

**STRATEGIC LEADERSHIP AND PERFORMANCE OF  
LATERITE KENYA LIMITED**

**BY**

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## DECLARATION

I, Faith Wambui Kariuki, hereby affirm that this study is my original work and has not been previously submitted to any educational institution for the purpose of obtaining a diploma, certificate, or degree.

Signature 

Date 19.11.2023

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

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## **DEDICATION**

I dedicate this work to my beloved family, whose unwavering love and wise counsel have been the guiding lights illuminating each day of my personal and professional journey, and for that, I will be forever grateful.

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## **ABBREVIATIONS**

- BSC** Balanced Scorecard
- DSI** Director of Strategic Initiatives
- FDR** Finance Director
- MPT** Managing Partner
- NGOs** Non-Governmental Organizations
- POM** People Operations Manager
- RDR** Research Director
- UET** Upper Echelons Theory



## **ABSTRACT**

The purpose of this study was to investigate the influence of strategic leadership on the performance of Laterite Kenya Limited. The study was based on the upper echelon and the dynamic capabilities theories. The study utilized a case study research design. The study gathered primary data by conducting interviews with top management employees at Laterite Kenya Limited, who were the Managing Partner, Finance Director, People Operations Manager, Research Director, and Director of Strategic Initiatives. The study also obtained data from the financial statements of Laterite Kenya Limited for the five-year period from 2018 to 2022. Content analysis was used to analyse the data. The study found that clearly communicated strategic leadership had an influence on the performance of Laterite Kenya Limited as it shaped the strategic direction, enabled anticipating, allowed flexibility and supported employee empowerment. The study found that strategic leadership has notable positive influence on organizational performance as it fosters shared clarity of direction, innovativeness and effective communication which has enhanced productivity and thus the impressive performance in the five years Laterite Kenya Limited has been in operation. The study concludes that strategic leadership, when manifested through clearly communicated strategic direction, anticipating, flexibility and empowered employees, will influence performance positively. The study recommends that policy makers need to entrench strategic leadership training programs into the corporate governance practices in Kenya. The study recommends that the management of Laterite needs to regularly assess and adjust their communication, internal processes, and employee involvement practices to ensure they remain strategic and responsive to the evolving dynamics of the business environment.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the Study**

An organization must adopt strategies, either inherent or emergent, to combat changes and pressures as well as to take advantage of opportunities in its surroundings if it is to prosper. According to Ramadan and Safavi (2022), organisations use strategic leadership with the objective of achieving performance objectives and attaining a lasting competitive advantage. For the organisation to achieve operational success, it is essential that the management team uses their strategic leadership competencies to enable appropriate execution of the organizations' strategic plan (Kumar, 2021). In the realm of uncertainty and resource constraint, the presence of strategic leadership becomes essential in addressing the challenges posed by environmental instability and the ongoing need for organisational transformation, all with the ultimate aim of attaining performance objectives (Sigane, 2018). Additionally, organizations utilize strategic leadership to boost internal performance and gain an edge over competitors.

This research was grounded on the upper echelons theory and the dynamic capabilities theory. The upper echelons theory by Hambrick and Mason (1984) posits that the performance of an organisation is greatly impacted by the unique beliefs, background qualities, and expertise possessed by individuals who hold prominent management positions inside the apex organisation. This study perceives strategic leadership as a strategic resource vested on the upper echelons of the organization which have the potential to assist the firm in achieving its performance objectives. The dynamic capabilities theory by Teece, Pisano, and Shuen (1997) is the supporting theory. According to the theory,

organizations with dynamic capabilities like strategic leadership are able to integrate, marshal and reorganise their resources to respond to circumstances that change fast.

Social and market research organizations provide timely and precise information about a population's requirements, behaviours, views, attitudes, and motives. With this information, businesses can create products to satisfy the needs of their clients, and governments can design policies and initiatives to meet the requirements of the populace. Important national data on unemployment, television viewership, social concerns, travel trends, and other topics may also be accurately ascertained (Research Society, 2023). In this age of information this is vital evidence that can enable firms and governments to devise and implement strategies to serve the needs of the different market segments and the population (Kuchler & Stroebel, 2023). In the East African region, Laterite Kenya Limited is an organization established in 2018 that specialises in social impact studies that aids decision-makers in finding answers to challenging development issues (Laterite, 2023). The primary areas of expertise of the company include climate change, public health, urbanisation, youth and livelihoods, migration, education and agriculture (Laterite, 2021). The company seeks to increase the effect of development research by employing rigorous and cutting-edge methods to provide evidence that is relevant to the context. To achieve this objective, the organization's management has adopted various strategic leadership roles over the years. However, the influence of the strategic leadership on its key performance indicators have not been empirically tested. The purpose of this study was to investigate the company's strategic leadership and its relationship to overall performance.

### **1.1.1 Strategic Leadership**

Strategic leadership may be defined as the management capacity to proactively foresee and visualise future developments, while also maintaining adaptability and empowering individuals to effect strategic transformations as required (Hambrick, 2007). Strategic leadership is making a sequence of strategic choices, distinct from daily operational demands, with the objective of positioning the organisation at the intersection of growth and development (Hambrick & Mason, 1984). According to Wakhisi (2021), strategic leaders must engage in a prolonged process of wisdom development, which involves the accumulation of experiences over an extended period. Oracha, Ogutu, K'obonyo, and Twalib (2021) contend that strategic leadership encompasses more than just possessing unique qualities that enable the absorption and assimilation of new knowledge and ideas. It also involves possessing the adaptive ability to effectively react to the dynamic and complicated external environment.

Strategic leadership style encompasses both detailed observations and broad expectations (Hitt, Haynes, & Serpa, 2010). It encompasses intricate reflective decision-making processes and operates within a strategic framework that aims to establish connections between goals, methods, and resources. Strategic leaders possess the ability to make judgements that include many cultural orientations, agencies, objectives, personalities, and goals, rather than just engaging in action (Jahandoost, Taleghani1, & Alipour, 2021). Strategic leaders possess the ability to align aims, methods, and means, so ensuring the optimal use of resources for organisational development. According to Hambrick (2007), strategic leadership can be interpreted as a collection of distinct capabilities that include

thinking in a strategic way, envisioning, anticipating, maintaining flexibility, and empowering employees.

### **1.1.2 Firm Performance**

The success and effectiveness of a firm in achieving its intended goals is quantified by the firm performance metric. According to Sigane (2018), the metric is represented by non-financial or financial data with the capacity to impact management decision-making and subsequent actions. Organisations have the ability to assess their performance by using measurements that focus on efficiency and effectiveness. The measure of effectiveness considers the degree to which consumers' wants are met, whereas the efficiency indicator evaluates the optimal utilisation of the firm's resources in attaining a certain level of customer satisfaction (Meresa, 2019). The definition of organisational performance poses challenges due to its many interpretations, despite its widespread use in scholarly discourse (Nyongesa, Makokha, & Namusonge, 2017). Organisational performance is often conceptualised as the ability to achieve desired outcomes that align with the strategic plan. Numerous measures are used to evaluate a company's performance, taking into consideration its aims and market competitiveness. These measurements include profitability, corporate growth, market share, employee and customer satisfaction.

Reliable measures of organizational performance, in accordance with Singh et al. (2021), may offer valuable perspectives on effective resource allocation, optimal tactics, and customer satisfaction resulting from the fulfilment of consumer expectations and requirements. In order to optimise the execution of strategies and operational approaches,

organisations establish and regularly evaluate metrics and goals that serve as indicators of the business's progress and alignment with its objectives (Mohamed & Mohamud, 2021). The Balanced Scorecard (BSC) is a framework used to comprehensively evaluate organisational performance across four distinct perspectives: Customer, financial, internal business, and innovation and learning. This approach allows for a holistic assessment of an organization's overall performance (Kaplan & Norton, 1992). This research used the BSC framework to assess performance due to its holistic nature, including four crucial dimensions of organisational performance.

### **1.1.3 Laterite Kenya Limited**

Laterite Kenya Limited is an organisation that was founded in 2018 in the East African region. Its primary focus is on conducting social impact studies that assist decision-makers in addressing complex development issues (Laterite, 2023). According to Laterite (2021), the company's main areas of specialisation encompass climate change, public health, urbanisation, youth and livelihoods, migration, education, and agriculture. The organisation aims to enhance the impact of developmental research by utilising meticulous and innovative techniques to furnish pertinent evidence that is contextualised. Over the years, the Laterite management has adopted several leadership styles in order to enable it to implement its various strategies effectively. The company has six centres that are fully licenced local companies with locations in East and West Africa. In the Netherlands, Laterite also operate a support services office that started 2019 which is also the parent company. The company has over 2,000 trained local enumerators spread out throughout

the countries where it serves, in addition to over 80 full-time researchers and data professionals, most of whom are situated in East and West Africa (Laterite, 2023).

The operating climate for the research industry, where Laterite operates, is more volatile and competitive (Ioannidis, 2018). The expansion of the research and data analytics market is anticipated to be driven by the rising usage of social and market research, and data analysis tools for applications including forecasting and predicting development priorities, trade markets, research analysis, healthcare data and traffic trend forecasts. Businesses need research and data analytics because it improves their ability to make data-driven decisions and allows them to analyse, manage, and simplify enormous information in real time. However, the growth in the social research and data analytics industry is expected to lead to increased competition, new entrants, disruption and innovation, which are expected to challenge the existing firms (Mitchell, 2023). Therefore, to survive in this dynamic and complex industry, businesses, such as Laterite, are expected to formulate and implement winning strategies by engaging in strategic leadership.

## **1.2 Research Problem**

The primary objective of research on strategic leadership is to gain insight into the extent of influence exerted by senior executives on organisational performance (Chummun & Nleya, 2021). The effect of strategic leadership activities on performance has been shown by both empirical and conceptual research. Regrettably, other research findings suggest that individuals' behaviours are hindered by environmental restrictions, inertia, or random influences, resulting in little control over their performance (Kılıç, 2022). The contrasting

results suggest a dearth of evidence in establishing a direct correlation between strategic leadership and performance, or the presence of several confounding factors that hinder the demonstration of a definitive cause and effect relationship. According to Abolade, Damilare, and Lawal (2022), there is a lack of consensus among researchers about the conceptualization and operationalization of the contextual circumstances of strategic leadership.

The social research and data analytics sector have a more challenging and competitive operating environment (Ioannidis, 2018). The increased use of social and market research, as well as data analysis tools, is expected to fuel the growth of the research and data analytics market. Applications of these tools include forecasting and predicting development priorities and investment opportunities. Businesses need data analytics and social research because it helps them make better data-driven choices and enables them to manage and analyse massive amounts of data in real time. However, Mitchell (2023) predicts that as the social research and data analytics sector expands, it will also bring about new competitors, disruption, and innovations that will put the existing businesses under pressure. Therefore, management in companies like Laterite are expected to develop and put into practise winning strategies by engaging in strategic leadership in order to survive in this dynamic and complex industry.

Several studies have been carried out to investigate strategic leadership and its influence on performance of organizations. A study in Indonesia by Jahandoost et al. (2021) assessed the effect of strategic leadership behaviours on work performance. The findings indicated



that the presence of inspiring motivation and employee empowering by management has a significant impact on both job satisfaction and organizational commitment. This study left a conceptual gap as it did not include provision of strategic direction. Besides, the study left a methodological gap as it used organizational commitment as the dependent variable and not organizational performance. Another study by Abolade et al. (2022) investigated the relationship between strategic leadership and organizational performance, with a specific focus on the variable of strategic direction as an indicator of strategic leadership. This study left a conceptual gap as it did not include employee empowerment which is a key component of strategic leadership. Another study by Pereira et al. (2019) examined how strategic leadership practices affected the performance of the firms. This study provided a methodological gap as it was a survey whereas the current study was based on interviews that can provided more in-depth findings compared to a questionnaire.

In Zambia, Banda (2022) conducted an analysis of strategic leadership, specifically emphasising the execution of strategy for the aim of fostering organisational growth and advancement. The research revealed that strategic leaders have a significant role in fostering organisational growth by leveraging their skills to develop and maintain flexibility and agility. In Nairobi County, Kenya, Mailu and Kariuki (2022) investigated the impact of strategic leadership on organisational performance among NGOs. The research findings indicated that there is a strong and statistically significant relationship between anticipation and the operational outcomes of NGOs. Another study by Wakhisi (2021) evaluated the impact of strategic leadership on the performance of state-owned sugar production enterprises in Western Kenya. The research findings indicated that

capacity to anticipate future changes and put in place effective controls influenced performance of the sugar companies. These studies left contextual and conceptual gaps as they were not undertaken in a research firm and did not include strategic direction as an independent variable. Another study in Kenya, Odhiambo and Njuguna (2021) found that performance of health NGOs was correlated with strategic leadership aspects of anticipating and empowering of employees. This study was undertaken in health NGOs while the current study was undertaken in the social research and data analytics sector. To bridge these identified knowledge gaps, this study sought to answer the question, what is the influence of strategic leadership on the performance of Laterite Kenya Limited?

### **1.3 Research Objective**

The objective of this study was to establish the influence of strategic leadership on the organizational performance of Laterite Kenya Limited.

### **1.4 Value of the Study**

The study's outcome shows evidence about the impact of strategic leadership on Laterite Kenya Limited 's organisational performance. These discoveries are predicted to have a significant impact on policy, theory, and practise. In relation to policy, the findings can provide guidance to policymakers, including the central government, local governments, and relevant non-governmental organisations, regarding the significant strategic leadership roles that impact the performance of companies operating in the social research and data analytics industry. This information can influence the development or revisions to existing policies and regulatory frameworks. Moreover, the findings of this study have the potential

to provide guidance to policymakers in the field of social research and data analytics on important strategic leadership aspects. These insights may inform their decision-making processes regarding the use of strategic leadership.

The research results will promote the debate and application of the upper echelons theory and dynamic capabilities theory among organizations in diverse fields and specifically in the social research and data analytics sector, by establishing whether empirical findings support the theories. The research findings will also contribute to the existing scant pragmatic evidence regarding the use of strategic leadership in social research and data analytics sector, and its impact on organisational performance. Furthermore, the findings will provide a comprehensive analysis of the study's constraints, therefore assisting researchers interested in conducting investigations on strategic management within the realm of social research and data analytics. Moreover, the present study will include suggestions for future investigations pertaining to the research topic that scholars may undertake.

The results from the research are also likely to have an impact on practise. The research will provide evidence to senior management at Laterite Kenya Limited regarding how strategic leadership influences organisational performance. Furthermore, the study findings will provide insights into any challenges in strategic leadership that senior management may address. Besides, the research will advise Laterite Kenya Limited's management and other leaders in social research and data analytics sector regarding the numerous strategic

leadership roles that could be utilised in their organisations to achieve organisational performance objectives.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter includes a literature review on organisational performance and strategic leadership. Included in the chapter are theoretical underpinnings, a survey of literature on company performance and strategic leadership, an empirical evaluation, and a discussion of knowledge gaps.

### **2.2 Theoretical Foundations**

This section provides an overview of the theoretical frameworks that serve as the basis for the investigation. This section encompasses the theories of upper echelons and dynamic capacities, along with their respective proponents, advancements, and critiques. Additionally, it explores the applicability of these ideas to the present research.

#### **2.2.1 Upper Echelons Theory**

The theoretical framework behind this research is the upper echelons theory (UET) proposed by Hambrick and Mason (1984). The theory posits that the performance of an organisation is greatly impacted by the beliefs, competencies, unique background qualities, and expertise possessed by the members of the dominant coalition who hold prominent management positions inside the apex organisation. UET posits that strategic circumstances are characterised by intricate and uncertain information, making the attainment of entirely rational conclusions challenging. While organisations may aim to make rational decisions by carefully analysing internal factors like resources and capabilities, as well as external factors like market trends, the bounded rationality theory recognises that decision-makers are subject to cognitive limitations (Hambrick, 2007).

However, managers rely on their past experiences, use cognitive heuristics, and subjectively evaluate strategic concerns and options.

UET also indicates that a firm's strategic choices are heavily influenced by the perceptions of its decision-makers about the "real situations" at hand (Hambrick & Mason, 1984). However, the UET is criticised due to its position that managers play a critical role but fails to consider that the influence of managers on organisational results is limited due to the high level of inertia inside organisations and the constraints imposed by their external environment (Jahandoost et al., 2021). Moreover, the perceptions of strategic issues are subjective in nature, as they are influenced by the personal biases of decision-makers. These biases are shaped by their cognitive foundation, which includes their knowledge and assumptions about future events, alternatives, and their outcomes. Additionally, decision-makers' values, which encompass their principles for prioritising alternatives and their consequences, also play a role in shaping their perceptions of strategic issues. This study used the theory to hypothesize that strategic leadership roles such as anticipating, providing strategic direction, development of employees and maintaining flexibility will have influential role on performance of organizations.

### **2.2.2 Dynamic Capabilities Theory**

Teece et al. (1997) proposed the dynamic capabilities theory as an alternative framework to the UET, aiming to rectify some limitations associated with the latter. The dynamic capabilities theory posits that organizations have the potential to effectively respond and adapt to rapidly changing environments via the integration, reconfiguration, and expansion

of their resources and capabilities. Based on the theoretical framework, dynamic capabilities empower the organisation to adapt, generate, and incorporate both external and internal capabilities in order to effectively respond to evolving circumstances and attain desired levels of organisational performance. Besides, Pereira et al. (2019) observe that organisations in their organisational and strategic routines utilise dynamic capabilities to attain distinctive resource alignments for the goal of configuring their operations as markets arise, diverge, compete, change, and cease to exist.

Eisenhardt and Martin (2000) made a significant contribution to the dynamic capabilities theory by establishing the foundational elements of sensing, transforming, and seizing. These dimensions encompass the identification and evaluation of opportunities, the mobilisation of resources to capture value and exploit identified opportunities and the continuous reconfiguration of the firm's intangible and tangible resources. Despite this, the theory has come under criticism for issues such as difficulty judging the merits of its conclusions, the lack of robust methodologies to evaluate and measure capabilities (Cai, 2022), the assessment of how these competencies impact organisational performance is hindered by a lack of clarity (Arndt, Galvin, Jansen, Lucas, & Su, 2022) and struggle comprehending the nature of dynamic capabilities (Easterby-Smith, Lyles, & Peteraf, 2009). The theory has also come under criticism for being repetitious and lacking in a thorough description of how dynamic capacities function (Eisenhardt & Martin, 2000).

This study used the theory of dynamic capabilities to assess the potential influence of strategic leadership on firm performance. Based on the theoretical framework, strategic

leadership has the potential to assist an organisation in the strategic design and enhancement of its resources, enabling it to effectively navigate and adapt to a multifaceted and ever-changing environment, all while successfully attaining its intended organisational objectives. The basic tenets of dynamic capabilities theory pertain to the tangible strategic leadership roles inside businesses and their impact on organisational performance outcomes. Strategic leadership roles such as strategic thinking, anticipating, and empowering of employees can enable the organization to achieve its organisational performance objectives.

### **2.3 Strategic Leadership and Organizational Performance**

The strategic leadership roles considered in this study are strategic direction, anticipating, maintaining flexibility, and empowering employees. These are discussed in the following sections and how they relate with organizational performance.

#### **2.3.1 Strategic Direction and Organizational Performance**

The establishment of a long-term vision and strategic objectives is necessary in order to ascertain the strategic direction of an organisation. As Kılıç (2022) asserts, the process of selecting a strategic direction necessitates the clear articulation of an organization's purpose and vision, the formulation of strategic goals and objectives, and the subsequent development of a comprehensive strategic plan (Bose & Ndegwa, 2019). The strategic leader bears exclusive accountability for delineating the trajectory of the organisation and enabling the organization to attain its performance objectives. The successful realisation of an organization's vision is contingent upon effective leadership guidance and a positive



outlook. According to Hitt et al. (2010), to attain organizational performance, it is important for the leaders of an organisation to assume personal accountability for their communication with stakeholders and individuals across all hierarchical levels and enable them to own the vision, purpose and direction of the firm.

### **2.3.2 Anticipating and Organizational Performance**

Anticipation is the capacity to ascertain and the proficiency to execute a plan that is exceptionally adaptable to an uncertain and perhaps unstable context. It entails knowing in advance rivals' activities and responses to new projects or products which is attained by gathering information from a diverse array of sources, including both internal and external domains within the company's industry or function (Oracha et al., 2021). To drive the organization to performance, strategic leaders are required to cultivate a "peripheral vision" that enables them to remain cognizant of developments occurring in the broader domains of their organisation, industry, and the global landscape (Pasaribu, Bulan, Muzakir, & Pratama, 2021). Managers must not just concentrate on what is immediately apparent. According to Hambrick (2007), in order to accurately forecast future events, and enable the organization to attain its performance objectives, leaders must possess several essential qualities that include seeking for transformative knowledge located on the fringes of the industry, exploring opportunities outside of the existing confines of the enterprise and developing extensive external networks that enhance their ability to effectively monitor and analyse the broader landscape.

### **2.3.3 Maintaining Flexibility and Organizational Performance**

Organizational flexibility is a crucial factor that enables organisations to effectively respond and adapt to dynamic and uncertain external conditions and achieve organizational performance. It is often seen as an independent variable that has the potential to affect both innovation and overall organisational performance (Chummun & Nleya, 2021). Further, Kılıç (2022) posits that flexibility pertains to the capacity of an organisation to adeptly and efficiently adapt, modify, and react to dynamic situations, market conditions, and unanticipated obstacles while upholding its overarching long-term goals and accomplishing its performance objectives. Strategic leadership entails developing and maintaining organizational flexibility, as a dynamic capability inside an organisation, which allows for the optimal use of its primary resources in a synergistic manner, and thus enabling it to achieve its performance goals. This capability may potentially provide a competitive advantage, particularly in situations characterised by uncertainty (Awais et al., 2023).

### **2.3.4 Empowering Employees and Organizational Performance**

When strategic leaders adopt empowerment as a fundamental ideology, they create a conducive atmosphere that fosters the flourishing, development, and achievement of people and teams (Hitt et al., 2010). Empowering leadership entails the cultivation of a belief in the capabilities of individuals, along with the provision of essential resources and information to facilitate their success. Additionally, it pertains to granting employees the liberty to exercise their own agency and having confidence in their skills. Strategic leaders that use empowering leadership qualities has the ability to inspire and cultivate those in

their vicinity, therefore fostering a climate of cooperation (Wakhisi, 2021). When employees are empowered, they become productive, increase their performance and that of their teams and thus leading to organizational performance. This particular style of leadership not only fosters a conducive environment for team members to perform optimally, but also offers assistance and constructive criticism that facilitates their personal development and acquisition of knowledge (Abolade et al., 2022). In essence, the concept of empowering leadership enables leaders to concurrently exhibit qualities of inspiration and effectiveness in eliciting optimal performance from others which leads to optimal performance of the entire organization.

## **2.4 Empirical Studies and Research Gaps**

This section provides a review of the empirical studies relating to the effect of providing strategic direction, anticipating, maintaining flexibility and empowering of employees on performance of organizations. The section also provides the research gaps which the current study seeks to address.

### **2.4.1 Strategic Direction and Firm Performance**

Abolade et al. (2022) investigated the relationship between strategic leadership and organisational performance, with a specific focus on the variable of strategic direction as an indicator of strategic leadership. The primary data for this research were obtained via interviews with a sample of six managers. Non-probability sampling was used, specifically utilising purposive selection methods to identify managers who had a minimum of 20 years of working experience. Nvivo 11 was used as a data analysis tool. The study's results

indicate that there is a favourable correlation between strategic direction, and performance. The research has a conceptual gap, as it excluded anticipation, a crucial element within the realm of strategic leadership. The findings by Abolade et al. (2022) contradict the findings of another study conducted by Pereira et al. (2019) whose research objective was to examine how strategic leadership practises affected the performance of the firms. According to the research, strategic leadership practices such as providing strategic direction did not significantly affect organisational performance. This study left a conceptual gap as it did not incorporate maintaining flexibility which is a critical aspect of strategic leadership.

#### **2.4.2 Anticipating and Firm Performance**

A study in Nairobi County, Kenya by Mailu and Kariuki (2022) investigated the impact of strategic leadership on organisational performance among NGOs. The particular aims of the research were to assess the impact of anticipation and change management on the performance. The study used an explanatory research strategy and included 636 individuals holding positions in fundraising and communications, programming, finance, and human resource, departments among 159 NGOs. The research findings indicated that there is a strong and statistically significant relationship between anticipation and the implementation of change management practises on the operational outcomes of NGOs. The study was not conducted inside a research business which resulted in a contextual gap. Another study by Wakhisi (2021) evaluated the impact of strategic leadership on the performance of state-owned sugar production enterprises in Western Kenya. The primary objective of this study was to evaluate the impact of anticipation and implementation of

strategic controls on the performance of these firms. The study population consisted of 917 workers in Nzoia, Muhoroni, Chemelil, and South Nyanza companies. The research findings indicated that capacity to anticipate future changes and put in place effective controls influenced performance of the sugar companies. This study did not include strategic direction and empowering employees as independent variables, and thus it has a conceptual gap.

#### **2.4.3 Maintaining Flexibility and Firm Performance**

Banda (2022) conducted an analysis of strategic leadership, specifically emphasising the execution of strategy for the aim of fostering organisational growth and advancement in Zambia. The research was carried out utilising a qualitative research approach, namely via informant and in-depth interviews. The interviews were specifically targeted at those in lower and middle management positions of leadership, as well as those who have close proximity to the leader within their organisation. The research revealed that strategic leaders have a significant role in fostering organisational growth by leveraging their skills to develop and maintain flexibility and agility. This study left a contextual gap as it was undertaken in Zambia and not Kenya, and a methodological gap as its population was lower and middle level managers whereas this study's population were senior level managers. Targeting lower and middle level managers may not provide the required information regarding strategic leadership.

Another study in Zimbabwe analysed the influence of strategic leadership competencies on organisational citizenship behaviour within the context of enterprises operating in the

mobile services sector (Chummun & Nleya, 2021). The study used a survey research methodology using a questionnaire administered to a total of 94 personnel from three mobile service providers and a sector regulator located in Harare province. The findings of the regression model indicated a statistically significant relationship between strategic leadership quality of maintaining flexibility and organisational citizenship behaviour. This study left a conceptual gap as it did not incorporate strategic direction, which is a key strategic leadership role.

#### **2.4.4 Empowering Employees and Firm Performance**

A study in Indonesia by Jahandoost et al. (2021) assessed the effect of strategic leadership behaviours on work performance. The study applied the descriptive-survey research methodology and encompassed the whole population of managers and staff from both public and commercial banks in the Guilan province. The findings indicate that the presence of inspiring motivation and employee empowering by management has a significant impact on both job satisfaction and organisational commitment. Besides, organisational commitment and job satisfaction had a significant impact on work performance. The research has both contextual and conceptual limitation respectively, as it may not be applicable in the Kenyan context and excluded strategic direction as an important element of strategic leadership. The findings from the study by Jahandoost et al. (2021) agree with findings from another study in Nairobi Kenya by Odhiambo and Njuguna (2021) which explored strategic leadership in health NGOs and how it affected their performance. The descriptive research design was applied in the research which was based on the positivist research philosophy. The study sample consisted of senior managers in 98

health NGOs who were selected using stratified random sampling where 131 workers of health NGOs made up the research's sample. The results from the research indicated that empowering employees and providing inspirational motivation significantly influenced performance of health NGOs. This study was undertaken in health NGOs while the current study was undertaken in the social research and data analytics sector.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter provides an overview of the research approach that was used in the study. The chapter contains the study design, data gathering methodology, and data analysis strategies that were used.

### **3.2 Research Design**

The study utilized a case study research design. The objective was to concentrate on a single entity, namely Laterite Kenya Limited, in order to gain a comprehensive understanding of its strategic leadership and its effect on its organizational performance. Saunders, Lewis, and Thornhill (2019) posit that the utilization of a case study as a research design facilitates the acquisition of comprehensive and multifaceted knowledge pertaining to a research problem in its natural setting. According to Schindler (2022), a case study can be defined in various manners, but the fundamental principle is to examine an occurrence or phenomenon meticulously and in its authentic environment. The suitability of this design was determined by the study's objective to comprehensively investigate the impact of strategic leadership on the performance of Laterite Kenya Limited.

### **3.3 Data Collection Methods**

The study gathered primary data by conducting interviews with top management employees at Laterite Kenya Limited. The research involved conducting interviews with the Managing Partner, Finance Director, People Operations Manager, Research Director and Director of Strategic Initiatives. The study selected senior employees as respondents based on their participation in the strategic management process at Laterite Kenya Limited.



The interviews were conducted in-person, as this was the preferred mode of communication chosen for effective interviews. The data obtained from the interviews was gathered using a recording device and note-taking. The research recorded the interviews after getting the signed consent from the selected participants. The research also obtained supplementary data through a data gathering form that encompass operating costs, net profit, revenues, and gross profit in order to assess the performance of Laterite Kenya Limited. Triangulation of the organizational performance data obtained from the interviews was conducted.

### **3.4 Data Analysis**

The research employed content analysis to analyze the gathered qualitative data obtained from the five interviewees. Content analysis, according to Schindler (2022), is a qualitative technique for analyzing data that centers on human artefacts such voice recordings, notes, diaries, and manuscripts. The present investigation employed a methodology that involved the examination and interpretation of data obtained from interviews. The present study employed an analytical methodology to evaluate the extent to which Laterite Kenya Limited has strategic leadership and the resultant influence on its overall organizational performance.

According to Yin (2017), the data analysis is the systematic examination, classification, tabulation, testing, or other forms of recombination of qualitative material in order to answer the original propositions of a research. In analyzing qualitative data from case studies, content analysis was the preferred technique. Content analysis are data analysis methods consisting of several distinct steps for the purpose of analyzing the interview data,

in accordance with the guidelines and five steps proposed by Yin (2017). The steps included compiling the data, disassembling it into various categories, reassembling in into themes, interpreting the themes, and concluding.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the research findings obtained from the interviews with the selected key informants from Laterite Kenya Limited. The chapter begins by giving the response rate and brief key informants profiles. The study then presents the data based on the key themes which emerged on how strategic leadership influences organizational performance at Laterite Kenya Limited. The chapter also discusses the findings in line with the existing literature on strategic leadership and performance.

### **4.2 Response Rate**

The study aimed to conduct five interviews to explore key insights into Laterite Kenya Limited's strategic leadership and its impact on organizational performance upon which data saturation was manifesting. As observed by Saunders (2018), data saturation occurs when information starts becoming repetitive among consecutive key informants. The study also conducted content analysis on the financial performance of the research company for the five-year period from 2018 to 2022. The study therefore concluded the data collection having been convinced that all relevant information had been obtained to enable address the research objective.

### **4.3 Key Informants Profiles**

The research conducted interviews with five senior managers at Laterite Kenya Limited. These were the Managing Partner (Code MPT), Finance Director (Code FDR), People Operations Manager (Code POM), Research Director (Code RDR) and Director of Strategic Initiatives (Code DSI). The key informants were well distributed across the genders and thus there was gender representativeness in the information obtained. The

inclusion of both male and female senior managers as informants implied that the findings offer a balanced and inclusive portrayal of Laterite's strategic leadership. The interviewees had worked at the research company for five years and thus were well informed on strategic leadership and performance of Laterite Kenya Limited given their work experience in addition to their positions. The profiles of the key informants imply that they were suitable sources of credible and adequate information on the influence of strategic leadership on performance at Laterite Kenya Limited.

#### **4.4 Strategic Leadership**

The main objective of the study was to find out the influence of strategic leadership on performance of Laterite Kenya Limited. To this end, the study posed the question seeking on the nature of strategic leadership at the company. The key informants confirmed that Laterite Kenya Limited engages in strategic leadership responses and gave insights on how this is manifested in the organization. MPT emphasized the importance of strategic leadership in Laterite and highlighted the active involvement of the leadership team in setting strategic goals and objectives. FDR acknowledged that strategic leadership is a focus area for the organization, led by the strategic director. On the other hand, POM shared a perspective of collective strategic leadership, where it is not limited to a specific role but involves the entire team. RDR and DSI observed that there was manifestation of strategic leadership within departments, where employees actively participated in deciding priorities and setting objectives. RDR emphasized that the collaborative approach allows for autonomy and flexibility within departments, fostering a sense of ownership among team members. While FDR and RDR recognized efforts toward strategic leadership, they also indicated that there is room for improvement in the process.

Overall, the key informants collectively suggest that Laterite Kenya Limited is actively engaged in strategic leadership. The organization employs a combination of top-down and collective approaches, involving leadership at different levels. The emphasis on regular communication, strategic updates, and the involvement of team members in decision-making processes aligns with the principles of strategic leadership.

The acknowledgment of areas for improvement by FDR and RDR indicates a proactive stance towards evolving and refining their strategic leadership practices. This commitment to continuous improvement is crucial in a dynamic business environment, ensuring that strategic leadership remains responsive to changing internal and external factors.

Further, a number of questions were posed to the five key informants and upon content analysis, four key components of strategic leadership were probed on how they influence performance in the research company. The following subsections present the findings on these four components of strategic leadership.

#### **4.4.1 Strategic Direction**

The first strategic leadership element which the study focused on was strategic direction at Laterite Kenya Limited and how it influences performance. To this regard, a number of questions were posed to the key informants. The first question was with regard to how strategy formulation, implementation, and monitoring responsibilities and activities are shared and communicated to employees by top management reveals valuable insights. There was consensus among that key informants regarding regular team meetings as a platform for sharing strategic goals and objectives with employees at Laterite Kenya Limited.

MPT noted that at Laterite there was a top-down approach to strategy communication, with the leadership team actively involved in formulating strategies. MPT also highlighted the use of clear and concise communication channels, including presentations and documentation, was stressed to ensure a common understanding. MPT further noted that Laterite Kenya strategic direction is defined by the overall Laterite strategic objectives which are consolidation, geographic expansion and technological development. MPT explained that Laterite was working to “*consolidate, its presence in the countries where we have an office and consolidate our systems so that we're ready, we're well equipped to scale*”. MPT further noted that the strategic objectives are the broken down in terms of revenues, staffing needs, projects and innovation to fit the Laterite Kenya context.

FDR provided insights into the quarterly meetings led by the strategic director, where strategic updates and priorities for reporting were communicated and mentioned a focus on preparation for end-of-year meetings, where brainstorming and prioritization for the upcoming year took place. FDR acknowledged room for improvement in the strategic communication process, emphasizing that it's an evolving aspect of the company's strategic direction. POM on their end, emphasized the importance of constant communication through various channels, including regular updates, to keep employees informed about the strategic direction. POM shared the views RDR collaborative approach, where input from employees is encouraged during the strategy formulation process at Laterite Kenya Limited. RDR observed that there existed a comprehensive approach at Laterite, where priorities are decided collectively, and team members take ownership of specific strategic activities.

#### **4.4.2 Anticipating**

The second component of strategic leadership which was an emerging theme from the four interviews was in regard to whether management at Laterite engages in anticipating. FDR provided insights into how the organization anticipates future activities, noting that quarterly meetings where the teams are informed about what to report and what to prepare ahead of time. Additionally, FDR and DSI revealed that the annual meetings offer a platform where prioritization for the following year takes place, suggesting that Laterite Kenya Limited has a proactive a forward-looking anticipating approach. POM and RDR offered insight into the proactive anticipatory measures taken by Laterite particularly in the context of the potential opportunities in AI and data protection for Laterite Kenya Limited as a key player in the research industry. POM and RDR observed that the research firm considers the influence of external conditions, indicating a level of awareness and preparedness for emerging trends.

#### **4.4.3 Maintaining Flexibility**

The study also sought insights into how strategic leadership component of maintaining flexibility manifest at Laterite Kenya Limited. The responses from the five interviews regarding whether management at Laterite has been able to maintain flexibility for the company provides insights into the organization's adaptability and responsiveness to changing conditions. FDR and RDR provided insights into how each department within the organization has the autonomy to decide its priorities and come up with Objectives and Key Results (OKRs). This suggests a decentralized approach, allowing flexibility at the departmental level. The review process and the involvement of team members in decision-making contribute to organizational agility. POM indicated that the research company has a level of flexibility in response to external conditions, particularly advancements in AI

and their potential impact on research. DSI suggested that Laterite is proactive in considering external factors and adapting to them, showcasing a certain degree of flexibility. Additionally, RDR emphasized the role of individual team members in the decision-making process, indicating that flexibility is embedded in the organizational structure.

#### **4.4.4 Employee Empowerment**

The study was also interested in understanding how strategic leadership aspect on employee empowerment is practised. The findings based on the responses from the five interviews sheds light on how Laterite Kenya Limited ensures that employees are empowered to effectively implement its strategies. FDR, POM and RDR outlined that there exists a collaborative process within departments where priorities are decided collectively. In this process employees have a say in determining priorities and are involved in the decision-making process, contributing to a sense of ownership. FDR further noted that empowerment is evident in the autonomy given to teams to set their objectives and key results (OKRs). POM and RDR emphasized the importance of employees taking ownership of initiatives at Laterite and described a process where employees, alongside the management, decide on priorities for the department. This participatory approach fosters a sense of ownership and empowerment among employees. RDR mentioned the role of individual team members in taking ownership of specific initiatives, demonstrating empowerment at the team level.

#### **4.5 Performance of Laterite Kenya Limited**

Performance of Laterite Kenya Limited was the dependent variable in the study. The study thus used content analysis of the financial statements to obtain information on operating



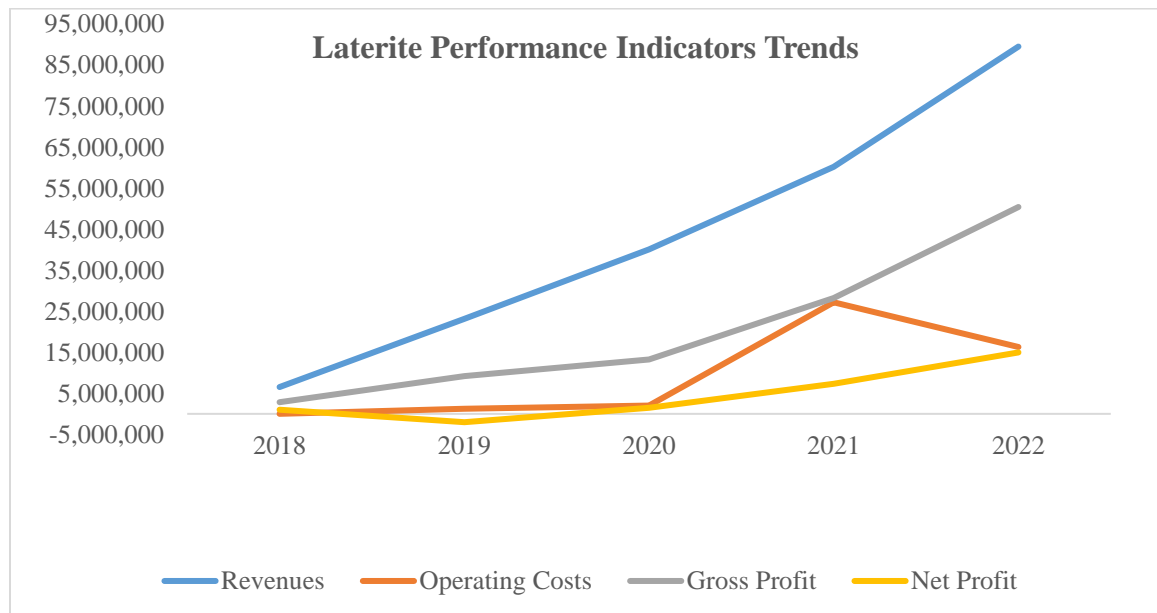
costs, revenues, as well as gross and net profits for the five-year period from 2018 to 2022.

The results obtained are presented in Table 4.1 and Figure 4.1.

**Table 4.1: Financial Performance of Laterite Kenya (2018-2022) in Kshs**

	2018	2019	2020	2021	2022
Revenues	6,531,085	23,160,044	40,063,798	60,173,096	89,515,148
Gross Profit	2,841,378	9,205,680	13,241,350	28,240,993	50,417,209
Operating Costs	9,275	1,222,613	1,997,009	27,190,451	16,299,314
Net Profit	992,583	(2,034,992)	1,471,934	7,335,094	14,972,191

**Figure 4.1: Laterite Kenya Performance Indicators Trends**



The financial performance indicators show that Laterite Kenya Limited has been performing well since it was set up in 2018. The revenues have increased continuously for the five years from 6,531,085 in 2018 to 89,515,148 which represents a 1,271% growth. Gross profit for the company has also grown from 2,841,378 in 2018 to 50,417,209 in 2022, which represents a 1,673% growth. The operating costs also grew from 9,275 in 2018 to a high of 27,190,451 in 2021 and then slowed down in 2022 to 16,299,314. The data also shows that the company recorded a marginal net loss of 2,034,992 in 2019 but was able to recover and has recorded a growth in net profits to 14,972,191 in 2022.

To further get a deeper insight on the performance of Laterite Kenya Limited, the study also posed two questions which were based on the balanced scorecard approach encompassing financial measures, innovation and learning measures, internal business process measures, and customer perspective measures. Regarding financial measures, MPT and FDR emphasized the significance of financial measures, specifically focusing on revenue growth as a key indicator of performance and highlighted that financial success is a pivotal aspect, aligning with the company's strategic objectives. FDR and RDR underscored the importance of financial metrics including cash, revenue, and profitability indicators in evaluating the company's financial health. POM on the other hand, added that profitability margins are also essential financial measures while emphasizing the need for a balanced financial approach, considering both income and costs.

On innovation and learning measures, MPT, FDR and RDR acknowledged the relevance of innovation and learning, noting that investing in research and development is essential for the company's growth. MPT highlighted the need for continuous learning and adaptation. FDR mentioned that the company has learning days and funds are allocated to

foster a culture of continuous learning. POM and RDR pointed out that the company allocates substantial resources to research and development and highlighted that the company is in the forefront of AI integration and building practical AI based products.

The key informants also noted that the internal business process measures were notable at Laterite Kenya Limited. MPT noted the importance of streamlined workflows. However, his response primarily centred on financial and innovation aspects. POM and RDR provided insights into the need for improvement in consolidation. With regard to the customer perspective measures, a content analysis of the financial statements show that Laterite is keen on revenue growth. Though there were no explicit overall performance ratings based on the four perspectives from the interviewees suggests a potential gap in synthesizing and summarizing diverse performance indicators. Regarding, the overall Laterite Kenya Limited performance rating, the key informants emphasized the importance of financial metrics and innovation.

#### **4.6 Influence of Strategic Leadership on Performance of Laterite Kenya Limited**

The study also posed a question in a bid to understand the influence of strategic leadership on organizational performance at Laterite Kenya Limited. An analysis of the responses from the five interviews regarding how strategic leadership at Laterite Kenya Limited influences organizational performance provides valuable insights into the company's approach and its impact. POM emphasized the importance of strategic leadership in setting a clear direction for the organization. According to POM, effective strategic leadership contributes to aligning the company's activities with its purpose and vision thus the ability to achieve performance targets.

FDR aptly described how strategic leadership influence of strategic leadership using the analogy of an umbrella:

*I would say positively, because I think one of the, the main, like the strategic leadership is kind of like an umbrella, you know, like the way the company is doing whatever it is doing on a daily basis, it is based on this umbrella leadership.”*

FDR also recognized that Laterite is in the process of enhancing its strategic leadership and mentioned the strategic director's role in leading quarterly meetings and guiding teams in preparing for strategic discussions.

POM expressed confidence in the positive influence of strategic leadership on organizational performance and highlighted the role of management in providing clear strategic direction and setting goals. POM indicated that strategic leadership is a contributing factor to the company's growth and development due to ability to foster shared clarity of direction, innovativeness and effective communication which has enhanced productivity and thus the impressive performance in the five years Laterite Kenya has been in operation. RDR argued that strategic leadership has been complementing the company's inherent strengths.

#### **4.7 Discussion of Findings**

The findings of the study indicate that Laterite Kenya Limited places significant importance on financial indicators, specifically prioritizing revenue growth. In addition to financial indicators, the company also directs attention to non-financial performance indicators, particularly in the areas of learning and internal processes. This position aligns

with Sigane's (2018) perspective, emphasizing the importance of incorporating both financial and non-financial firm performance metrics for a comprehensive evaluation. However, a notable gap identified in the study is the absence of an explicit customer perspective metric of performance. This deficiency in capturing customer-related indicators falls short of the comprehensive organizational performance measures advocated by Singh et al. (2021). Including a customer perspective is crucial for gaining insights into customer satisfaction, meeting expectations, and ensuring alignment with consumer needs, all of which are pivotal aspects of overall organizational success.

The study found that strategic leadership has a notable positive influence on organizational performance as it fosters shared clarity of direction, innovativeness, effective communication of strategic direction, and empowers employees, which has enhanced productivity and thus the impressive performance in the five years Laterite Kenya Limited has been in operation. This is in line with various scholars, including Bose and Ndegwa (2019), who asserted the importance of having clearly articulated strategic direction towards organizational performance. The finding that Laterite leadership anticipates in consideration of external factors aligns with Oracha et al.'s (2021) and Pasaribu et al.'s (2021) observation that strategic leaders need to possess the ability to peek into future developments to ensure organizations perform well in their respective industries. The findings that Laterite employees are empowered through participatory and inclusive decision making align with arguments by Abolade et al. (2022) that empowered employees are able to perform optimally.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter outlines the summary of key findings on the influence of strategic leadership on performance of Laterite Kenya Limited. The chapter also gives conclusions drawn from the key findings. The chapter also has outlined a number of policy and practice recommendation on the topic and its context. Finally, the chapter has identified area for further research related to this study.

### **5.2 Summary of Findings**

The study found that Laterite Kenya Limited emphasizes the importance of financial metrics, with a specific emphasis on revenue growth. Innovation and learning are recognized as critical components, with tangible initiatives in place, such as laterite.ai, and funding learning days. Internal business processes, especially the need for consolidation to streamlining workflows emerged as an area in need of improvement. There also emerged lack of information on the overall performance rating measure based on the BSC model.

The study found that strategic direction was exemplified by a blend of top-down and collaborative approaches in communicating and sharing strategic responsibilities. The study found that while there is consistency in the use of regular meetings for communication, there are variations in the degree of employee involvement in the strategy formulation process.

The study found that anticipating future developments is part of the strategic leadership approach at Laterite. The results revealed that quarterly and annual meetings were

dedicated to planning for the future. The findings also reveal that anticipating at Laterite Kenya Limited involved considering external factors and an emphasis on adapting to uncertainties.

The study revealed that Laterite's management has been successful in building and maintaining flexibility, especially at the departmental level. The findings highlighted the autonomy given to departments and teams at Laterite Kenya Limited, allowing them and individual employees to adapt to their specific priorities.

The findings reveal that Laterite Kenya Limited empowers its employees through a participatory approach to decision-making. This empowerment is evident in the involvement of employees in setting priorities, determining objectives, and taking ownership of initiatives within their respective teams. The findings underscore the importance of employees having a voice and contributing to the strategic direction of their departments.

The study found that strategic leadership has notable positive influence on organizational performance as it fosters shared clarity of direction, innovativeness, effective communication of strategic direction and empowers employees, which has enhanced productivity and thus the impressive performance in the five years Laterite Kenya Limited has been in operation.

### **5.3 Conclusion**

Laterite Kenya Limited has a multifaceted approach to performance measurement, emphasizing financial success, innovation, and internal process enhancements. The financial statements painted a picture of financially healthy company which has recorded

remarkable growth in revenues, profitability and is effectively managing its operating costs. The lack of explicit overall performance ratings based on the four aspects of the BSC model from the senior management suggests a potential gap in synthesizing and summarizing diverse performance indicators.

The findings on strategic direction underscored the importance of not only disseminating information but also fostering a culture of collaboration and shared ownership. The study concludes that the two-way communication approach can enhance employee engagement, alignment with organizational goals, and ultimately contribute to more effective strategy implementation thus better performance as the one observed at Laterite Kenya Limited.

In line with strategic leadership qualities, there were clear anticipating measures at Laterite. The management had made conscious steps to anticipate and plan for future developments and changes, especially in the rapidly evolving fields of AI and data protection. The leadership at laterite have ensured that quarterly and annual meetings were the key pivots in place to address future challenges and opportunities.

In conclusion, the organization's approach to flexibility appears to be grounded in decentralized decision-making, providing different departments with the autonomy to respond to their unique challenges and opportunities. This adaptability contributes to the overall flexibility of Laterite Kenya Limited.

Laterite's strategy for empowering employees involves a collaborative and inclusive decision-making process, ensuring that individuals at various levels of the organization have a sense of ownership and responsibility for implementing strategies. This approach contributes to a motivated and engaged workforce aligned with the company's strategic



goals which in turn ensures productivity and can be linked to the impressive performance at the company.

#### **5.4 Policy and Practice Recommendations**

The policy and practice recommendations are based on the findings and the conclusions of the study. The recommendations are aimed at enhancing the value of the study. At the policy level, institutions such as the Capital Markets Authority which enforces corporate governance and leadership requirements for firms operating in Kenya, needs to consider training on strategic leadership as a requirement for top leadership. The study also suggests that National Commission for Science, Technology & Innovation (NACOSTI) which are regulating the research industry in Kenya need to initiate a process through which stakeholders in the industry can discuss and agree on performance indicators which are relevant to the Kenya research industry context.

The study recommends the need to embrace the balanced scorecard in its entirety by the senior management to enable synthesising of performance information broadly and thus enhance efficiency and performance. The study recommends that the management of Laterite needs to regularly assess and adjust their communication, internal processes and employee involvement practices to ensure they remain strategic and responsive to the evolving dynamics of the business environment.

#### **5.5 Limitations to the Study**

The present study had certain limitations that should be considered when interpreting the findings. Primarily, the research adopted a case study approach, focusing solely on Laterite Kenya Limited. While this provided an in-depth understanding of the strategic leadership and performance within the company, the findings might not be universally applicable to

overall Laterite operations in other geographical locations or other organizations in different industries or contexts.

The study also focused on four elements of strategic leadership which left out other elements which may also have an influence on performance. Despite these limitations, the study contributes valuable insights into the intricate relationship between strategic leadership and organizational performance within the specific context of Laterite Kenya Limited.

### **5.6 Suggestions for Further Research**

There are possible further research areas including a study to investigate influence of strategic leadership on Laterite in other geographical locations as well as other organization in other industries. Future research can also be conducted on other elements which have an influence on Laterite performance such as innovation, AI and customer satisfaction. There is also room to investigate the perception of senior management towards the application of the balanced score card performance measures among research firms such as has Laterite Kenya Limited. There is also an opportunity to conduct further research on each of the identified four components of strategic and how they influence organizational performance.

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## APPENDICES

### Appendix I: Interview Guide on Strategic Leadership and Performance Of Laterite

#### Kenya Limited

- i) What is your highest education level?
- ii) How long have you been at Laterite Kenya Limited?
- iii) How long have you served in your role?
- iv) How is the process of strategic planning conducted?
- v) How are the strategy formulation, implementation, and monitoring responsibilities and activities shared and communicated to employees by top management?
- vi) Does the organization engage in strategic leadership? How?
- vii) Does the management engage in anticipating? How?
- viii) Does the management always provide strategic direction? Kindly explain.
- ix) Has management been able to build and maintain flexibility for the company?  
How?
- x) What key aspects of strategic leadership does Laterite focus on?
- xi) How does Laterite Kenya Limited ensure that employees are empowered to effectively implement its strategies?
- xii) Does the company measure its performance in relation to;
  - a) Financial measures? Which?
  - b) Innovation and learning measures? Which?
  - c) Internal business process measures? Which?
  - d) Customer perspective measures? Which?

- xiii) Based on the company's performance in the past two years, how can you rate its performance based on the above four perspectives?
- xiv) How does strategic leadership at Laterite Kenya Limited influence its organizational performance?

**Thank you for your co-operation.**