized a case study technique to investigate how strategic leadership influences competitive advantage. According to the findings of the study, human capital may be developed via strategic leadership by means of training and development programs that extend employees' knowledge and creativity in order for them to more successfully carry out their commitments and jobs. The employee is kept up to speed on operational and environmental problems that may have an influence on their work as a result of this.

Employee behavior should be overseen by a strategic leader who fosters the establishment of a company culture and set of values that are held in common by all employees. Additionally, strategic leaders should place a significant emphasis on ethical workplace practices and try to implant these ideas across the culture of the organization. Effective strategic leadership requires flexibility and the ability to integrate both internal and external settings, as well as the ability to effectively manage complicated data (Kahiga, 2017). The researchers employed an interview guide to gather qualitative data. Because the sample group is so large, primary data will be collected by a questionnaire.

Najmi et al. (2018) investigated the relationship between public health sector performance and strategic leadership practices. The results found a strong link between the two. As a result, top leaders have a vital role in influencing the performance of businesses through their strategic decisions and actions. It is important to have a number of different options accessible in order to increase the number of public health services that cater to young people. As a dependent variable, the study analyzed how well healthcare institutions performed. The performance of the workforce will be the study's main focus.

Onu et al. (2018) investigated the connection between strategic leadership and organizational performance in a range of fields by using data from the Nigerian stock market. The authors looked at organizations in both public and private sectors. Both primary and secondary data were gathered from a total of 31 manufacturing companies after careful selection of the companies themselves. The selection of study subjects was done by a process called stratification. The researchers utilized a strategy for their investigation known as a cross-sectional study. A questionnaire was sent to 31 employees of 45 firms listed on the Nigerian stock market. From the findings it was established that there exist a relationship between strategic leadership and the organization success. Employee performance in Kenyan government departments will be the focus of the present research.

Amussah (2020) focuses on understanding the varied consequences of different leadership styles on staff performance at Chi Limited, which has led to a decrease in product quality. The research's main subject is this recognition. A total of 334 questionnaires were

distributed to employees using a straightforward random selection method as part of the research, which was conducted using a quantitative research methodology. 164 actual structured surveys were gathered from those employees. Statistics were used for both descriptive and inferential data analysis. In order to display the inferential statistics of the data that was collected and to explain both the connection and the effects in line with the assumptions that were made for the research, both correlation analysis and regression analysis based on Pearson's method were carried out. The researcher can evaluate the impact that various leadership philosophies have on employees' performance in the organization based on the data gathered. It has been found that there is a correlation between such a relationship and an authoritative leadership style. This study will focus on strategic leadership and the many ways that it may influence how well employees perform.

The findings of the research that were analyzed indicate that there is, in fact, a beneficial connection between strategic leadership and employee performance. Both studies conducted locally and globally assert that strategic leadership is a process through which an organization or business units' redesign and remodels its corporate strategy to steer good performance and achieve organization goal. None of the studies that were reviewed looked at the connection between strategic leadership and employee performance in Kenyan government departments. This is true even though the study looked at how performance in a range of different areas relates to strategic leadership. Due to the incomplete exploration of this informational gap in the literature the study filled the gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research approach that was used for this study is broken down and discussed in this chapter. The chapter examines a variety of topics that fall under the umbrella of the research technique, such as study design, the populations being targeted, and the methods of data collecting. The chapter also reviews the instruments that were used in collecting and analyzing data.

3.2 Research Design

This study examined the association between strategic leadership and employee performance using a descriptive cross-sectional research approach. A complete knowledge of the interactions between the study's key variables depends on the research design. It involves making an effort to collect information from a target population in order to ascertain the population's current condition in relation to a certain variable or variables. A cross-sectional research approach also enabled a researcher to evaluate potential disparities.

According to Wang and Cheng (2020), a cross-sectional design gives an overall image of design trends and is suitable for detailing the characteristics, conditions, and views of the current study population at a given time. Therefore, it is one that seeks to describe the characteristics of a section of population or entire population at a specific time. This approach is appropriate since it uses a questionnaire as the instrument for collecting data. The cross-sectional design was appropriate for the study since it facilitates the description of the study variables.

3.3 Population of the Study

A population is a complete collection of items or people that contains the phenomena that the researcher is interested in studying. According to Cooper and Schindler (2008), population refers to the collection of components that the researcher is attempting to reference. Population is defined by Mugenda and Mugenda (1999) as a collection of living and non-living entities that the researcher is studying.

21 government ministries in Kenya were the study's target population as of January 2022 (Appendix I). The target respondents were the individuals in charge of strategy or human resource management who were specifically targeted. These were people responsible for the strategy management processes in the organization and were well placed to provide relevant information that would aid in the investigation of the topic under study within the target field. The researcher used census since the study involves every member of the target population.

3.4 Data Collection

Data collection methods refers to the techniques used by the researcher to obtain the data on the topic of interest of the study. This study adopted primary sources of data. The study used a semi structured questionnaire to collect the primary data. Use of questionnaires is considered appropriate as they are more convenient to administer and allow researchers to carry out big enquiries. Questionnaires were also free from bias as the responses were captured in the respondents' words. This method of data collection also allowed the respondents ample time to give out a well thought out response to the questions thereby improving the overall quality of the data collection process (Gillham, 2008).

The questionnaire adopted close ended questions that evaluated different aspects of strategic leadership on employee performance. There were two sections on the questionnaires. The participants' gender, age, education level, and length of service in the government ministries were all covered in the first section's demographic data collection. Section two contained items in relation to the study objectives. Questionnaires were administered using pick and drop method. They were distributed by dropping and collecting from the targeted heads of units/departments responsible for operationalizing strategies in their ministries during a specific period of time, in this case, one week. Each respondent had one week to complete the questionnaire before being collected. The researcher sent out reminder emails to all respondents to ensure that they completed the questions.

3.5 Data Analysis

The data analysis began by checking whether all the returned research instruments were completely and accurately filled. This involved checking for any errors and gaps in the questionnaires. The summaries of the study variables was analyzed using descriptive statistics in the form of mean and standard deviation. The correlation between strategic leadership (strategic direction, organization resource portfolio, strategic planning and forecasting and corporate communication), and employee performance was analyzed using inferential statistics. SPSS version 25.0 was used to analyze the data gathered. Tables were used to present the quantitative data.

A regression model used to illustrate the relationship between the study variables. The regression model used is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = Employee performance

β_0 = Constant

X_1 = Strategic direction

X_2 = Organization resource portfolio

X_3 = Strategic planning and forecasting

X_4 = Corporate communication

$\beta_1 - \beta_4$ = The regression co-efficient.

ε is the random error term that accounts for other variables not included in the model that influence employee performance.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings, and discussion of results on strategic leadership and employee performance in Kenyan government departments. Data was collected by the use of a questionnaire and analyzed using descriptive and inferential statistics. The findings are presented in the following subsections.

4.2 Response Rate

A total of 63 questionnaires were given out to all Kenyan government ministries. A response rate of 80.95% was achieved out of the 63 questionnaires that were issued, with 51 being properly completed and returned. Mugenda, (2008) indicated that when a response rate is 50% it is good for data analysis, when it is at 60% it is considered better while when its above 70% it is considered excellent. Babbie (2010) likewise holds the same view, claiming that a response rate of more than 70% qualifies as very good. The researcher pre-notified the potential participants (managers in the strategic and human resource management departments), used a self-administered questionnaire that the respondents completed, and then the respondents were chosen after one week. This method of data collection was credited with the high response rate.

4.3 Demographic Information

This section presented findings on demographic information of the respondents. The researcher concentrated on the age bracket, education level, and duration of employment. These variables were particularly important in informing the maturity of the firms' administrative models and operations.

4.3.1 Age Bracket

The study aimed to find out the respondents age bracket. The results are shown in Table 4.1.

Table 4.1: Age Bracket

Age Bracket	Frequency	Percentage
Below 20 years	0	0
20-30 years	7	13.72
31-40 years	16	31.37
40-50 years	15	29.41
Above 50 years	13	25.49
Total	51	100.0

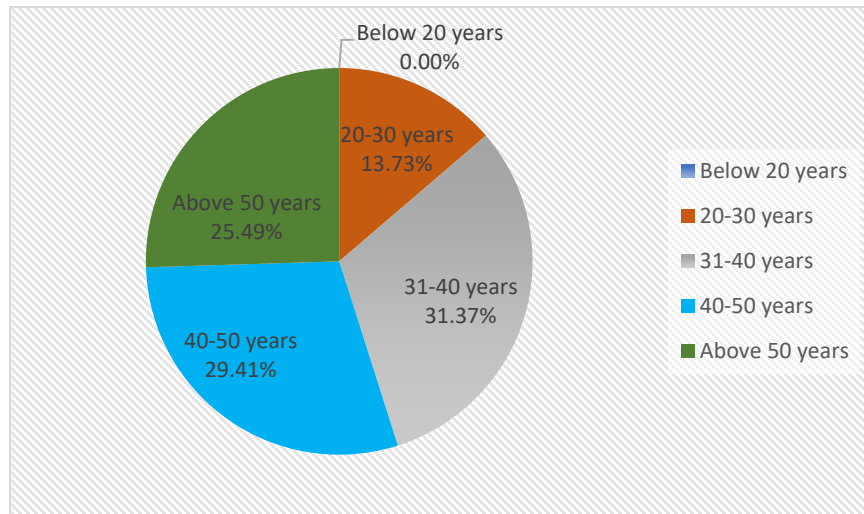


Figure 4.1: Pie Chart Showing Age Bracket

Table 4.1 and Fig 4.1 above shows that most (31.37%) of the respondents were from the age bracket 31-40 years. 29.41% represented the age bracket 40-50 years while the age bracket with the least respondents was from 20-30 years. The results indicate that different age groups participated in the study, indicating that the research effectively caught the views of these different age groups.

4.3.2 Level of Education

Study sought to understand the level of education of the respondents. Table 4.2 shows the findings.

Table 4.2: Level of Education

Level of Education	Frequency	Percentage
Secondary level	1	1.96
College level	4	7.84
University level	30	58.82
Post graduate level	16	31.39
Total	51	100.0

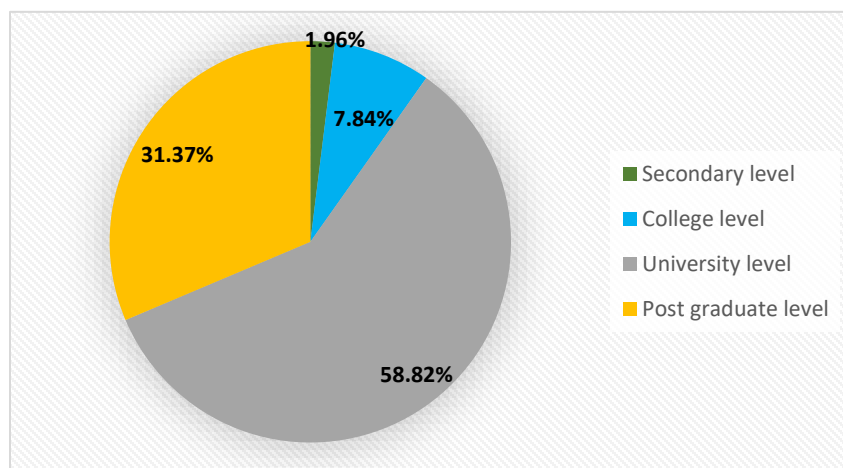


Figure 4.2: Pie Chart Showing Level of Education

The majority of respondents (58.82%) said they had attended college. On the other side, only 7.8% of respondents had college degrees, whereas 31.39% had advanced degrees. This suggests that the majority of the study's participants were educated, making it easy for them to respond to the research question.

4.3.3 Employment Duration

The researcher sought to understand the number of years each respondent had stayed in the ministries. The data received was categorised as shown in the Table 4.3.

Table 4.3: Employment Duration

Employment Duration	Frequency	Percentage
Below 1 year	0	0.0

1-5 years	2	3.92
6-10 years	9	17.64
11-15 years	19	37.25
16-20 years	12	23.52
Above 20 years	9	17.64
Total	51	100.0

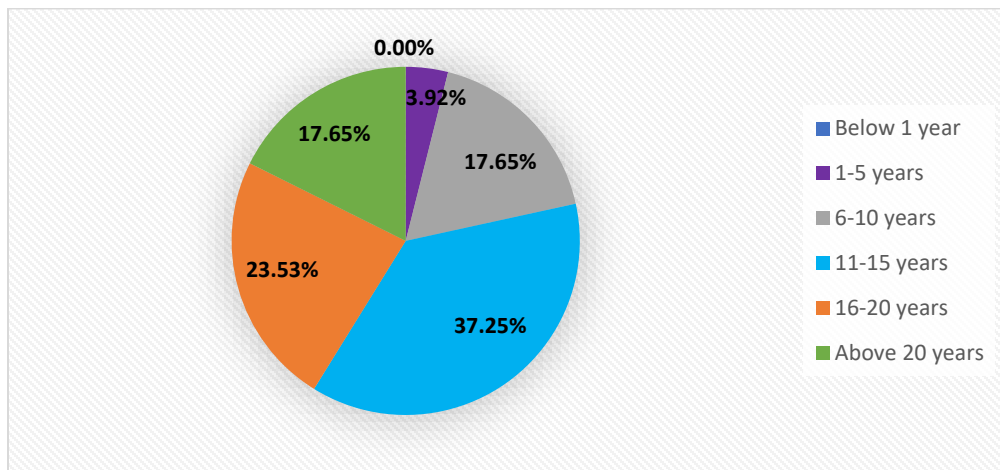


Figure 4.3: Pie Chart Showing Employment Duration

From table 4.30 and fig 4.3 most of the respondents as represented by 37.25% had worked between 11 to 15 years. 23.52% of the respondents had worked in the ministries between 16 and 20 years. 17.64% of the respondents were those who had been in the ministry for six to ten years. 17.64% of those surveyed have held jobs for more than 20 years. this depicts that most of the respondents had worked in the organization for a sizeable duration of time and thus could offer reliable information.

4.4 Strategic Leadership

This section presents findings related to strategic leadership. The findings are presented using means and standard deviation as indicated in table 4.6.

Table 4.4: Strategic Leadership

Strategic Leadership	Mean	Std. Deviation
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Strategic Direction		
The ministry has a clear vision and mission	4.147	0.950
The vision of the ministry has a direct connection to the changes experienced in the country	3.602	0.041
The ministry develops both long-term and short-term strategies	3.798	0.235
The ministry is able to implement all strategies implemented	3.876	0.023
All activities by the ministry are guided by its strategy	3.647	0.897
The leaders in the ministry communicate the strategic direction to be followed	4.031	0.103
The leaders in the ministry attend all meetings that involve strategy formulation	3.732	0.026
The leaders in the ministry delegate duties to employees	4.201	0.082
Organization Resource Portfolio		
The ministry had adequate resources for the implementation of strategies	4.178	0.025
The ministry remunerates its employees adequately	3.881	0.001
The ministry has adequate human resource	3.447	0.121
The recruitment of employees in the ministry is conducted on a regular basis	4.123	0.114
All of the employees in the ministry have the necessary competencies and capabilities	3.623	0.044
All the employees in the ministry are skilled	4.061	0.097
The ministry is adequately funded by the government	3.476	0.023
The ministry spending is guided by the budget that is prepared monthly	3.725	0.014
Strategic Planning and Forecast		

Formulation of plans is guided by the vision of the ministry	4.942	0.874
Currently the ministry follows a strategic plan for the year	3.773	0.933
The plans by the ministry are aligned to set objectives and strategies	4.033	0.163
The ministry leaders are active in the formulation of plans	3.915	0.129
The ministry leaders are active in the implementation of plans	3.324	0.156
The ministry uses forecasts as inputs to the planning process	3.567	0.036
Strategies in the ministries are based on forecasts	4.823	0.001
The ministry has confidence in its forecasts	4.753	0.111
Leaders in the ministry are capable of anticipating potential future changes in the ministry	3.121	0.044
Corporate Communication		
Ministry strategies are promptly communicated to staff members and other stakeholders	4.001	0.997
By improving communication, ministry leaders may inspire team dedication.	3.722	0.084
The ministry's leaders have access to a network of other industrial players.	4.032	0.919
Leaders in the ministry foster an environment of trust, openness, and sincere communication.	3.289	0.172
Ministry leaders can quickly verify responses from organizational teams.	3.061	0.155
The organizational team, senior management, and other key stakeholders are in constant communication with one another	4.237	0.052
The ministry has embraced electronic messaging.	3.898	0.950

On strategic direction, study revealed that the ministries had a clear vision and mission (M=4.147, SD=0.950) and the vision of the ministry has a direct connection to the changes experienced in the country (M=3.602, SD=0.041). The leaders in the ministry attend all meetings that involve strategy formulation (M=4.031, SD=0.103) and communicate the strategic direction to be followed. It was as well revealed that the ministries were developed both long term and short-term strategies' (M=3.798, SD=0.0235) and were able to implement all strategies developed (M=3.876, SD=0.023). This was in line with (Ng'ang'a, 2018) who found out that strategic direction creates a long-term vision for a company.

In regards to organization resource portfolio, the study noted that the ministries had adequate resources for the implementation of strategies (M=4.178, SD=0.025) and were able to remunerate employees adequately. It was also noted that recruitment of employees in the ministry is conducted on a regular basis (M=4.123, SD=0.114). The study also noted that the employees in the ministry had the necessary competencies and capabilities (M=3.623, SD=0.044) and were very skilled (M=4.061, SD=0.097). Finally, the ministries spending was guided by a budget that is prepared monthly as the government was funded adequately. The findings concur to Fairhurst (2020) on the important role played by resource portfolio on employee performance.

On strategic planning and forecast, it was established that strategic plans are guided by the vision in the ministries (M=4.942, SD=0.874) and that the ministries follow a strategic plan for a year. Most leaders in the ministries are active during the formulation of the strategic plans (M=3.915, SD=0.129) and are active during its implementation. Additionally, the planning process is forecast and the ministries have absolute confidence in the forecasts made (M=3.4.823, SD=0.001; M=4.753, SD=0.111). Findings agree to that of Lukyanova et al. (2020) on the positive correlation between employee performance and strategic planning and forecast.

On corporate communication, the study established that The organizational team, senior management, and other key stakeholders are in constant communication with one another (M=4.237, SD=0.052). Leaders in the ministry foster an environment of trust, openness, and sincere communication and quickly verify responses from organizational teams.

(M=3.289, SD=0.172; M=3.061, SD=0.155). The study also noted that the ministry had adopted digital communication. The findings align with study findings of Cornelissen (2020) on the significant role played by corporate communication on employee performance.

4.5 Employee Performance

Table 4.5 below outlines the means and standard deviation for the statements related to employee performance of food processing companies in Nairobi, Kenya.

Table 4.5: Descriptive Statistics on Employee Performance

Employee Performance	Mean	Std. Deviation
The employee productivity in the ministry has been improving for the last five years	4.074	0.076
The employee attendance in the ministry is credible	3.624	0.617
In the ministry employee are innovative	3.434	0.101
In the ministry employees manage their time well	3.624	0.825
In the ministry employees identify and correct mistakes	3.724	0.083
Employees turnover is high in the ministry	3.683	0.881

From the finding, it was established that employee productivity in the ministry has not been improving for the last five years (M=1.074, SD=0.076). Additionally, the findings also found out that employees' attendance was credible (M=4.074, SD=0.076). Most employees agreed that and were able to identify and correct their mistakes, however, it was noted that employee turnover in the ministries was high (M=4.074, SD=0.076; M=3.683, SD=0.090). The study findings concur with results from study by Alvi, Haider, and Akram (2020) on the connection between the management and the employee performance.

4.6 Regression Analysis

Employee performance served as the dependent variable in a multiple linear regression analysis with strategic direction, organization resource portfolio, strategic planning and forecast, and corporate communication serving as the independent factors. The aim of the regression analysis was to establish whether there is a linear relationship between the variables. Table 4.6 presents the model summary.

4.6.1 Model Summary

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.88251	0.77882	0.74735	1.58554

Source: Field Data (2022)

The model fit was evaluated in this study using the coefficient of determination. In the model the adjusted R² is the coefficient that indicates the variation in the dependent variable as explained jointly or individually by the independent variables. From the findings the R² of 0.747 indicated that the independent variables studied in this study that is strategic direction, organization resource portfolio, strategic planning and forecast, and corporate communication explained 74.7% of the variations in employee performance in government ministries. The correlation between the dependent and independent variables in this study is 0.88, which shows a very significant positive link between them.

4.6.2 Goodness of Fit of the Model

The study used a suitable regression model and used the ANOVA method to further assess the model's significance. The study's findings are as shown in table 4.7.

Table 4.7: ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
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	Regression	118.92	4	29.73	6.0049	.000
1	Residual	227.93	46	4.955938		
	Total	346.85	50			

The regression model derived from the study's findings was determined to be valid at (F=6.0049, P < 0.05) since P=0.000 < 0.05. This has the consequence that the independent variables are reliable indicators of employee performance.

4.6.3 Model Regression Coefficients

The association between the independent and dependent variables was also established in the study using the coefficient table. Table 4.8 presents the study's results.

Table 4.8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.639	0.981		2.614	.005
1 Strategic direction	0.463	0.151	0.421	2.905	.009
Organization resource portfolio	0.368	0.091	0.109	3.542	.001
Strategic planning and forecast	0.489	0.125	0.481	2.901	.004
Corporate communication	0.167	0.075	0.018	2.472	.002

The generated output as per the SPSS is as presented in Table 4.8 above, thus the equation is as shown below:

$$Y = 2.639 + 0.463X_1 + 0.368X_2 + 0.489X_3 + 0.167X_4$$

According to the regression model, a unit increase in strategic direction will favorably affect employee performance by a factor of 0.463 while keeping all other variables equal. This suggests that an increase in strategic direction at the unit level would result in an improvement in worker performance in government ministries ($\beta_1=0.463$, $p=0.009 < 0.05$). Regression results also revealed that organization resource portfolio has significance and positive influence on employee performance in the government ministries as indicated by $\beta_1=0.368$, $p=0.001 < 0.05$. It is implied that a unit increase in organizational resource allocation would result in an improvement in worker performance in government ministries by $\beta_1=0.368$. Strategic planning and forecast were found to have a significance influence on employee performance in the government ministries as indicated by $\beta_1=0.489$, $p=0.004 < 0.05$ hence a unit increase in strategic planning and forecast while holding all the other factors constant would lead to an increase on employee performance in the government ministries. Employee performance in government ministries was also discovered to be significantly influenced by corporate communication. Therefore, an increase in corporate communication would result in higher employee performance in government departments while keeping all other variables at constant ($\beta_1=0.167$, $p=0.002 < 0.05$).

4.7 Discussion of the Findings

The main objective of this study was to determine the influence of strategic leadership on employee performance in government ministries in Kenya. The study revealed that ministries had a clear mission and vision and that the vision each ministry had directly affected the changes experienced in the particular ministries ($M=4.147$, $SD=0.950$; $M=3.602$, $SD=0.041$). The leaders in the varied ministries were present during meetings on strategy formulation and communicated well on the strategic direction agreed upon. These findings align with findings from a study by (Ng'ang'a, 2018) that strategic direction allows any given company to create a long-term vision.

The study further showed that strategic plans were guided by the vision in the ministries ($M=4.942$, $SD=0.874$). Leaders were actively involved in the formulation of strategic plans as well as their implementation ($M=3.915$, $SD=0.129$). Forecast was used in making strategic plans and the ministries had absolute confidence in the predictions made.

Lukyanova et al. (2020), who concur that strategic leadership and strategic planning and forecast are positively connected, validate these findings. The study found that there is a constant exchange of information among top management, the organizational team, and other crucial stakeholders ($M=4.237$, $SD=0.052$). Leaders in the different ministries have strived to build trust, transparency and honest communication within their organization. These results support Cornelissen's (2020) assertion that corporate communication significantly contributed to higher employee performance. It was as well revealed that ministries had enough resources to implement their set strategies ($M=4.178$, $SD=0.025$). Employees in the varied ministries were remunerated well and had the right competencies and capabilities ($M=4.123$, $SD=0.114$). Majority of the spending in the ministries was guided by a budget. Fairhurst (2020) agreed that resource portfolio plays a significant role in strategic leadership. About employee performance, employee productivity levels have not been increasing in the last five years even though there is high attendance rate ($M=1.074$, $SD=0.076$). There is also a high employee turnover rate ($M=3.683$, $SD=0.090$). Alvi, Haider, and Akram (2020) insisted that high employee performance was highly affected by the type of management present.

From the regression model, the study found out that strategic leadership (strategic direction, organization resource portfolio, strategic planning and forecast, and corporate communication) had an effect on employee performance in the government ministries. The study discovered that the intercept for all variables was 2.639. According to R squared, the four independent variables that were investigated adequately described 74.7% of employee performance in the federal ministries (0.747). As a result, it can be concluded that the four independent variables account for 74.7% of employee performance whereas other variables and random variations that were not considered in this study account for a pitiful 15.3% of employee performance in government ministries. Regression analysis predicted that, while keeping all other variables fixed, a unit increase in strategic direction would have a beneficial impact on staff performance in government ministries.

A unit increase in organization resource portfolio would result in an increase in employee performance in the government ministries, according to regression analysis, which also

showed that organization resource portfolio has significance and a positive influence on employee performance in government ministries. This supports Al Marhoobi and Tarki's (2018) assertion that employee performance in government institutions is influenced by the resource portfolio. Additionally, it was shown that forecasting, strategic planning, and corporate communication all enhanced employee performance. According to this, corporate communication, strategic planning, and projecting unit increases would boost employee performance in government agencies. These results confirm the importance of predicting and strategic planning identified by Esfahani et al (2018). The study found that strategic planning boosts employee and overall organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary, conclusions drawn from the study's findings are presented in this chapter along with some suggested recommendations. The fundamental goal of the study is addressed in the conclusions and suggested solutions. Additionally, included in this chapter are ideas for further research.

5.2 Summary of the Study

The study revealed that the ministries have clear visions and missions. The visions contributed greatly to the changes identified and set in the ministry. Leaders were always available during strategic meetings and communicated adequately to their employees. The strategies developed were both short and long term. Every strategy developed was developed. The study also showed that organization resource portfolio was important in employee performance. Adequate resources were provided which meant employees were adequately remunerated employees were recruited regularly and had the right competencies and capabilities. The funding given to the ministries was guided by a strict budget prepared monthly.

The study further affirmed that the strategic plans were directed by their visions. The strategic plans were developed annually. Leaders were active in strategy implementation. Forecast is accepted thus ministries have absolute confidence in strategic forecasts. Within the many organizations, leaders in the various ministries have fostered a culture of trust, openness, and sincere communication. The results also showed that a significant portion of the identified independent variables explained employee performance in the government ministries. In government departments, the organization resource portfolio was found to be significant and to positively affect employee performance. For corporate communication, strategic planning, and forecasting, the same results were attained.

5.3 Conclusion

In conclusion, government ministries employees' leaders who are well learned and have been in employment for more than six years. This ensures professionalism while in the leadership position. Employee performance is positively correlated with each of the four components of strategic leadership: organizational resource portfolio, strategic planning and forecasting, strategic direction, and corporate communication. In other words, a unit increase in strategic direction while maintaining all other variables at their current levels will improve staff performance in government ministries. The government ministries' transformations have been influenced by their distinct mission and vision statements.

Additionally, it has been determined that the organization resource portfolio has significance and a favourable impact on employee performance in government ministries, suggesting that an increase in the organization resource portfolio results in an improvement in employee performance in those ministries. The government ministries had enough resources to implement their set strategies and remunerate employees. Employees working in the ministries had adequate competencies, capabilities and had the right skills. According to the study's findings, strategic planning and forecasting have a significant and positive impact on employee performance in government ministries, suggesting that increasing strategic planning and forecasting will boost performance among government ministry employees. Strategic plans were directly influenced by the overall vision of the ministry, and were aligned with the set objectives. The leaders in each ministry were actively involved in planning and implementation of strategies within the ministry. Strategies were based on forecasts but more caution had to be put in ensuring predictions were correct.

Furthermore, the study came to the conclusion that corporate communication is significant and positively affects employee performance in government ministries, suggesting that an increase in corporate communication raises employee performance in such ministries. The majority of ministries work to establish trust, openness, and open communication inside the government institution as well as timely dissemination of ministry strategies to the

workforce and stakeholders. Continuous information exchange between top management, the organizational team, and other key stakeholders has improved employee performance. The study also concluded that there was a high employee turnover and that employee performance has been declining in the past five years. Even though they were able to identify their mistakes and correct them, more needed to be done from the leadership level to reduce the high turnover rate as well as employee productivity.

5.4 Recommendation of the Study

This research adds to the body of knowledge on existing theory on strategic leadership and how it affects an organization's performance. It recommends that as far as strategic leadership is a factor of employee performance, government ministries need to ensure that strategic direction is emphasized more in order to ensure the ministries can keep the employees for longer and reduce employee turnover.

The study highly recommends more organized ways of handling government resources for their strategic plans. Even though the respondents stated that the government strategic plans are well planned, there are still cases of corruption. Better strategic leadership in terms of resource management should be implemented.

Strategic planning and forecast should be streamlined to ensure better and up to date methods are used to make predictions. Using predictions to make strategic plans is a risky way to operate thus need to be sure in order to reduce failed cases.

Government ministries should ensure communication is improved between the various departments in different ministries. Inadequate communication flow frustrates the employees leading to poor performance. There was high employee turnover which can be improved with more streamlined corporate communication.

5.5 Limitations of the Study

The results of the current study have shown the value of strategic leadership in raising worker productivity. The research does have some drawbacks, though. The research had a few constraints in terms of time and resources. Further collection of secondary data was limited. However, the available respondents answered the questionnaire diligently. This

study was limited to high level employees thus findings apply to them. An all rounded research should be done, that is, include both high and middle level employees.

5.6 Suggestions for Further Study

This study only looked at three factors, strategic direction, organization resource portfolio, strategic planning and forecast, and corporate communication. Further studies should be done reveal other effects of other factors such as employee engagement, task performance, and work engagement on employee performance. This study concentrates on employees in higher positions but does not include other middle level employees. This research should be replicated in other industries (private sector) in order to establish whether there is consistency in the findings found on government ministries.

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APPENDICES

APPENDIX I: Kenya Government Ministries

1. Ministry of Interior and Coordination of National Government
2. Ministry of Education
3. Ministry of Devolution and Arid and Semi-Arid Lands (ASALs)
4. The National Treasury and Planning
5. Ministry of Defense
6. Ministry of Foreign Affairs & International Trade
7. Ministry of Health
8. Ministry of Transport and Infrastructure Development
9. Ministry of ICT, Innovation and Youth Affairs
10. Ministry of Environment and Forestry
11. Ministry of Lands
12. Ministry of Sports, Culture and Heritage
13. Ministry of Labour and Social Protection
14. Ministry of Public Service, Youth and Gender Affairs
15. Ministry of Energy
16. Ministry of Agriculture, Livestock, Fisheries and Cooperative
17. Ministry of Industrialization, Trade and Enterprise Development
18. Ministry of Mining and Petroleum
19. Ministry of Tourism and Wildlife
20. Ministry of Water and Sanitation and Agriculture
21. Ministry of East African Community and Northern Corridor Development

APPENDIX II: Research Questionnaire

The purpose of this questionnaire is to collect data on the influence of strategic leadership on employee performance in government ministries in Kenya. Please fill in the following questionnaire by answering all the questions given as instructed. All information obtained will be treated confidentially and will only be used for the purposes of this research. Please do not indicate your name in the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

(Tick Appropriately)

1. What is your age bracket?
Below 20 years []
20-30 years []
31-40 years []
40-50 years []
Above 50 years []
2. What is your highest level of education?
Secondary level []
College level []
University level []
Post graduate level []
3. How long have you been worked in the ministry?
Below 1 year []
1-5 years []
6-10 years []
11-15 years []
16-20 years []
Above 20 years []

SECTION B: Strategic Leadership

4. To what extent do you agree or disagree with the following statements on strategic leadership in government ministries in Kenya. Rate on a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree and 5 is strongly agree

Strategic Direction	1	2	3	4	5
The ministry has a clear vision and mission					
The vision of the ministry has a direct connection to the changes experienced in the country					
The ministry develops both long-term and short-term strategies					
The ministry is able to implement all strategies implemented					
All activities by the ministry are guided by its strategy					
The leaders in the ministry communicate the strategic direction to be followed					
The leaders in the ministry attend all meetings that involve strategy formulation					
The leaders in the ministry delegate duties to employees					
Organization Resource Portfolio	1	2	3	4	5
The ministry has adequate resources for the implementation of strategies					
The ministry remunerates its employees adequately					
The ministry has adequate human resource					
The recruitment of employees in the ministry is conducted on a regular basis					
All of the employees in the ministry have the necessary competencies and capabilities					
All the employees in the ministry are skilled					
The ministry is adequately funded by the government					

The ministry spending is guided by the budget that is prepared annually					
Strategic Planning and Forecast	1	2	3	4	5
Formulation of plans is guided by the vision of the ministry					
Currently the ministry follows a strategic plan for the year					
The plans by the ministry are aligned to set objectives and strategies					
The ministry leaders are active in the formulation of plans					
The ministry leaders are active in the implementation of plans					
The ministry uses forecasts as inputs to the planning process.					
Strategies in the ministries are based on forecasts					
The ministry has confidence in its forecasts					
Leaders in the ministry are capable of anticipating potential future changes in the ministry.					
Corporate Communication	1	2	3	4	5
There is timely communication of ministry strategies to staffs and other stakeholders.					
Leaders in the ministry are able to create team commitment through enhanced communication.					
Leaders in the ministry are able to network with other stakeholders within the industry.					
Leaders in the ministry build trust, transparency and honest communication within the organization.					
Leaders in the ministry are able to validate responses timely from organization teams.					
There is continuous flow of information between the senior management, organizational team, and other relevant stakeholders.					

The ministry has adopted digital communication					
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SECTION C: Employee Performance

5. To what extent do you agree or disagree with the following statements on employee performance in government ministries in Kenya. Rate on a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree and 5 is strongly agree

Employee performance	1	2	3	4	5
The employee productivity in the ministry has been improving for the last five years					
The employee attendance in the ministry is credible					
In the ministry employees are innovative					
In the ministry employees manage their time well					
In the ministry employees identify and correct mistakes					
Employee turnover is high in the ministry					