

**STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL
PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY**

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DECLARATION

DECLARATION BY CANDIDATE

This research effort is entirely unique with no submissions for credit toward a degree from another university or any other honors.

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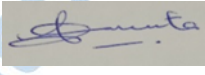
Signature..... 

Date.....10th ...July.....2025.....



DECLARATION OF SUPERVISOR

I/We attest that the candidate completed the work described in this undertaking while being supervised by me/us.

Signature..... 

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DEDICATION

God and my parents, who taught me the value of integrity and diligence, have my sincere gratitude for this study.



ACKNOWLEDGEMENTS

I am really appreciative to my supervisor, Dr. Grace Karemu, for her invaluable assistance in creating this proposal. I express my appreciation to my friends and all those who contributed to the construction of this project. I want to express my gratitude to God for His unfathomable divine guidance and for motivating me to work hard. Likewise the university's colleagues, whom I might not be able to thank in person, thank you and may God bless you.



ABSTRACT

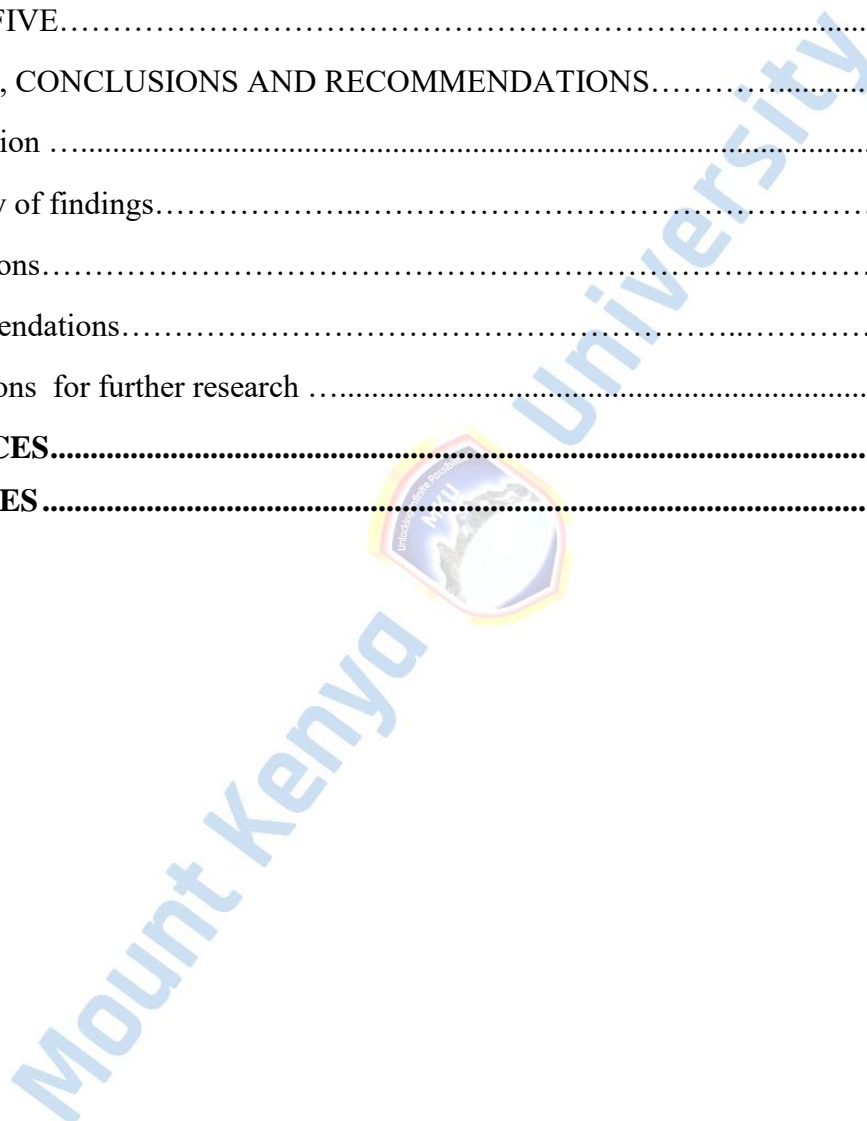
Strategic leadership practices are essential because they have a unique influence on how well an organization performs due to their effects on resource allocation, employee engagement, creativity, and decisiveness. These practices cultivate a corporate culture that fosters creativity and flexibility, thereby creating competitive advantages and enabling rapid and effective responses to market dynamics, ultimately enhancing overall performance. This undertaking investigated the influence of strategic leadership practices on organizational performance within the context of the KPA. Specific objectives included assessing the impact of innovation, enhancing decisiveness, promoting employee engagement, and resource allocation on performance outcomes. The RBV, Path-Goal Leadership, and Chaos Theory of Management made up the theoretical basis that directed this study. The study employed a cross-sectional survey design with a questionnaire to collect primary data. Simple random selection was used to pick a sample size of 301 respondents, with 1210 Port of Mombasa employees included in the target group. The Cronbach's alpha coefficient was calculated to ensure reliability. In data analysis, descriptive statistics such as percentages and frequencies were employed to examine significant study variables. Additionally, ANOVA was employed to look at the relationships between these variables. The results demonstrated a statistically significant model, backed by an F-statistic of 21.58 (Sig = 0.00003 < 0.05), surpassing the key F-value and validating the strong association between organizational performance at KPA and strategic leadership approaches.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO	: Chief Executive Officer
GDP	: Gross Domestic Product
KPA	: Kenya Ports Authority
SMEs	: Small and Medium Enterprises
SPSS	: Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study's background, problem statement, purpose, objectives, research questions, importance, scope, limitations, delimitation, assumptions, and operational definitions of terminology are just a few of the issues covered in the current section.

1.1 Background of the Study

According to Sousa and Rocha (2020), strategic leadership modes are the choices and actions that leaders make to steer their company toward long-term success by improving organizational performance via increased decisiveness, innovation, and competitive advantage. Strategic leadership practices significantly influence an organization's performance by enhancing innovation, improving decisiveness, improving employee engagement and optimizing resource allocation (Crossan and Nanjad, 2021). These strategies provide CEOs a competitive edge and enhance an organization's performance by empowering them to respond quickly and effectively to market shifts by a climate that prioritizes innovation and flexibility (Schoemaker et al., 2023).

Strategic leadership practices allow leaders clearly communicate organization's vision to employees, boosting their morale and retention, leading to better organizational performance according to Sousa and Rocha (2020). Strategic leadership practices, such as innovation, enhancing decisiveness, improving employee engagement, and optimizing resource allocation, are pivotal in driving organizational performance. Innovation enables companies to differentiate themselves and capture new market opportunities, while decisiveness allows them to swiftly adapt to market changes and

challenges. Improving employee engagement fosters a motivated and committed workforce, leading to higher productivity and retention.

Optimizing resource allocation ensures that assets are used efficiently, maximizing returns and minimizing waste (Suliyanto & Rahab (2022); Sousa and Rocha (2020) and Crossan and Nanjad, (2021). Sharma, et. Al., (2023) asserted that strategic leadership practices includes innovation by embracing diversity and through the deliberate inclusion of diverse perspectives and ideas in decision-making processes: They posited that by creating an environment where different cultural, gender, and cognitive viewpoints are valued, leaders can unlock creative solutions and drive innovation by allowing diversity of thought which helps organizations adapt to changing markets enhancing their competitive edge.

Moreover, inclusive leadership practices encourage collaboration, which further strengthens the ability to innovate effectively as supported by (McKinsey & Company, 2023) in a study which established that companies with diverse collaborative leadership teams are 25% more likely to outperform their peers in innovation and financial performance. Saad (2023) asserted that strategic leaders who focus on proactive decision-making, and continuous improvement create an environment conducive to decisiveness: Their research underscores the importance of aligning strategic leadership practices with agile methodologies for an organization to effectively respond to dynamic market conditions.

Saad et al., (2023) posited that strategic leaders who prioritize decisiveness put emphasis on proactive decision making, decentralized decision-making structure and continuous improvement creating an environment that enables organizations to respond rapidly to

market changes and emerging opportunities. Strategic leadership practices are crucial to a company. This is where they aid in boosting decisiveness and ensuring learning and growth coupled with collaborative practices. This decisiveness not only helps in maintaining competitiveness but also organizational performance.

Strategic leadership elements can only be viable when the firm has assets that reinforce its strategic course (Penrose, 2021). This suggests that the business should create or borrow resources in cases where they are unavailable for new initiatives (Wu, 2020). To ascertain if the plan makes any financial sense at all if put into practice, this includes the cost and accessibility of finances or staff capacities.

Wu (2020) emphasized that for strategic leadership initiatives to be successful, it is crucial to conduct a feasibility assessment. This procedure entails determining if a company has the internal resources and competencies required to follow a selected strategic path. It basically acts as an internal audit of the operational capabilities and constraints of the company. For instance, if a firm lacks sufficient financial resources, skilled personnel, modern technology, access to markets, or adequate materials, it may be prudent to eliminate certain strategic options from consideration due to their impracticality.

In a similar vein, Taylor (2022) emphasized the idea of ECB, which stands for improving an organization's capacity to methodically organize, carry out, and oversee successful assessments. Cultivating awareness of the importance of reviewing programs as a tool for improving performance and decision-making, developing and using evaluative skills and experience, and setting of continuous learning and accountability

are all necessary to achieve this. Over time, ECB assists firms in improving their operational and strategic frameworks and institutionalizing learning processes.

A research by Zubair et al. (2021) looked at the function of strategic leadership in the operational effectiveness of SMEs in Malaysia from a global perspective. The study's findings showed that effective visionary leadership that prioritized innovation significantly enhanced organizational performance. Notably, the main drivers of this higher performance were organizational flexibility and leadership inventiveness, demonstrating how strategic foresight and decisiveness support organizational success.

Elif and Ugur (2021) investigated the impact of strategic leadership on organizational performance, strategy implementation, and operational alignment in the banking industry of Turkey in a different international research. According to their research, strategic leadership directly and favourably impacted employee engagement, innovation, and decisiveness, all of which increased organizational production. The study found that this type of leadership improves operational effectiveness and overall performance results in addition to fortifying strategic decision-making.

An investigation of the relationship between strategic leadership and the performance of SMEs in Nigeria's Rivers and Bayelsa States was carried out regionally by Arasa and K'Obonyo (2023). The results showed that organizational success in these areas was strongly positively correlated with strategic leadership approaches. The researchers promoted the use of strategic leadership that incorporates thorough preparation, encourages creativity, and facilitates adaptable decision-making. According to the study, such leadership approaches are instrumental in driving organizational growth, improving customer satisfaction, and achieving broader social performance goals.

Nyamao (2020) investigated the impact of strategic leadership on the growth of SMEs in Kenya. Through this, the researcher found that effective communication strategies had a significant impact on production results. Additionally, the study emphasized the value of centralized organizational controls in achieving improved results. Strategic management practices were found to provide clarity in defining organizational goals and objectives, thereby aligning stakeholders toward shared outcomes. Kamau and Wanyoike (2021) further supported this view by noting that strategic management, when implemented effectively, offers a competitive edge by harmonizing internal operations with external market demands..

In public institutions, leaders face the added challenge of navigating fluctuating political landscapes, as noted by Schall (2021). Because they must negotiate the intricacies of conflicting interests and stakeholders, public sector executives must be flexible and adaptable in such a dynamic setting. Naidoo (2019) defined strategic leadership as “strategic leadership is the ability to influence others to voluntarily make day-to day decisions that enhance the long-term viability of the organization” (p. 48, as cited in Rowe, 2001). Because they believe in strategic choice and have high, positive expectations, these leaders take use of and share both explicit and tacit information. Thus, strategic leaders synergistically combine the two types of leadership; managerial and transformational leadership, and need to understand both to utilize and skills (Naidoo, 2019).

Despite its significance as a national revenue generator and a central hub for cargo logistics, the KPA continues to grapple with operational inefficiencies that hinder its competitiveness. Despite KPA's longstanding crucial role in promoting trade and

economic growth, its leadership and strategic planning methods have come under scrutiny. The lack of effective strategic focus and leadership support for key initiatives has contributed to the Authority's under performance. Research findings suggest that implementing evidence-based strategic leadership practices could help KPA overcome these challenges and restore its operational excellence.

KPA has made some progress by aligning itself with the government's Big Four Agenda, specifically in achieving operational efficiency. This is outlined in the KPA Annual Review (2022), which notes steps taken toward realizing national development goals. Furthermore, KPA's strategic alignment with Kenya's Vision 2030 positions it as a critical enabler of economic transformation. Through increased access to healthcare, better infrastructure, and higher living standards, Vision 2030 seeks to make Kenya a middle-income, internationally competitive nation. As part of this broader macroeconomic pillar, it is anticipated that KPA will be instrumental in promoting the development of infrastructure and transportation, two essential elements of the regions growth strategy.

1.2 Statement of the Problem

One popular metric for assessing port performance is the average time needed to move a container, which varies widely around the globe. For instance, the Port of Yokohama in Japan is recognized as one of the most efficient globally, with container loading and unloading operations averaging just 1.1 minutes per move. In contrast, many African ports, including Kenya's, face significant delays. Container managing on the continent can take an average of 3.5 minutes each transfer, more than three times the world standard.

Kenya's main seaport, the Port of Mombasa, must handle the increasing amount of loose and containerized goods in turnaround times that are acceptable worldwide. Ideally, this should be close to the global average of 1.1 minutes per container. However, current operations fall short, with loading and unloading times exceeding 4 minutes and vessel discharge processes sometimes stretching beyond 3 days—far surpassing the globally accepted ship dwell time limits. Uncertainty remains regarding the findings of past research on the relationship between performance and strategic management techniques in port operations. While some academics, including Balunywa et al. (2021), contend that strategic management enhances organizational performance, opposing viewpoints draw attention to persistent difficulties and uncertainties.

In the Kenyan context, for example, inadequate coordination between county executives and assemblies often results in frequent disputes over fund allocation. Mismanagement of public resources and inefficiencies in the provision of public services have resulted from this (Karimi, Kimani, & Kinyua, 2021). Additionally, local research on strategic leadership's function in public institutions, particularly bodies like KPA, is still limited and dispersed, despite some evidence to the contrary.

The need for a more thorough examination is highlighted by the paucity of empirical research, which frequently focuses on discrete topics like staff empowerment, budgetary independence, or participatory governance. Therefore, the ongoing inefficiencies that have dogged KPA since 2005 served as the impetus for the current study. These performance gaps have contributed to a gradual decline in the port's cargo throughput, with container import and export volumes dropping by an estimated 10% annually. Notably, this decline persisted even during years of low national GDP growth between

2015 and 2019, raising concerns among international shipping companies operating at the facility (KPA, 2022).

Findings from the East African Logistics Performance Survey (2021) also affirm that KPA is grappling with systemic performance issues. The report attributes inefficiencies at the Port of Mombasa to several factors, including extended ship docking and discharge durations—sometimes lasting over five days, compared to the internationally recommended maximum of three days. Mismanagement of resources, occasional cargo loss, terminal congestion, interference from politicians, and inadequate use of assets are some of the other major issues mentioned.

An essential component of regional economic cooperation is the Port of Mombasa. It serves not just Kenya but also South Sudan, Burundi, Rwanda, Uganda, and DRC, among other landlocked countries. Trade and economic progress are undermined throughout the whole East and Central African area by ship processing time delays, which are mostly brought on by a lack of strong strategic leadership. The intent of this undertaking was to evaluate the impact of strategic leadership on organizational results at KPA, given its importance in promoting performance enhancements. The goal of the study is to close current knowledge gaps and offer practical advice on how to use such measures to maintain success.

1.3 Purpose of the Study

To investigate the effect of strategic leadership practices on organizational performance at the KPA.

1.4 Objectives of the Study

1. To assess the effect of innovation on organizational performance in KPA.
2. To establish the effect of decisiveness on performance in KPA.

3. To investigate the effect of employee engagement on organizational performance in KPA.

4. To establish the effect of resource allocation on organizational performance in KPA.

1.5 Research Hypothesis

The research was tested through ensuing null hypothesis:

1. H₀₁: Innovation does not have a statistically significant effect on organizational performance in KPA.

2. H₀₂: Decisiveness does not have a statistically significant effect on organizational performance in KPA.

3. H₀₃: Employee engagement does not have a statistically significant effect on organizational performance in KPA.

4. H₀₄: Resource allocation does not have a statistically significant effect on organizational performance in KPA.

1.6 Significance of the Study

This study significantly added to the body of knowledge on strategic leadership, particularly in the Kenyan context. It enhanced understanding of the critical role that strategic leadership plays in organizational performance and offered significant insights into the development of tactical competencies inside institutions. The findings provided organizational leaders with practical knowledge on how to sustain and enhance strategic leadership practices to ensure their institutions remain competitive and adaptable in an ever-evolving business environment.

By pointing out gaps in the body of literature and suggesting possible directions for more research on the topic at hand and its impact on organizational performance, the

study also provided significant advantages to academic researchers and academics. This might inform more solid theoretical frameworks and direct future research. The study opened the KPA's eyes by demonstrating how this factor directly affects performance. This enabled KPA's management to recognize areas that need improvement and to accept this style of leadership as essential to the company's profitable growth and transformation.

The also demonstrated how strategic leadership may improve organizational results, which was helpful to policymakers. The insights gained can inform the formulation of policies that prioritize leadership development and performance enhancement within public sector institutions. This research was crucial to the relevant parties. This is where they would effectively comprehend the issues under study and their importance when it comes to efficiency, accountability, and service delivery boosts.

1.7 Scope of the Study

The primary objective of the study was to investigate the conceptual breadth of how strategic leadership approaches impact organizational performance at the KPA. The study was grounded on three main philosophical frameworks: the RBV, Path-Goal Leadership, and Chaos Theory of Management. These concepts provided a foundation for understanding how leadership behaviors and approaches impact organizational outcomes, decision-making, and employee motivation.

Data was collected and analyzed from employees working at the KPA, specifically at the region which was considered, which served as the primary site for the study. The Port of Mombasa was purposefully selected due to its strategic importance as the headquarters of KPA and as the main hub for handling the country's containerized

import and export cargo. Its central role in national and regional trade logistics made it an ideal location for assessing this.

1,210 KPA personnel made up the study's target group. To give a thorough grasp of how strategic leadership approaches are seen and applied across diverse tactical units, these people were selected from a variety of organizational domains. The research was conducted from June 2024 to July 2025.

1.8 Limitations of the Study

Various issues were faced by the investigator in the duration of conducting the study. The organization's confidentiality standards were one of the main challenges. Due to worries that answering the questionnaire may breach internal confidentiality regulations, several respondents were reluctant or unwilling to take part in the study. There was a prevailing fear that disclosing certain organizational information could inadvertently expose sensitive strategies to competitors or external parties.

This level of suspicion is common in organizational research, particularly when the subject matter involves internal management practices. The researcher gave firm guarantees of secrecy to allay these worries and foster confidence, making it apparent that all answers would be handled with the utmost discretion and utilized only for scholarly study. The group was also given an official letter of introduction from MKU. In the end, this official message made it easier to obtain the pertinent data needed for the study by confirming the validity of the research and KPA's management's collaboration.

Another challenge faced was resistance and hostility from some respondents, while others encountered difficulties in comprehending the content and structure of the

questionnaire. To overcome this, the researcher took proactive measures by offering clear instructions and emphasizing the importance of adhering to the given time frame and submission deadline. Respondents were encouraged to seek clarification where needed, ensuring they were well-informed before completing the questionnaire.

Furthermore, the study involved a large sample size, which posed challenges in maintaining data validity and reliability. The researcher used data verification approaches, such as cross-checking gathered replies against obtainable organizational paperwork, to guarantee the findings' correctness and consistency. This method assisted in verifying the validity and dependability of the evidence utilized.

1.9 Delimitations of the Study

Only KPA was included in the statistics; other Kenyan agencies were not. The research's information was analysed using the firm's KPA financial outcomes. Fostering creativity, flexibility within the organization, employee engagement, and effective resource allocation were the analytical criteria applied.

1.10 Assumption of the Study

It was believed that the questionnaires would be completed accurately and without many mistakes, that those who answered would provide truthful and objective answers, that the analysis would show a favourable relationship between company productivity and strategic leadership practices, and that the study would be completed within the allotted budget and timeline.

1.11. Definition of Operational Terms

Strategic Leadership: expressing a strategic vision and motivating employees to achieve it

A strategy:	Steps to ensure effective movement from one undesired state to another desired state.
Dwell Time:	The amount of time a ship spends in port after docking, unloading goods, and then heading back.
Human Capital:	The monetary worth of skills and labour attributes that affect productivity.
Organizational Performance:	The anticipated output or outcomes of the organization in relation to the established goals.



Mount Kenya University

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This part outlines research and studies of other authors and on the objectives of the study, theories, conceptual frameworks, and a recap of the literature review are subtopics being reviewed on this chapter.

2.1 Empirical Literature Review

This provides the overview of earlier research on the subject that included gathering and analyzing data. It's an essential part of the study and it helps to uncover the theories that support the study's argument, define the main concepts used in the empirical sections, and set the limits of discussion.

2.1.1 Innovation and organizational performance

Innovation is something which can cannot be understated especially in the modern globalized world. This is central part of a company's culture as it will aid it to remain relevant, sustainable, and successful. Innovation is no longer a luxury but a necessity for organizations. By being innovative, a company can rise above the rivals in a sector within and across international markets. According to Seen, Singh, and Jayasingam (2022), innovation significantly enhances an organization's positioning by enabling it to adapt, evolve, and outperform competitors.

Innovation encompasses the introduction and implementation of new and creative ideas. This can entail new ways of doing things which are considered novel and lead to various solutions coupled with improvements on existing capabilities, restructuring of organizational systems, or the initiation of new processes and programs (Tian et al.,

2021). Innovations are seen as essential as they boost performance, drive growth, ensure long-term sustainability, and ultimately contribute to organizational success.

Organizations that exhibit decisiveness and responsiveness tend to have strong learning cultures, which naturally promote innovation. Studies, including those by Seen et al. (2022), support the need for innovation and for organizations to ensure the integration of the same as part of their culture. This is then related to boosts in performance. Consequently, many modern firms, particularly in technology-driven industries, are prioritizing innovation as a core value. This culture enables them to quickly respond to external market pressures, adapt to evolving customer needs, and counteract competitive threats.

Despite its critical role, the value of innovation is often underestimated within traditional corporate settings. However, historical trends illustrate the transformative power of innovation—examples include the transition from mainframe computers to personal devices, from landline phones to smartphones, from analogue photography to digital formats, and from floor-based to online stock exchanges (Dixon et al., 2020). Such developments underscore the essential nature of innovation in modern organizational evolution.

Promoting an innovation-driven culture involves fosterage several key dimensions: employee empowerment, team-oriented structures, continuous learning, capability development, a strong focus on customer needs, and openness to creative change (Seen et al., 2022). However, as Gary (2019) suggests, a successful culture of innovation must be balanced with discipline. While such organizations should tolerate failure and encourage experimentation, they must simultaneously enforce high standards of

competence, accountability, and performance. This includes maintaining rigorous discipline, psychological safety while embracing honest feedback, encouraging collaboration with individual responsibility, and ensuring effective leadership even in flat hierarchies.

Innovation, therefore, cuts across multiple organizational functions. It is not limited to product development but extends to marketing, operational management, organizational behaviour, quality control, and technology management (Hauser, Tellis, & Griffin, 2019). As emphasized by Beaver (2020), innovation serves as a fundamental driver of economic growth and competitive positioning—not just for businesses, but for entire nations. Sandvik and Sandvik (2023) further argue that innovation represents a strategic asset and a core competence that can determine long-term success.

The question and primacy of innovation in organizations has been explored from time to time. This has trickled down to SMEs. Sandvik and Sandvik (2023) describe innovation as a complex phenomenon—sometimes referred to as a “black box”. This is where it relates to performance and it is a crucial resource for a company. When it comes to being competitive for the long-term, a company’s knowledge, technology, human capital, and intangible assets are central. As Kateb, Swies, and Maqableh (2021) observe, it is not just the presence of these resources but their effective deployment which supports growth.

According to Van Wagenberg & Wubben (2019), innovation is a cooperative management process that involves a range of players and activities, frequently from different enterprises. These players aid in the creation, application, or dissemination of innovative concepts and solutions that might be presented to both new and existing

markets. Similarly, innovation is defined by Mothe and Thi (2020) as the implementation of new procedures, policies, systems, or goods that bring about significant change inside an organization.

O’Sullivan and Dooley (2022) describe innovation as an ongoing process of both radical and incremental changes that transform products, services, and operational processes. These innovations aim to add value for customers while expanding the organization’s knowledge base. Various categories may be used to categorize innovation based on the scope and purpose of the change. Some classifications distinguish between technical and administrative innovations, while others consider whether innovations are incremental or radical, planned or emergent, or even sustaining versus disruptive (Alexander & Van Knippenberg, 2021; Lee, 2021). Robbins and O’Gorman (2019) emphasize that innovation must be customer-centric. If a new product or process fails to meet customer expectations, it cannot be considered successful, regardless of its novelty.

Accordingly, companies with a strong learning culture are more flexible and creative, which improves performance (Seen, Singh, & Jayasingam, 2022). Likewise, Gary (2019) reiterated the need for organizations to balance creativity with competence, experimentation with discipline, and collaboration with accountability. Sandvik and Sandvik (2023) emphasized that competitive advantage is deeply rooted not only in the possession of intangible assets but also in how these resources are utilized to enhance organizational knowledge and capabilities.

There is a discernible lack of localized research in Kenya, especially with reference to state-owned firms like KPA, despite the fact that this and the related performance

implications have been extensively studied in many different nations and sectors. Most of the existing literature is based on global or foreign organizational contexts. To sort this shortcoming, this investigation looked at the precise effects of encouraging innovation on performance. The goal of this targeted operation is to convey insightful data on how this might be used to enhance the required outcomes in Kenya's distinct institutional and economic context.

2.1.2 Decisiveness and Performance

This outlines the way of ensuring that a company is able to change quickly and uphold flexibility while keeping up with rising needs, and disruptions in its external setting. It involves not only reacting to challenges but also proactively identifying and leveraging emerging opportunities to maintain and improve performance. In this study, the concept of decisiveness was explored through three key dimensions: human resources, information technology, and innovation (Alhadid & Aburuhman, 2019).

In today's unpredictable and highly competitive markets, numerous studies have underscored the importance of decisiveness as a strategic capability. Agile companies have a significant advantage in preserving operational effectiveness and attaining sustained performance because they are better equipped to detect and react to different forms of changes and transformations.

The 4th industrial revolution, characterized by rapid advancements in digital technologies, has significantly reshaped how organizations function. There is now increasing agreement that decisiveness is not just a desirable quality but also an essential prerequisite for achievement and longevity in the contemporary economic world.

Organizations that adopt agile practices can navigate competitive pressures more effectively and can effectively adopt opportunities presented by the external setting (Alhadid & Aburuhman, 2019).

IT is crucial in companies. This is where it is directly attached to decisiveness. As noted by Weill and Vitale (2021), IT systems support superior data acquisition, facilitate better information management, and improve internal and external communication channels. These capabilities are essential for informed decision-making and for boosting overall organizational performance.

A critical aspect of decisiveness is knowledge management, particularly the acquisition and application of relevant information. Cegarra-Navarro, Soto-Acosta, and Wensley (2019) emphasize that KAc is the foundational step toward becoming agile. It involves collecting and interpreting information from the external setting to aid in ensuring that a company is effectively prepared and ready for threats and chances for growth. This process enables organizations to remain connected to market dynamics and anticipate changes that could impact performance.

Once information is obtained, it needs to be disseminated and distributed with external stakeholders who have an impact on the outcomes of the organization as well as at multiple organizational tiers. Equally important is KC, the process of turning outside information into useful internal knowledge. Given the overwhelming volume of data available, filtering relevant insights becomes a complex task. This is where data analysts and knowledge specialists add value by refining and contextualizing the information in ways that can inform timely strategic responses (Cegarra-Navarro et al., 2019).

The third component, KAp, involves the practical use of acquired and converted knowledge. An organization's ability to effectively implement what it has learned is what ultimately drives decisiveness. Cegarra-Navarro and colleagues (2019) found that these three knowledge structures—acquisition, conversion, and application—relate positively with performance and flexibility. When a company is agile, it can be more effective in navigating volatile market conditions through continuous learning, rapid decision-making, and flexible operations. Alhadid and Aburuhman (2019) argue that such organizations are more likely to explore and exploit a wide array of market opportunities and adjust to evolving business landscapes with minimal disruption.

Despite the strong global evidence supporting this, there is a lack of personalized approach to such studies where most of them are conducted in a generalized and global aspect. For instance, the contributions of Weill and Vitale (2021), as well as Cegarra-Navarro et al. (2019), are based on data from developed economies. These insights, while valuable, may not fully reflect the realities of public organizations operating in emerging markets.

In regions like Kenya, such a study is not widely available and when it comes to the case of KPA, this is scarcer. Recognizing this research gap, the present study was undertaken to assess how decisiveness affects performance outcomes at KPA. By examining this relationship in a local context, the study provides important insights into how decisiveness can be leveraged to improve service delivery, operational efficiency, and organizational responsiveness within the Kenyan public sector.

2.1.3 Employee engagement and Organizational performance

Workers are a crucial resource for organizations. They are becoming more crucial as the business world is becoming more dynamic and complex to operate in and hence companies are considering employee engagement to ensure success. Highly engaged employees contribute positively to productivity, customer satisfaction, and overall organizational success. As noted by Gusmão et al. (2021), this is one of the key determinants and shows for how a company is performing and its strength.

Kumar et al. (2019) describe employee engagement as the active involvement of employees in their job roles, encompassing physical, cognitive, and emotional aspects of their work. Engaged employees bring their full selves to the job and are committed to their tasks, roles and goals. For engagement to be effective, three psychological conditions must be met: meaningfulness (the sense that work is worthwhile), safety (a secure work environment), and availability (having the capacity to invest energy into work tasks).

Employee engagement is often determined by the alignment between the employee's role and their skills, as well as the quality of leadership they experience. Nyamao (2020) highlighted that having the right people in the right roles, under effective management, is essential for raising meaningful engagement. Similarly, Nthini (2023) identified three core behaviors that characterize engaged employees: they speak positively about their organization (say), demonstrate loyalty by staying (stay), and go above and beyond in their roles (strive).

According to Hong (2019), a fully engaged employee is not only committed mentally and emotionally but is also driven by the organization's vision and values. Such

employees often exceed their basic job requirements, striving to enhance customer experience and contribute to the organization's progress. Research indicates that engaged employees consistently show stronger performance, greater motivation, and a more optimistic approach to achieving work goals.

Employee engagement has also been linked to reduced turnover intentions, as shown by Onu et al. (2021). Hence, an organization which values and cares for its workers has the potential to ensure reductions in turnover. Ojwang (2020) outlined several factors that contribute to a conducive engagement environment, including job design, perceived organizational and supervisory support, rewards and recognition, and fairness in decision-making. These elements collectively influence job satisfaction and foster behaviors such as organizational citizenship and loyalty.

Wu (2020) emphasized that effective employee engagement involves capturing not just the minds, but also the hearts and passions of employees, leading to intrinsic motivation and high levels of job commitment. Winther et al. (2019) further argued that engagement is shaped by internal workplace dynamics such as management practices, workplace culture, and emotional well-being.

According to Taylor (2022), organizations that cultivate a compassionate and supportive environment often see better engagement outcomes. This includes showing concern for employee needs, encouraging open communication, providing constructive feedback, and offering opportunities for skill development. Tian et al. (2021) added that raising positive emotions such as pride and involvement can reduce employee turnover, enhance performance, and improve well-being.

Employee engagement is crucial, and this is a function of the leader. Gasco et al. (2019) describe effective leadership as a multidimensional construct involving self-awareness, relational transparency, and adherence to ethical standards. Leaders who communicate clearly, recognize employee efforts, and demonstrate authenticity help foster an environment where engagement flourishes. Jansen et al. (2021) emphasized that authentic and supportive leadership can significantly influence employees' sense of purpose and involvement, which leads to positive outcomes.

In summary, worker engagement is crucial to ensure operational excellence and performance, show lower turnover intentions, and sustain high levels of motivation and innovation. Nonetheless, the majority of the current body of research on this issue is derived from studies carried out in private or foreign settings. The relationship between employee engagement and performance in Kenyan public institutions has not received much empirical attention.

Therefore, this undertaking seeks to sort this by committing to the examination of how engaged workers uphold performance at KPA. By investigating this relationship in a state-owned enterprise, this study will seek to connect theory and practice and also influence policy with the aim of enhancing public sector performance through strategic human resource practices.

2.1.4 Resource allocation and organizational performance

This is directly aligned with performance. The concept of strategy itself, rooted in the Greek term *strategos* meaning "general," implies a coordinated plan that effectively deploys available resources to achieve long-term objectives (Steiner et al., 2022). In this

context, resource allocation becomes a central mechanism through which an organization transforms strategic intentions into tangible outcomes.

Strategic planning involves defining long-term goals and aligning operational activities with those goals. However, without the deliberate and optimum distribution of financial, human, and material resources, even the most well-articulated strategies can falter. As Gamble (2021) supports resource allocation in line with priorities—not just toward innovative ideas or emergent opportunities. In essence, the resource allocation process acts as a filter through which strategic initiatives are either supported or sidelined.

In today's complex business environment, financial resources are particularly critical. They enable organizations to invest in infrastructure, innovation, human capital, and other strategic assets. Gilmour et al. (2019) note that the availability of adequate funding significantly influences an organization's ability to grow and compete. Consistent with this, Herman et al. (2022) argue that sustained investment—driven by financial stability—is a key contributor to long-term business success.

Moreover, Hannula et al. (2022) emphasize the importance of prioritizing the allocation of financial resources to areas with the highest potential return. By doing so, organizations can maximize value creation and enhance overall performance. This targeted allocation strategy ensures that limited resources are deployed in a manner that supports the core strategic objectives of the firm.

Barney (2021) further asserts that an organization's access to reliable funding sources and its ability to deliver reasonable returns on those funds directly impact its attractiveness to stakeholders and investors. Consequently, financial performance and

sustainability become reinforcing elements in resource planning. A strategic plan should not only account for current resource availability but also include strategies for acquiring the necessary resources over time (Saad, 2023).

Achieving financial sustainability is an essential aspect of successful strategy implementation. Hitt et al. (2023) describe sustainability as an organization's capacity to secure and manage sufficient resources to consistently achieve its mission without over-reliance on external donors or unsustainable income streams. Sustainability is better understood as a continuum, rather than an absolute condition. While full financial independence may be impractical for many organizations, moving toward decreased dependence on external funding strengthens long-term viability.

Many organizations, especially those in the public or non-profit sectors, remain heavily dependent on donor support, which can limit strategic flexibility. As such, strategic plans should be formulated within the realities of resource constraints and should outline clear pathways for resource mobilization. Jansen et al. (2021) underscore that without sufficient financial and material backing, even the most comprehensive strategic plans are unlikely to be effectively executed.

In practical terms, aligning resource allocation with strategic goals ensures that decision-making reflects the broader vision of the organization. According to Kumar (2020), financial sustainability should be at the core of strategic planning if implementation is to be successful. Without such alignment, resource deficits can become barriers to achieving intended outcomes.

Although various international studies have examined this, there is insufficient concentrated and attention given to this aspect within the Kenyan public sector. Specifically, few studies have addressed the link between resource allocation and performance outcomes at institutions like the KPA. Recognizing this gap, the present research sought to examine how effective resource distribution contributes to KPA's operational and strategic performance.

The research sought to offer locally based understandings of how strategic resource allocation might lead to performance gains in such cases by concentrating on KPA, a significant logistical and commerce center in East Africa. The findings add value in academia and also in practice as they aid in demonstrating how targeted investment and financial planning can support long-term success.

2.1.5 Organizational Performance

Enhancing organizational performance involves the continuous improvement of internal operations, decision-making processes, structural reforms, and capacity development. According to Nyangau (2021), performance improvement is achieved when organizations adopt deliberate strategies aimed at operational effectiveness. These strategies encompass continuous refinement of processes, informed decision-making, targeted investments in workforce development, and restructuring operations to align with strategic goals.

Nzoka (2023) conducted a study on Kenol Kobil in the Rwandan market with the aim of supporting this issue. The primary data collection relied on online questionnaires, while the analysis involved both content analysis for qualitative aspects and descriptive

statistics for quantitative data. The findings highlighted that initiatives aimed at enhancing operational effectiveness significantly contributed to improved profitability, better customer service delivery, and increased human capital competencies.

Similarly, Nyangau (2021), in a separate qualitative study involving interviews with top leadership, found that organizational performance is largely influenced by strategies focusing on employee involvement, digital transformation, and strategic partnerships. Investments in IT and continuous learning were shown to be key enablers of performance growth. The study emphasized that operational effectiveness strategies create strong linkages between human capital, internal systems, and technological infrastructure, all of which contribute to leveraging resources and exploiting market opportunities.

However, while these reviewed studies offer useful insights, their focus was limited to leadership perspectives and industries different from the current context. Most of them excluded the operational staff who are crucial in executing the organizational performance strategies. The current study addressed this limitation by exploring such issues and their relation to performance at the KPA, a critical entity in Kenya's logistics and trade infrastructure, specifically located in Mombasa County.

2.2 Theoretical Framework

The undertaking considered the Resource-Based View (RBV) Theory, Path-Goal Theory, and Chaos Theory of Management. These models underpinned the study. Each of these frameworks provides unique insights into the research.

2.2.1 Resource Based View Theory.

This theory was developed by Wernerfelt (1984). It was also advanced by proponents like Barney (1991). It shows and supports the availability key resources which organizations possess and they aid in ensuring that they are competitive compared to others in the market. Hence, this creates a sustained competitive edge. According to this theory, firms that effectively acquire, develop, and utilize valuable resources can outperform their competitors.

Barney (1991) emphasized that organizational strategy should aim to align internal capabilities with external market demands. Firms operating in volatile or economically unstable environments—such as those influenced by political turbulence or fluctuating regional economies—must adopt flexible and adaptive strategies. These strategies should focus on strengthening internal capabilities to withstand external pressures.

RBV also highlights the significance of resource bundling. This is where several resources are combined to make the outcome more unique and hard for others to repeat the same process. For instance, a company's unique culture, operational model, and service delivery methods may be individually replicable but collectively form a strategic resource mix that sets the firm apart (Gary, 2019).

The theory distinguishes between tangible and intangible resources. Tangible resources include items like capital, facilities, and equipment, whereas intangible resources include things like reputation, knowledge, staff expertise, and organizational culture. Remarkably, because intangible assets are typically harder for rivals to copy, they are more likely to meet the strategic resource requirements specified by RBV (Freeman, 2018).

Capabilities, another essential element in RBV, refer to what an organization can do with the resources it possesses. While resources denote ownership, capabilities reflect operational capacity and performance potential. The Resource-Based View posits that sustained performance improvement stems from effectively linking resources to capabilities and using them to reduce costs, enhance differentiation, and innovate (Horney, 2017).

Further, resource immobility—the difficulty for other organizations to acquire or duplicate certain internal resources—acts as a barrier to imitation. For example, brand equity or intellectual capital is often unique to an organization and cannot be transferred or copied easily. This boosts competitiveness and positioning in a market.

Therefore, strategic leaders are essential in determining, creating, and distributing resources to optimize performance results. They must align these resources with organizational goals while ensuring adaptability in dynamic environments (Barney, 2021).

Despite its strengths, RBV is often criticized for its limited empirical measurability. The complexity involved in quantifying intangible resources and their contribution to performance presents methodological challenges (Horne et al., 2017). Furthermore, critics argue that RBV lacks a clearly testable framework, making it difficult to validate through empirical studies. However, the RBV is still quite applicable to our research. It offers a starting point for comprehending how strategic leadership's fundamental component of efficient resource allocation may improve organizational performance. The RBV provides a helpful lens for analyzing how internal resource optimization might

support strategic objectives and competitive positioning within the framework of the KPA.

2.2.2 Path-Goal Leadership Theory.

This approach was developed by House (1971). It was also advanced in 1996. It outlines how leaders can positively influence their team's performance, motivation, and satisfaction by guiding and supporting them in achieving organizational objectives. This theory centres on the premise that a leader's role is to identify and clarify the path to goals, eliminate barriers that may hinder progress, and provide appropriate rewards for the achievement of these goals.

According to Dixon and Hart (2020), leaders who adopt a path-goal approach are effective because they motivate their teams by aligning rewards with goal attainment, thereby enhancing overall productivity and job satisfaction. These leaders take the initiative to establish a work atmosphere where staff members are aware of their responsibilities and feel encouraged to meet performance goals.

A strategic framework for adapting a leader's style to the demands of the workplace and their workers' requirements is provided by the Path-Goal Theory. It highlights that there is no one leadership style that works in every circumstance; rather, leaders must evaluate the circumstances and take actions that support the success of their subordinates. Depending on the work at hand and the team's qualities, these behaviors might include directive, supporting, participatory, or achievement-oriented leadership.

This directly relates to employee engagement—a key variable in organizational performance. The theory supports the idea that when leaders effectively communicate goals, provide direction, and recognize employees' efforts, it results in higher

motivation and commitment among staff. This, in turn, leads to improved organizational outcomes.

Moreover, the theory assists organizational leaders in choosing suitable strategic leadership practices, ensuring that employees are not only involved in organizational processes but are also motivated to contribute meaningfully. Through the use of the this model, companies may establish a culture in which staff members feel appreciated, empowered, and in line with the organization's strategic goal.

In conclusion, this aspect provides insightful information on how employee attitudes and performance may be impacted by leadership behaviors. It supports the notion that engaged and motivated employees are essential for achieving strategic goals, making it a fitting theoretical foundation for examining strategic leadership practices at KPA.

2.2.3 Chaos Theory of Management.

The Chaos Theory of Management presents organizations as complex, dynamic systems characterized by unpredictable and non-linear interactions. According to Thietart and Forgues (1995), organizations operate within a system influenced by multiple interacting forces—some that promote order and stability, and others that introduce instability and disorder. Forces such as strategic planning, formal structures, and managerial control mechanisms steer organizations toward predictability and control, while innovation, employee initiative, experimentation, and external disruptions contribute to volatility and disorder.

This interplay between stability and disruption creates what is referred to as organizational “chaos.” However, rather than viewing chaos as purely negative, Chaos Theory argues that within this disorder lies opportunity for transformation, learning, and

innovation. Organizations that embrace a balance between these opposing forces can become more adaptable and resilient in the face of change.

From a strategic leadership perspective, understanding and managing these forces is critical. The theory emphasizes that decisiveness and adaptability are essential capabilities for surviving and thriving in turbulent environments. The Stacey Complexity Matrix, which was created to depict various decision-making scenarios, aids leaders in identifying whether circumstances are located. Decisions can be reliably guided by historical facts and experiences under circumstances that are "close to agreement and close to certainty." In contrast, "far from agreement and far from certainty" scenarios are marked by unpredictability, where no clear patterns exist and where innovative, flexible, and experimental leadership approaches are needed..

These conditions are comparable to decisiveness enablers and drivers. Forces promoting stability—such as structured processes, human resource systems, and technology infrastructure—are decisiveness enablers. Conversely, external forces such as market volatility, rapid technological change, and globalization act as decisiveness drivers that push organizations toward constant adaptation. This approach is challenged because it ignores the significance of learning new traits and instead attributes the leader's success to natural traits that they were born with. Inherent traits might not matter because results can be affected differently by situations depending on the setting or scenario. This theory has not explicitly identified the most important and successful characteristics of a good leader (Takano et al., 2007).

Using this idea, the study will demonstrate how strategic leadership practices impact organizational performance. Leaders play a crucial role in ensuring that their followers

obey moral standards and get strategic guidance and oversight. Furthermore, a company can only effectively motivate its people resources if the leaders' natural characteristics and conduct are recognized and aligned with the business's requirements. Once the traits of the leaders have been assessed, it is simple to carry out tasks like hiring, placing, and training.

Moreover, Chaos Theory views organizations as open systems—deeply interconnected with and influenced by external stakeholders including customers, suppliers, regulators, employees, and financial institutions. These actors continuously interact in unpredictable ways, making it essential for organizational leaders to remain agile, observant, and ready to respond quickly. This strategic interdependence reinforces the need for collaborative leadership, transparent communication, and an organizational culture that supports creativity and continuous learning.

Engaging in agile strategic activities often places organizations in a vulnerable yet dynamic state—requiring leaders to be both transparent and cautious, collaborative yet decisive. Organizations that effectively manage this duality can leverage chaos to their advantage, transforming unpredictability into opportunity for innovation, efficiency, and improved performance.

In relation to this study, this school of thought is highly relevant because it underpins the need for strategic leadership that fosters innovation, decisiveness, and employee collaboration. It supports the view that successful organizational performance—especially in complex institutions like the KPA—depends on leaders who can guide their teams through uncertainty, embrace adaptive strategies, and harness complexity as a resource for growth.

Theoretical Framework

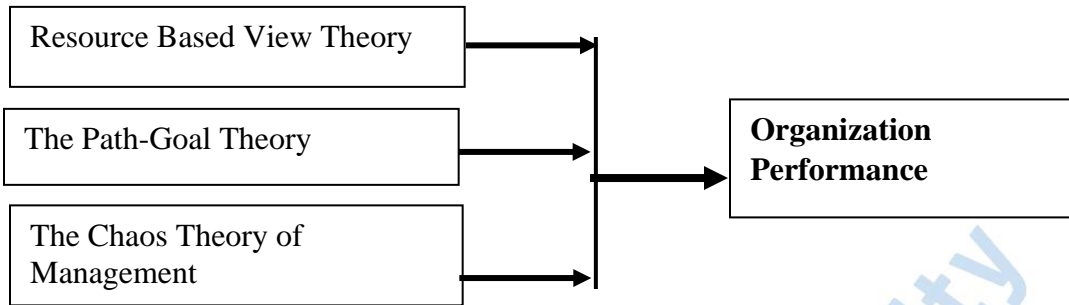


Figure 1: Theoretical framework

2.3 Conceptual Framework

From the perspective of Mugenda & Mugenda (2014), it is a drawing that illustrates the connection between variables to help the analyst understand what is happening between the variables in the proposed research. The framework of thought illustrates how dependent and independent variables relate to one another.

Independent variables

Strategic Leadership Practices

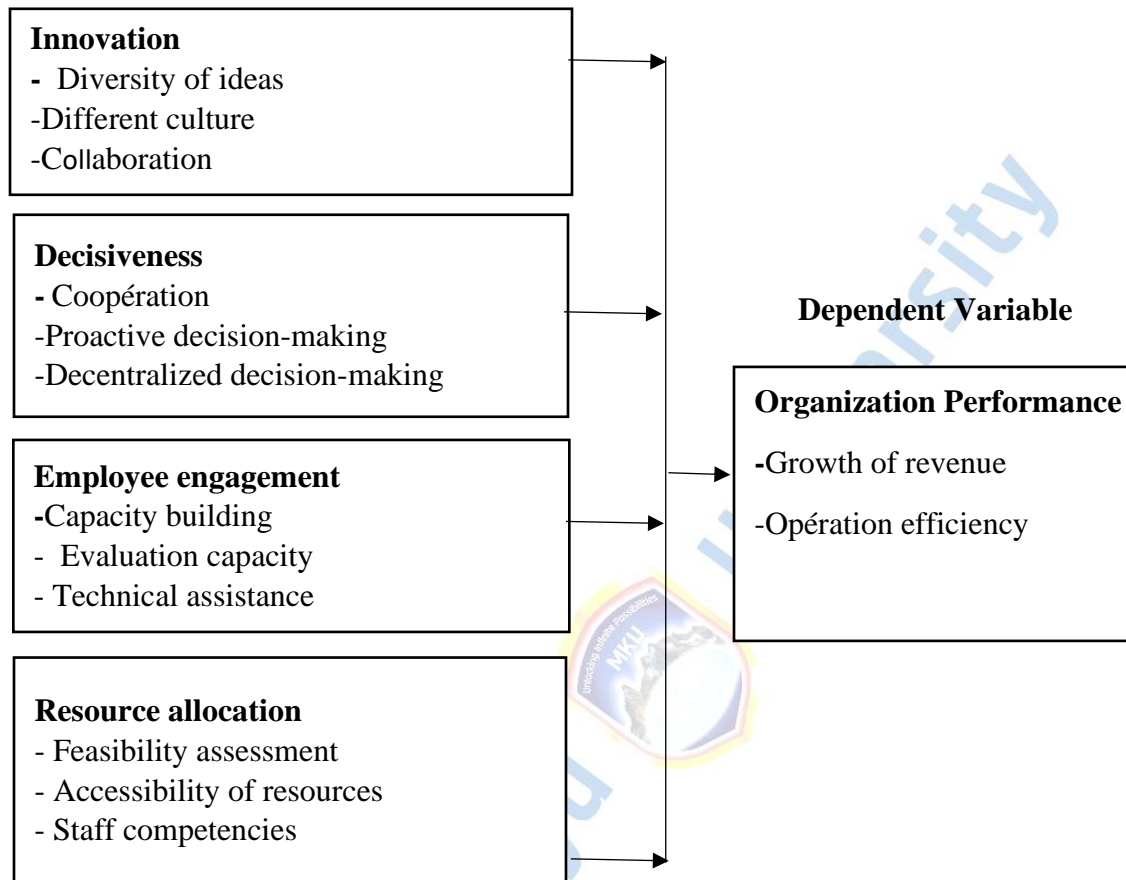


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.4 Recap of literature review.

The previous discussion has provided a comprehensive analysis of existing literature concerning strategic leadership practices and their influence on organizational performance. The review explored studies conducted at the global, regional, and local levels, highlighting key trends, theoretical foundations, and empirical findings. The discussion incorporated RBV, Path-Goal, and Chaos models of Management as relevant theoretical basis and underpinnings for understanding how leadership strategies impact performance outcomes. The chapter also included a conceptual framework that

described how the dependent variable, organizational performance, and the independent variables—creating innovation, decisiveness, employee engagement, and resource allocation—relate to one another. This framework guided the identification of research needs and provided structural guidance for the current investigation.

2.5 Research gaps.

The relationship between strategic leadership practices and organizational performance has been extensively studied, but there are still many significant gaps, particularly with regard to the Kenyan public sector. There are few empirical insights on strategic leadership in public port management organizations like the KPA because the majority of the material currently in publication either concentrates on private organizations, state businesses, or certain industries.

For instance, Monte (2021) highlighted a general shortage of empirical literature on how strategic leadership dimensions such as innovation culture, decisiveness in operations, employee engagement, and resource optimization affect organizational performance within the Kenyan context. While international and regional studies emphasize these variables, they often lack contextual relevance to local public institutions.

Nthini (2023) looked on how strategic leadership affected the success of Kenyan commercial and financial state companies. Her research demonstrated that such techniques have a major impact on performance results. However, her research focused on profit-driven corporations, thus limiting its applicability to non-commercial entities such as KPA, which operate under different mandates, structures, and performance metrics.

Similarly, Mapetere (2022) explored the same issue in the Kenya Wildlife Service. While valuable, the context of environmental conservation differs significantly from that of port logistics and maritime operations, creating a contextual gap. Moreover, Nyamao (2020) conducted the same study for SMEs in Kenya. Although SMEs contribute significantly to economic development, they differ fundamentally from large public organizations in terms of leadership structures, resource availability, stakeholder engagement, and performance objectives.

These contextual and conceptual disparities underscore a significant research gap. Most prior studies focus on financial performance, organizational change, or private-sector outcomes, while overlooking the operational and strategic challenges unique to public entities like KPA. Furthermore, less focus has been placed on the use and evaluation of such leadership approaches in the context of port authority operations, particularly with regard to effectiveness, creativity, employee engagement, decisiveness, and resource optimization. Therefore, the purpose of this study is to fill up these information gaps by investigating how strategic leadership approaches affect organizational performance at KPA. It provides context-specific insights that can direct organizational changes, policy creation, and leadership development initiatives in the region's public sector organizations.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methods used to carry out the research. The research design, study site, target population, sample strategies and techniques, sampling frame, research equipment, validity and reliability testing processes, data collecting methods, data processing methods, and ethical issues are all presented. Each element is explained in detail to provide readers a clear picture of how the study was carried out to guarantee the validity and precision of the results.

3.1 Research Methodology.

The study used a cross-sectional survey approach, which is suitable for gathering information from large numbers of people at one particular moment without changing the study setting. Particularly when deploying structured questionnaires, this method allows an investigator to swiftly and affordably gather extensive data. A more encompassing grasp of the study topic than could be achieved with only one technique was made possible by the methodology's mixed approach. According to Orodho (2019), the integration of multiple methodologies enhances the depth and reliability of research findings, leading to more meaningful conclusions.

3.2 Research Design

This study used an approach that was descriptive. This style works well for accurately portraying and recording a profile of people, things, or circumstances. It is especially suitable for research projects that seek to characterize the state of affairs, attitudes, and

patterns. Descriptive research is helpful when the goal is to comprehend and report on current conditions without changing the surroundings, according to Kothari (2019). The study's approach was appropriate for analysing the key issues considered.

3.3 Location of the Study

The research was conducted at the KPA headquarters located in Mombasa County. The Port of Mombasa was selected due to its central role in the import and export of containerized cargo and its strategic importance in the logistics and transport sector within Kenya and the East African region. This location provided relevant access to data and insights necessary for assessing and putting the study into context.

3.4 Target Population

Kothari & Garg (2019) define a population as the total set of people, things, or events that are under consideration studied. The company has over 7,000 employees nationwide, according to the KPA Annual Report (KPA, 2022). Nonetheless, the 1,210 individuals who work at the KPA headquarters in Mombasa were the study's target demographic. These workers represent a range of functional divisions and departments, including: Legal Services, Human Resource and Administration, Operations, Engineering Services, Finance, Corporate Services, as well as Infrastructure Services. The selected divisions were considered vital for providing relevant insights into the key aspects and the associated relations.

Table 1: Target population

Departments	Population
Finance	10
Opérations	240
Human Resources & Administration	150
Corporate Services	60
Infrastructure Services	600
Engineering Services	130
Legal Services	20
Total	1210

Source: KPA Human Resource report (2024)

3.5 Sampling Procedure and Techniques

A sampling frame, as defined by Saunders, Lewis, and Thornhill (2019), is the whole list of all instances in the entire population from which a selection is drawn. This according to Mugenda (2014), is the available population or list of people, occasions, or records that serve as the foundation for selecting a study sample. For the current study, this constituted the KPA personnel stationed at the Port of Mombasa, and was selected from a target population of 1,210 employees.

To identify respondents, the researcher physically visited the respondents at their respective offices to distribute the survey instruments. Participants were chosen at random from the target demographic using a straightforward random sampling procedure as it ensured equality in participation, which lowers bias and improves representative. This approach was particularly useful in selecting respondents across various levels of management, including senior managers, department heads, and

supervisors. Simple random sampling is a trustworthy probability sampling method that guarantees the choice procedure fairness, claim Kombo et al. (2016).

3.6 Sample Population

According to Cohen, Manion, and Morrison (2021), the goal of the study, the characteristics of the population, the required degree of precision, the anticipated response rate, and the number of variables being examined are some of the elements that affect the sample size. Whether a study employs a quantitative or qualitative approach also influences this.

Hence, the Neyman formula for finite population correction was applied, as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Whereby population target = N, size of the sample = n, precision level = e and in this study, 95% level of sureness was applied which gives 0.05 chance of deviation from the actual. Thus;

$$n = \frac{1210}{1 + 1,210(0.05)^2}$$

$$n = \frac{1,210}{1 + 1,210 (0.0025)}$$

$$n = \frac{1,210}{1 + 0.3025}$$

$$n = 1,210/1.3025$$

$n = 300.62112$ thus the scholar used 301 as a sample size

The outcome of this calculation, was rounded off to 301 respondents.

Table 2: Sample Size

Departments	Population	Sample Size
Finance	10	10
Operations	240	65
Human Resources & Administration	150	45
Corporate Services	60	16
Infrastructure Services	600	120
Engineering Services	130	39
Legal Services	20	6
Total	1210	301

Source: KPA Human Resource report (2024)

3.7 Construction of Research Instruments

The researcher used interviews and both closed-ended and open-ended questionnaires to collect data. In particular, closed-ended questions helped to guarantee organized answers, which made analysis simpler. Sekaran (2011) highlights that questionnaires are widely used in scientific studies due to their ability to systematically capture respondents' opinions in a structured format, allowing for future reference. The questionnaire was given top priority by the researcher as the most important instrument. Because questionnaires are effective at collecting vast amounts of data from a wide range of people in a short amount of time and at a low cost, their usage was deemed suitable. Questionnaires are also useful in standardizing responses, allowing for easier analysis and comparison. A pilot research was carried out to guarantee the tool's efficacy

and quality. Prior to the real data gathering procedure, the pilot was crucial for locating any questions, discrepancies, or mistakes in the questionnaire.

3.8 Testing for Validity and Reliability

A pilot study's suitable sample size usually falls between 1% and 10% of the whole sample size, according to Mugenda & Mugenda (2014). Likewise, Kothari (2019) and Sekaran (2023) advise that a pilot test should be executed using at least 1% of the parties considered. The current study chose nine responders, or around 3% of the entire sample size, for the pilot test based on these academic criteria. This proportion falls within the accepted range and is considered sufficient for evaluating quality and effectiveness.

A selection of Port of Mombasa personnel who were not part of the main research were given the pilot test in order to avoid bias or duplication. The main objective of this test was to evaluate the structure, appropriateness, consistency, and clarity of the questionnaire items. Furthermore, the pilot helped the researcher ascertain whether the research instrument would yield the required data and support the achievement of the study's objectives.

Through the pilot study, the researcher was able to improve the phrasing of the items, identify and address any potential issues, and confirm the instrument's overall use. The knowledge gathered from the pretest helped to improve the questionnaire's validity and reliability, making it more appropriate for the real data gathering procedure.

3.8.1 Validity Testing

This is the degree to which a tool properly assesses what it is intended to quantify (Neuman et al., 2016). According to Leedy and Ormrod (2018), a valid instrument

captures the true essence of the concept being studied. Face validity and content validity were the main factors taken into account in this study. Content validity was ensured by carefully reviewing the questionnaire items to make sure they aligned with the study's objectives. Feedback was also obtained from academic experts to enhance the tool's comprehensiveness and appropriateness.

A pilot test was conducted with nine participants from the Port of Mombasa, representing 10% of the sample size, in line with recommendations by Mugenda and Mugenda (2014). In order to preserve impartiality and prevent bias, these people were not allowed to participate in the actual study. Verifying if the instrument could produce the intended data and help the research accomplish its goals was the aim of the pilot.

3.8.2 Reliability Testing

When an instrument consistently produces comparable data under consistent conditions, it is said to be reliable (Teddlie & Tashakkori, 2019). Cronbach's Alpha coefficient, the most widely used reliability statistic in social science research, was utilized in this work to assess internal consistency dependability (Cronbach, 1951; Bryman & Bell, 2020). Cronbach's Alpha offers a metric between 0 and 1, with values greater than 0.70 being suitable for keeping items on a research scale. The dependability of the survey questions was assessed using this criterion as a standard.

3.9 Data Collection Methods and Procedures.

Primary data from people was gathered using structured questionnaires. The chosen participants were given the questionnaires by the researcher in person, who gave them two weeks to complete them before picking up the completed forms. Kothari (2019)

defines primary data as first-hand information obtained straight from participants. Consequently, the questionnaire had both closed-ended and open-ended items. This format gave respondents the opportunity to give uniform answers while also providing room for further in-depth analysis as needed.

3.10. Data Analysis Techniques and Procedures

According to Kombo and Tromp (2016), data analysis is the process of methodically arranging and analyzing gathered information in order to give it significance. Descriptive statistics including means, frequencies, and percentages were calculated for this study using quantitative analysis. The study sought to create a connection between strategic leadership practices and organizational performance at the KPA using inferential statistics; a 5 percent significance correlation and regression analysis. The meaning / fitness of the model is calculated by the Variance Analysis (ANOVA). The study was conducted first a correspondence review using Pearson's commodity moment to decide whether any of the results: innovation, decisiveness, employee involvement, and the best use of resources and organizational success is linked to the organizational performance. This therefore enhanced the development of a study. The regression model from the analysis is shown below. Frequency tables and charts were used to facilitate understanding and clarity.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Whereby;

Y –Organizational Performance

X₁– Innovation

X_2 – decisiveness

X_3 – Employee engagement

X_4 – Resource allocation

α – is the constant (intercept), and

β_1 β_4 the coefficients giving the direction and influence of the association among the variables of independent and dependent.

ε - Defines the error term at 5% significance level

Several statistical tests, including Pearson correlation and linear regression analysis, were performed in order to decide whether to accept or reject the hypothesis. Dismiss the null hypothesis if the p-value is less than 0.05. The null hypothesis cannot be rejected if the p-value is greater than 0.05.

3.10.1 Test of Hypotheses

According to Moore et. al (2018) null hypothesis in research is tested using Beta (β) or standardized coefficients and P-values which are generated from a simple regression analysis. This study therefore tested research hypotheses H_{01} , H_{02} , H_{03} and H_{04} using simple regression analyses as per the formula:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Hypothesis testing criterion was to reject the null hypothesis if $P > .05$ and $\beta \neq 0$.

The beta coefficient (β_1) in simple linear regression represents the slope of the regression line, or the effect of the independent variable (X) on the dependent variable (Y). When testing a null hypothesis in regression, β_1 tells whether the predictor variable (X) has a

statistically significant influence on the outcome variable (Y). If $\beta = 0$ and $P > .05$ it means that X has no effect on Y, and therefore the null hypothesis holds true and should be accepted by the study. However, if $\beta \neq 0$ and $P < .05$ it means that X has an effect on Y and the null hypothesis is rejected by the researcher.

3.11 Ethical Consideration

The researcher initially acquired an official authorization letter from MKU prior to starting data collecting. NACOSTI was subsequently contacted using this letter to request and get a research permission, allowing the study to begin. All research procedures were conducted in adherence to the principles of ethical research, including respect for persons, integrity, and responsibility in reporting.

3.11.1 Voluntary participation

The researcher ensured that no participant was forced or coerced. They were also informed of their right to withdraw at any time and no reason would be required, and that it was not a must they engage with the undertaking. It was clearly communicated that refusal to participate or discontinuation would not result in any form of penalty or adverse consequence.

3.11.2 Informed consent

The researcher also ensured that the participants to the study provided a signed form assenting to their willingness to participate in the study. This was based on first ensuring that they were aware of the study's specifics which would aid in making informed decisions. Throughout the research procedure, they were informed of their rights, the study's objectives, and how their data would be utilized. They were also informed that

participation involved no risks and that their data would be treated with confidentiality. The respondents had a reserved right to excuse themselves from the study.

3.11.3 Anonymity

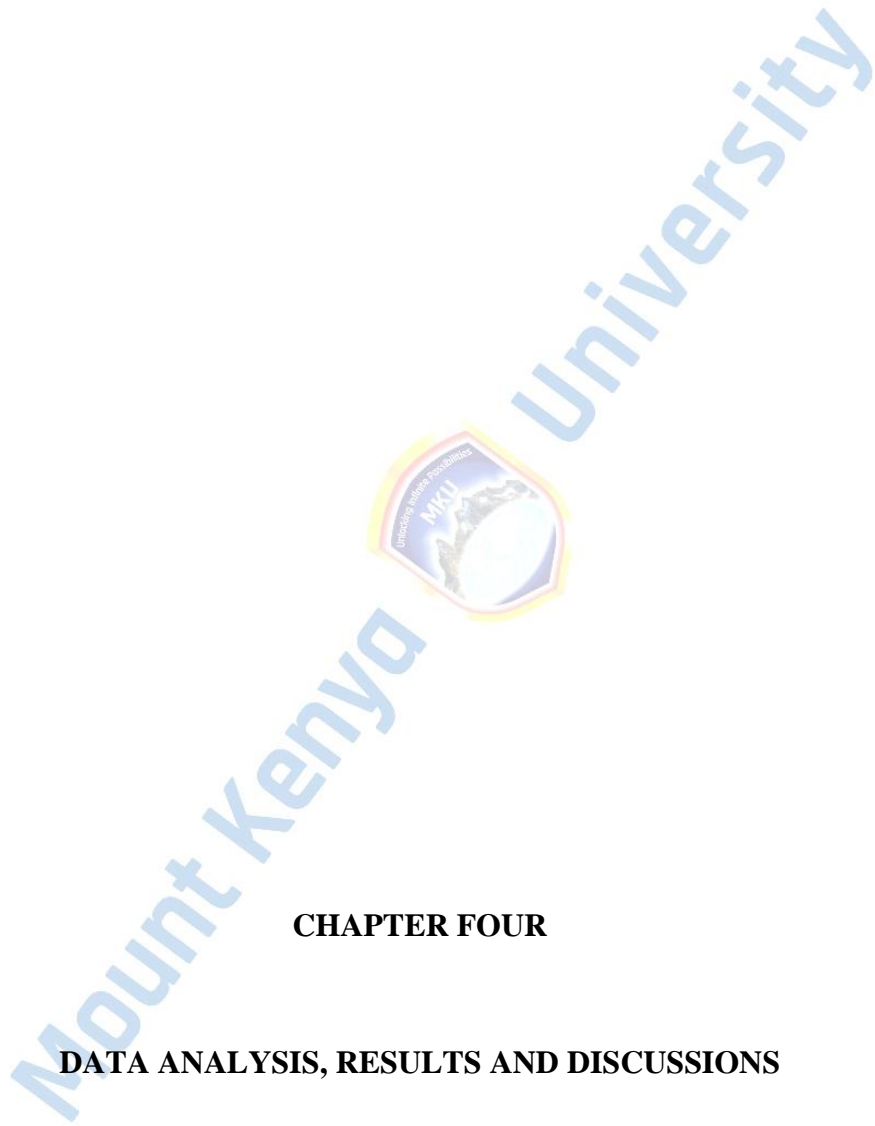
Anonymity was ensured where the researcher did not collect personal details which would lead to harm to the participants if they were in the wrong hands like names and addresses. In cases where true anonymity was not feasible—such as in face-to-face engagements—care was taken not to record or disclose any identifiers in the final dataset or reporting. All identifying details were excluded to prevent linking responses to any specific individual.

3.11.4 Confidentiality

By making sure that all information collected from participants was safely saved, confidentiality was preserved. The researcher made sure that any information gathered that may violate their privacy was deleted and that no information was shared without the appropriate parties' consent. Additionally, the parties' answers were private and would not be disclosed in a way that would identify them.

3.11.5 Privacy

The study respected the privacy of all participants. This is where the data collected was only for academic reasons and this was passed to the respondents. Hence, their personal space, opinions, and shared information would be safeguarded. Furthermore, the presentation of results was honest, impartial, and free from distortion, upholding credibility and transparency in research communication.



CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.0 Introduction

The study findings on the impact of encouraging innovation, advancing decisiveness, improving employee engagement, and allocating resources on KPA performance are thoroughly analyzed, interpreted, and discussed in this chapter. Microsoft Excel 2016

and SPSS Version 28 were used to handle the primary data that was gathered from the Port of Mombasa for the analysis.

The impact of various strategic leadership approaches on organizational performance was evaluated using both descriptive and inferential statistical methods. One of the most crucial measures used to assess the level of variability in the responses related to each variable was the standard deviation. The structure of this chapter begins with an analysis of the reliability and validity of the research instruments, followed by a comprehensive presentation, interpretation, and discussion of the main conclusions.

Regression and correlation studies are also carried out to ascertain the connections between the variables. The demographic information of the respondents is also included for context. ANOVA was used to evaluate the regression model's appropriateness and power. The chapter concludes with a discussion of the research findings in light of previous empirical investigations.

4.1 Research Presentation, Interpretation, and Discussion.

4.1.1 Response Rate.

232 of the 301 surveys that were sent to KPA staff members were satisfactorily filled out and sent back. This corresponds to a about 77% response rate. Scholarly guidelines state that for surveys of this kind, a response rate of 30% to 80% is appropriate as it offers a representative picture of the community being studied. Therefore, a 77% return rate is highly satisfactory and provides a strong basis for drawing valid conclusions.

4.1.2 Validity.

Factor analysis was done to assess the suitability and accuracy of the measuring tools employed in this investigation. Two crucial tests were specifically used: Sampling Adequacy Measured by KMO and Sphericity Test by Bartlett . Values between 0 and 1 are obtained via the KMO test, which assesses the sample's appropriateness for factor analysis. These values can be interpreted as follows: 0.50–0.69: Marginal, 0.70–0.79: Acceptable, 0.80–0.89: Good, 0.90+: Excellent, and less than 0.50: Inadequate. The KMO score for this study was 0.747, indicating that the sample size was adequate to allow factor analysis.

Additionally, to determine if the correlation matrix differed considerably from an identity matrix—that is, a matrix with zero associations across variables—Bartlett's Test of Sphericity was utilized. A significant p-value (usually $p < 0.05$) indicates that the data set is appropriate for factor analysis-based structure discovery.

In this instance, Bartlett's Test produced a Chi-square value of 636.593 at a significance level of $p < 0.000$, confirming the analysis's use of component analysis and showing substantial associations between the variables.

Table 3: Factor analysis -KMO and Bart.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin	Measure of Sampling Adequacy.	.747
Bartlett's Test of Sphericity	Approx. Chi-Square	636.593
	Df	3
	Sig.	.000

4.1.3 Reliability Analysis

Cronbach's Alpha Coefficient was used in a reliability analysis to make sure the research tools yielded reliable and consistent data. A Cronbach's Alpha score of 0.70 or above is often considered appropriate for assessing the reliability of survey instruments in social science research (Hatice et al., 2020). Each of the study's key variables—employee engagement, innovation, decisiveness, and resource allocation—was individually assessed for internal consistency. The purpose of this test was to determine how closely related a set of things were to one another, or how much they measured the same underlying notion.

The following is a summary of the dependability scores that were acquired for each variable: Employee Engagement: Attained a good Cronbach's Alpha of 0.827, indicating great reliability in measuring dimensions connected to employees. Innovation: Recorded a remarkably high reliability coefficient of 0.954, reflecting excellent internal consistency, suggesting that the items under this variable were highly cohesive and consistent. decisiveness: Scored 0.914, affirming a high level of internal reliability, implying that the instrument effectively captured the dynamics of decisiveness within the organization. Resource Allocation: Obtained a reliability score of 0.811, also meeting the threshold for strong internal consistency and suggesting dependable measurement of this construct.

These findings, which are shown in Table 4, show that every measuring item in the survey was statistically trustworthy. The tools included in this study were both valid and trustworthy for examining the impact of strategic leadership practices on organizational performance, according to Cronbach's criteria, which state that a coefficient over 0.70

is considered appropriate. Consequently, the excellent reliability ratings for every variable attest to the validity and consistency of the data collecting instruments, bolstering the validity of the conclusions drawn from this study.

Table 4: Reliability Test.

Variable	Number of items	Cronbach's Alpha	Decision
Innovation	6	0.954	Acceptable
decisiveness	6	0.914	Acceptable
Employee engagement	6	0.827	Acceptable
Resource allocation	6	0.811	Acceptable

Research Data (2025)

4.1.4 Age of the respondents

The following results were obtained when the researcher asked individuals to identify their age brackets: Of the respondents, 30% were in the 30-40 range, 20% were in the 31-35 age range, 15% were in the 25-30 age range, and 35% were above 50. The bulk of respondents, according to the results, are over 40 years old, indicating that the data was gathered from people who have a great deal of expertise and knowledge of strategic leadership techniques. This makes the study's conclusions more credible. Table 5 following summarizes this:

Table 5: Age of the respondents

Respondents' age	Frequency	Percentage
25-30	35	15
31-35	46	20
36-40	70	30
Above 40	81	35

Total	232	100
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Research Data (2025)

4.1.5 Highest Professional Qualification

Respondents were asked to specify their greatest level of professional education by the researcher. The following was discovered by the findings shown in Table 4.5: 12% have a diploma, 21% have a PhD, 25% have earned a master's degree, and 42 out of 100 respondents have a bachelor's degree. These findings indicate that the majority of participants hold advanced degrees, ensuring that they are qualified to provide accurate and insightful information on strategic leadership methods.

Table 6: Highest Professional Qualification

Level of Education	Frequency	Percentage
Diploma	28	12
Master	58	25
Doctorate	49	21
Degree	97	42
Total	232	100

Research Data (2025)

4.2 Discussion of Objectives of the study

4.2.1 Effect of innovation on organizational performance in KPA

A Likert scale was used to assess the respondents' opinions, and it looked like this: Strongly disagree is represented by one; disagree by two; neutral (do not know) by three; agree by four; and extremely agree by five. The tabulation and interpretation of these responses allowed for a detailed analysis with the outcomes presented below.

Table 7: Effect of innovation.

Statement on innovation	SD	D	N	A	SA	M	Std
The organization possesses a clear vision that assures determination to have novel ways of operation.	12%	23%	28%	29%	8%	3.881	0.705
Through innovation, organizational goals and objectives can be achieved.	10%	19%	14%	35%	12%	1.358	0.826
Leaders in our organization communicate the new methods to the stakeholders.	15%	22%	14%	33%	16%	3.836	0.685
The organization has a strategy that connects the organization's innovation with today's situation .	18%	15%	20%	38%	9%	3.925	0.700
Communication of strategic direction can assure better decision-making in the organization.	15%	30%	25%	20%	10%	1.448	0.922
There is the alignment of employee values with the core values of the organization.	13%	18%	15%	30%	24%	3.955	0.473
Mean score and standard deviation						3.067	0.719

With a mean score of 3.881, the results show that the majority of respondents agreed that the business had a clear vision that guarantees resolve to have innovative ways of operating. Strong agreement that the firm has a strategy that connects its innovation was also shown by the mean score of 3.836 for leaders in our organization who convey the new approaches to the stakeholders, compared to 3.925 for others. Conversely, the replies tended to disagree, with a noticeably low mean of 1.358, indicating that corporate goals and objectives can be met when it comes to innovation. Better decision-making inside the company may also be ensured by communicating the strategic direction, with a 1.448 mean score. The overall mean of 3.067 suggests a

moderate level of consensus regarding the impact of innovation on organizational success.

According to the research, 37% of those surveyed concurred with the first statement, "The organization possesses a clear vision that assures determination to have novel ways of operation," with 29% agreeing and 8% strongly agreeing. On the contrary, 12% strongly disagreed and 23% disagreed, bringing total disagreement to 35%, while 28% chose to remain neutral. These findings suggest a slightly greater portion of respondents believed that the organization maintains a clear, innovation-driven vision compared to those who did not. This supports Gary (2019), who emphasized that organizations that nurture an innovative culture must strike a balance between tolerance for failure and high expectations for competence, discipline, and individual accountability, all within a psychologically safe environment.

Concerning the second statement, "Through innovation, organizational goals and objectives can be achieved," a notable 47% of participants either agreed (35%) or strongly agreed (12%) with this assertion. Meanwhile, 10% strongly disagreed and 19% disagreed, adding up to 29% who disagreed, and 14% remained neutral. These results point to a strong belief among respondents in the value of innovation as a driver for realizing institutional goals. These support Seen et al. (2022), who contended that the accomplishment of strategic goals is supported by a strong innovation culture that is defined by teamwork, empowerment, capability development, and an emphasis on learning and customers.

When asked whether "Leaders in our organization communicate the new methods to stakeholders," 16% strongly agreed and 33% agreed, totaling 49% who affirmed the

statement. However, 15% strongly disagreed and 22% disagreed, making 37% in disagreement, while 14% remained neutral. This shows that nearly half of the participants acknowledged proactive communication of innovative methods by leadership. These results correspond with Kateb, Swies, and Maqableh (2021), who emphasized that an organization's competitive edge is not only shaped by its intangible assets but also by how effectively these assets are deployed, especially through transparent communication and knowledge-sharing.

Regarding the statement, "The organization has a strategy that connects its innovation to current realities," 9% strongly agreed and 38% agreed, summing to 47% support. On the other side, 18% strongly disagreed and 15% disagreed, totaling 33% opposition, while 20% stayed neutral. This suggests that a considerable number of respondents recognize that the organization has a clear innovation strategy aligned with prevailing environmental and operational conditions. This is consistent with Robbins and O'Gorman (2019), who classified innovation into varying intensities such as incremental versus radical, continuous versus discontinuous, and sustainable versus disruptive, stressing the importance of tailoring innovation strategies to current realities.

Regarding "Communication of strategic direction assures better decision-making in the organization," the response pattern revealed that 18% were neutral, 15% disagreed, 10% strongly disagreed, 15% agreed, and 15% strongly agreed. The statement that "There is alignment between employee values and the organization's core values" was also supported by 54% of respondents, with 24% strongly agreeing and 30% agreeing. Nonetheless, 15% were indifferent, 18% disagreed, and 13% strongly disagreed. These

insights support the position of Hauser, Tellis, and Griffin (2019), who noted that innovation plays a pivotal role in multiple organizational functions—ranging from product development and marketing to technology, quality management, and strategic operations. Effective alignment of internal values with strategic direction is key to innovation and informed decision-making.

4.2.2 Effect of decisiveness on performance in KPA

The impact of decisiveness on the KPA's overall performance is examined in this section. decisiveness is the ability of a business to swiftly adapt to changes in the internal and external environment without losing focus or momentum. In a standardized questionnaire, participants were asked to use a five-point Likert scale to indicate whether they agreed or disagreed with a number of assertions about decisiveness and organizational performance.

The Likert scale ranged from:

- 1: Strongly Disagree,
- 2: Disagree,
- 3: No Sure,
- 4: Agree,
- 5: Strongly Agree

The gathered replies were methodically collated, examined, and evaluated. The goal was to determine how much decisiveness-related behaviors—like flexibility, responsiveness, adaptation, and speed of decision-making—help KPA reach performance goals in a changing operating environment. The analysis focused on several key indicators of decisiveness, including the institution's responsiveness to change, employee adaptability, speed in decision-making, and the ability to integrate

new technologies or operational models. The findings from the questionnaire responses are presented in the table below, followed by a detailed narrative discussion of each result. To further anchor what was found in existing literature, this discussion involves interpreting the data within the setting of the research and making parallels to other scholarly work.



Table 8: Effect of decisiveness

Statements on decisiveness	SD	D	N	A	SA	M	Std
The organization has adequate human resource skills which are crucial in organizational performance	10%	18%	10%	40%	22%	3.925	0.633
The organization has the latest superior integrated systems that increase operational performance.	8%	23%	29%	28%	12%	3.896	0.604

Performance of an organization is achieved through proper utilization of resources	12%	19%	24%	35%	10%	1.313	0.698.
The organization has enough accountable work force that affects the marketplace	14%	16%	12%	40%	18%	3.896	0.675.
The organizational core competencies improve all the time.	29%	40%	10%	15%	6%	3.955	0.473.
The organization has superior capabilities in the market.	30%	20%	10%	25%	15%	3.836	0.663.
Aggregate mean and standard deviation						3.470	0.624

The results show that there is broad agreement that decisiveness significantly affects Kenya Ports Authority performance. For example, a mean score of 3.925 indicates that respondents thought that the firm has sufficient human resource capabilities, which are essential to organizational effectiveness. The firm has the newest, best integrated systems that improve operational performance, as seen by the mean score of 3.896. A low mean of 1.313, on the other hand, suggests that respondents disagreed with the notion that an organization's effectiveness is attained through appropriate resource allocation.

According to a mean score of 3.955, organizational fundamental skills are constantly improving. Strong agreement was also expressed about the organization's sufficient and responsible workforce, which has an impact on the market (mean 3.896). Additionally, the majority of respondents (mean 3.836) agreed with the claim that the organization has superior capabilities in the market. This backs up Alhadid and

Aburuhman (2019) argue that organizations are more likely to explore and exploit a wide array of market opportunities and adjust to evolving business landscapes with minimal disruption.

In evaluating how decisiveness influences performance at KPA, several dimensions were explored through statements posed to respondents. The responses were analyzed to assess agreement levels and to draw insights regarding decisiveness-related capabilities within the institution. Sixty-two percent of participants agreed with the statement, "the organization has adequate human resource skills which are crucial in organizational performance," with forty percent agreeing and twenty-two percent strongly agreeing. Conversely, 18% disagreed and 10% strongly disagreed, for a total of 28% who denied the allegation, while 10% were indifferent.

According to these results, the majority of those surveyed think that KPA has qualified employees, and they see these abilities as essential to the success of the company. The findings support the claims made by Alhadid and Aburuhman (2019), who emphasized that businesses with decisiveness are more likely to react quickly to changes in the market and challenges from competitors. Additionally, an organization's ability to take advantage of new possibilities is improved by having talented human capital. 12% of respondents strongly agreed, 28% agreed (40 percent in favor), 8% strongly disagreed, 23% disagreed (31 percent against), and 29% were neutral with the statement, "The organization has the latest superior integrated systems that increase operational performance."

This suggests that while a plurality of participants acknowledge the presence of advanced systems that contribute to enhanced operational efficiency, a significant number remain uncertain or unconvinced. The findings align with Cegarra-Navarro, Soto-Acosta, and Wensley (2019), who posited that the integration of superior systems enables organizations to better acquire knowledge, anticipate trends, respond to external threats, and engage effectively with their environment.

In the case of the statement “Performance of an organization is achieved through proper utilization of resources”, 10% of respondents strongly agreed, 35% agreed (totaling 45% support), while 12% strongly disagreed and 19% disagreed (31% opposition), and 14% were neutral. These results demonstrate that almost half of the respondents believe that efficient resource utilization directly impacts organizational outcomes. The findings support the earlier work of Alhadid and Aburuhman (2019), who emphasized that resource decisiveness equips firms to handle rapid market shifts, navigate intense competition, and unlock value from hidden opportunities.

Respondents were also asked to respond to the statement “The organization has an adequate and accountable workforce that impacts the marketplace.” The feedback showed that 18% strongly agreed, 40% agreed—totaling 58% in agreement—while 14% strongly disagreed, 16% disagreed (30% in opposition), and 12% remained neutral.

These findings suggest a significant level of confidence in the workforce’s effectiveness and accountability at KPA. A strong and dependable workforce is essential for delivering value to the market and maintaining service quality. This view resonates

with Weill and Vitale (2021), who stated that modern information systems empower organizations by enhancing information flow, decision-making, and overall performance management.

Responses were more skeptical of the statement, "The organizational core competencies improve all the time." Just 21% of interviewees thought the company continuously strengthened its key strengths, with just 6% strongly agreeing and 15% agreeing. On the other hand, 10% were unsure, while 29% strongly disagreed and 40% disagreed, for a total of 69% in disagreement.

This considerable level of disagreement suggests that the organization may be struggling with continuous improvement and innovation in its core areas. These concerns might signal a need for better systems of learning and adaptation to enhance strategic capabilities over time. Lastly, the results indicated that 15% strongly agreed and 25% agreed with the statement, "The organization has superior capabilities in the market," whereas 30% strongly disagreed, 20% disagreed (with 50% opposition), and 10% were neutral. Such reflects an almost even divide in perception, with slightly more respondents disagreeing than agreeing. It suggests that there may be inconsistencies in how KPA's market capabilities are perceived across different employee levels. The insights align with findings by Cegarra-Navarro et al. (2019), who noted that the growing complexity of external environments makes it challenging for organizations to consistently harness the right information and distinguish what is strategically relevant.

4.2.3 Effect of employee engagement on organizational performance in KPA.

The relationship between KPA performance and employee engagement is examined in this section. The study's goal was to ascertain whether employee engagement, motivation, and dedication had an impact on the overall effectiveness and output of the company. Data was gathered using a standardized questionnaire with a five-point Likert scale, same like for the previous variables. This scale allowed respondents to express how much they agreed or disagreed with specific claims on employee engagement. The use of this scale also facilitated a methodical analysis of the perspectives of the studied population.

To ascertain the degree to which employee involvement affects important performance outcomes at KPA, the replies were statistically examined. The analysis considered factors such as employee dedication, sense of ownership, participation in decision-making, alignment with organizational goals, and recognition or reward systems. The quantitative findings, summarized in the accompanying table, provide a clear overview of how respondents evaluated the engagement levels within the authority and their perceived impact on operational success. These results form a basis for deeper interpretation and discussion in the context of existing literature on the issues under study.

Table 9: Effect of employee engagement on organizational performance in KPA

Statement on employee engagement	SD	D	N	A	SA	Mean	S
The organization involves employees in learning based on shared knowledge through knowledge management.	8%	23%	29%	26%	7%	1.194	0.607

The organization recognizes the employee's skill gaps with what is required for their positions.	12%	19%	14%	35%	10%	1.164	0.537
The organization reviews employees' skills with what is required for their positions.	15%	22%	16%	33%	14%	3.836	0.748
The organization enhances training curricula which promote human capital development to get a return.	3%	19%	14%	47%	17%	1.179	0.573
The organization allows employees to build up with initiatives that are difficult for our rivals to copy.	35%	20%	15%	20%	10%	3.851	0.741
Aggregate mean score and standard deviation						2.245	0.641

It is clear from the above table that most participants believed that the company evaluates workers' talents in relation to what is needed for their roles. (average = 3.836). In a similar vein, the company gives workers the opportunity to develop projects that are hard for our competitors to imitate (mean = 3.851). These results are consistent with those of Nthini (2023), who proposed that employee engagement is the state in which people are cognitively and psychologically devoted to the company or group, as demonstrated by three main behaviors: say, strive, and remain.

However, the study found that there was strong disagreement with the claims that the organization recognizes employees' skill gaps with what is needed for their positions (mean = 1.164) or that it engages employees in learning based on shared knowledge through knowledge management (mean = 1.194). These claims alone significantly

improve organizational performance. Employee engagement has a moderate impact on organizational performance at Kenya Ports Authority, according to the overall average mean of 2.245 and standard deviation of 0.641, albeit not consistently across all categories.

With an emphasis on important elements including knowledge sharing, skill alignment, training, and creative involvement, the study examined the degree to which employee engagement affects organizational performance at KPA. The main conclusions and their interpretation in light of the body of current academic literature are outlined below. The question of whether the company encourages employee learning through shared knowledge management procedures was posed to the respondents. According to the results, 33% of respondents endorsed the statement, with 7% strongly agreeing and 26% agreeing. Conversely, 29% were indifferent, 13% strongly disagreed, and 18% disagreed, making up 31% opposition. These results indicate a relatively balanced perception between those who agree and those who do not, with a notable portion remaining undecided. The implication is that while a third of employees recognize the presence of knowledge-sharing frameworks, there is still a significant gap in institutionalizing knowledge management across the board. These results are consistent with Nthini (2023), who emphasized that engaged employees typically exhibit behaviors such as speaking positively about the organization ("say"), putting in extra effort ("strive"), and maintaining long-term commitment ("stay").

The study further examined whether KPA identifies discrepancies between employee competencies and job requirements. Overall, 45% of respondents said that the company is aware of these talent shortages (10% strongly agreed and 35% agreed). In contrast,

24% were indifferent and 31% disagreed with this assertion (12% strongly opposed and 19% disagreed). According to these results, a sizable portion of workers think KPA is aware of workforce skill gaps, which is important for developing talent. However, this finding is partially at odds with Hong (2019), who argued that genuinely engaged employees are not only emotionally connected to their organizations but are also provided with clearly aligned roles that support peak performance and personal fulfillment.

In regard to whether KPA regularly assesses employee skills in relation to their job descriptions, 14% strongly agreed and 33% agreed, resulting in 47% in support. Meanwhile, 15% strongly disagreed and 22% disagreed, totaling 37% who opposed the statement, with 16% remaining neutral. The results suggest a general agreement that periodic skill evaluations occur, though a significant minority do not perceive this practice as consistent. Gasco et al. (2019), emphasized that effective leadership requires a commitment to transparency, self-awareness, and ethics—qualities essential for fosterage workforce development and feedback mechanisms. this aligns with the study.

The study also explored whether the organization improves training programs to promote human capital development and ultimately increase return on investment. A majority of respondents (17% strongly agreed and 47% agreed) supported this statement, while 22% (3% strongly disagreed and 19% disagreed) opposed it. About 14% were undecided. The 64% agreement rate suggests that KPA invests significantly in staff training and sees it as a strategic pillar for performance. These findings are consistent with Sandvik et al. (2018), who emphasized the value of a caring and

encouraging workplace where management supports staff members' emotional and professional development in order to overcome obstacles and boost productivity.

Finally, respondents were asked if the organization enables employees to pursue innovative initiatives that competitors would find hard to imitate. Only 30% (10% strongly agreed and 20% agreed) affirmed this, while a majority—55% (35% strongly disagreed and 20% disagreed)—disagreed, and 15% remained neutral. This data indicates that most employees do not feel empowered to spearhead unique and strategic initiatives, pointing to potential weaknesses in innovation leadership or support structures within the organization. These findings are in agreement with Jansen et al. (2021), who posited that authentic and empowering leadership is critical in cultivating employee enthusiasm, participation, and innovation—factors essential for sustained organizational differentiation.

4.2.4 Effect of resource allocation on organizational performance in KPA

Resource allocation was also examined. Similar to the previous sections, the same process was used to gather the responses. The results show how much participants agreed with or disagreed with claims about the best way to allocate resources. The opinions of the respondents and the statistical insights obtained are thoroughly broken down in the table and analysis that follow.

Table 10: Effect of resource allocation on organizational performance

Statement on resource allocation	SD	D	N	A	SA	M	Std
The organization has a culture that is set on how things are done	6%	18%	21%	42%	13%	3.925	0.557

Our organization involves all employees in consultations of the budgeting process, decision-making, and policy making.	16%	32%	11%	27%	14%	4.015	0.122
The organization encourages a culture that embraces innovation in employees	20%	32%	16%	23%	9%	3.910	0.666
The organization has laid down principles in place that define who it is employees, customers, and suppliers and how to interact with each other.	16%	18%	28%	36%	2%	1.269	0.727
The organization has a sense of identity to employees which increases their commitments to work	14%	21%	18%	25%	22%	3.925	0.557
Our organization has set down clear work ethics.	26%	14%	14%	30%	16%	3.020	0.115
Aggregate mean score and standard deviation						3.344	0.457

With a mean score of 3.925, the results demonstrate a solid consensus among respondents that the business gives employees a sense of identity that strengthens their commitment to work. Furthermore, the statement that the business consults all workers in the budgeting process, decision-making, and policy-making obtained the highest mean (4.015), indicating a higher degree of agreement.

With a mean score of 3.910, the organization's promotion of an innovative culture among its staff was also seen favorably, demonstrating their efficacy in raising organizational performance. It's interesting to note that there was a low mean of 1.269 for the organization's establishing principles that define who its suppliers, customers, and workers are and how they should interact with one another. With a mean score of 3.925, respondents somewhat agreed that the company gives its workers a feeling of identity, which boosts their dedication to their jobs. These results corroborate the findings of

Sandvik et al. (2018), who proposed that management that fosters a compassionate work environment typically shows care for the needs and opinions of its employees, offers constructive criticism, and encourages people to express their concerns.

The study further explored how the organizational culture and resource allocation frameworks influence employee engagement and overall performance at the KPA. Using statements rated on a Likert scale, the analysis provided insight into employee perceptions across key areas such as operational consistency, inclusivity in planning, innovation culture, identity formation, and ethical standards.

Findings revealed that 13% strongly agreed and 42% agreed that the organization has a well-established culture guiding how things are done. Combined, 55% of participants affirmed the existence of an operational culture, while 24% (6% strongly disagreed and 18% disagreed) expressed dissenting views. Additionally, 21% of the respondents chose to remain neutral. These results suggest a prevailing belief among employees that KPA adheres to a distinct organizational culture that influences day-to-day activities. This observation resonates with Gamble (2021), who emphasized that resource allocation functions as a filter that shapes which initiatives receive funding, depending on how well they align with the organization's embedded cultural norms.

The analysis indicated that 41% (14% strongly agreed and 27% agreed) felt that employees are actively involved in crucial processes such as budgeting, policymaking, and decision-making. However, a significant 50% of respondents (16% strongly disagreed and 34% disagreed) disagreed with this view, and 11% remained undecided. These results highlight a perception gap, suggesting that participatory governance may

be limited or inconsistently applied across departments. Contrary to these findings, Employee participation in financial and strategic planning is crucial for coordinating operational results with an organization's ultimate goals, according to Gilmour et al. (2019).

When asked whether the organization fosters a culture that supports innovation among employees, only 32% (9% strongly agreed and 23% agreed) responded positively, while 52% (20% strongly disagreed and 32% disagreed) rejected this notion, and 16% remained neutral. These results indicate that a significant portion of the workforce perceives limited encouragement for innovation at KPA. Kumar (2020) supports this view, stressing that achieving financial sustainability and implementing strategic plans effectively requires an innovation-driven culture to adapt to dynamic industry trends.

Respondents were also asked if the organization has clearly defined principles that govern how employees, customers, and suppliers interact. Results showed that 2% strongly agreed and 36% agreed (38% total), while 34% (16% strongly disagreed and 18% disagreed) opposed the statement, and 28% remained neutral. These split opinions point to varied experiences across the organization regarding the implementation or communication of interaction guidelines. Hannula et al. (2022) argue that prioritizing financial resources for areas such as relationship management can yield high returns, leading to better stakeholder engagement and improved overall performance.

The study sought to determine if employees felt a sense of identity within the organization that inspired commitment to their roles. According to the results, 47% of respondents agreed, with 22% strongly agreeing and 25% agreeing. However, 21%

disagreed, 14% strongly disagreed, and 18% were indifferent. This suggests a near-even divide in perception, although slightly more respondents affirmed the organization's positive influence on employee commitment. These findings diverge from Saad (2023), who asserted that effective strategic planning must be firmly rooted in available resources and include strategies for acquiring necessary resources to support employee alignment with organizational goals.

Finally, respondents were asked whether the organization has clearly defined work ethics. A total of 46% (16% strongly agreed and 30% agreed) supported the statement, while 40% (26% strongly disagreed and 14% disagreed) disagreed, and 14% remained neutral. The overall result implies that nearly half of the workforce acknowledges the presence of ethical guidelines, although a sizable number disputes their clarity or application. These insights align with Sandvik et al. (2018), who noted that ethical and empathetic management practices—such as actively listening to employees, providing constructive feedback, and encouraging skill development—are essential in promoting a responsible and productive work environment.

4.3 Correlation Analysis

To find trends and correlations between variables, the collected questionnaire data was examined. Tests were performed at a 95% confidence level using both regression and correlation analysis. This was used to assess the link between quantitative variables: when the correlation coefficient is positive, two variables increase or fall together, and when the correlation value is negative, the opposite is true. The variables utilized in this study are shown in the table below.

Table 11: Correlation Matrix

	Performance	Innovation	decisiveness	Engagement	Resource
Performance	1				
Innovation	0.773	1			
decisiveness	0.460	0.316	1		
Engagement	0.618	0.163	0.216	1	
Resource	0.652	0.161	0.233	0.462	1

** . Correlation is significant at the 0.01 level (2-tailed).

According to the above table, encouraging innovation and organizational success are positively correlated ($\rho = 0.773$). This implies that improved organizational performance is correlated with increased innovation promotion. Furthermore, the study finds a smaller but still significant positive association ($\rho = 0.460$) between decisiveness and performance. Additionally, a significant positive correlation ($\rho = 0.618$) was found between organizational success and employee engagement. Likewise, there was a high positive correlation between organizational effectiveness and resource allocation ($\rho = 0.652$).

4.4 Regression Analysis results

The relationship between strategic leadership techniques and organizational performance was examined using a multiple regression model. The accuracy of the regression model's assumptions was confirmed by analytical testing. This study evaluated the model coefficients, model significance, and coefficient of determination. The table below illustrates the coefficient of determination, which is the proportion of the change in the dependent variable that can be ascribed to the independent variables in the regression model.

Table 12: Model Summary

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
1	0.856	0.733	0.716	0.06396

Dependent Variable: organizational performance

Predictors: (Constant), innovation, decisiveness, employee engagement, and resource allocation.

The coefficient of determination (Adjusted R-squared) in the above table is 0.716, indicating that innovation, decisiveness, employee engagement, and resource allocation account for 71.6% of the variances in organizational performance at the Kenya Ports Authority. These factors explain for 71.6% of the variations in organizational performance at the Kenya Ports Authority. This means that other factors that are not considered in this study account for 28.4 percent.

The coefficient of determination (R-squared) in the preceding table is 0.733, meaning that 73.3% of the variability in organizational performance at the KPA can be explained by innovation, decisiveness, employee engagement, and efficient resource allocation. These factors explain 73.3% of the variability in organizational performance at the KPA, according to the modified R-squared value of 0.733. According to Weiss et al. (2020), the standard error is smaller for a sample that closely resembles the population mean.

Table 13: Analysis of variance

	Sum Squares	of Df	Mean Square	F	Sig.
Regression	28.834	4	7.2085	109.041	.00003
Residual	8.528	227	0.06611		
Total	37.362	231			

Dependent Variable: organizational performance

Predictors: (Constant), innovation, decisiveness, employee engagement, and resource allocation.

According to Rotich (2022), the study used ANOVA to assess how well the independent factors explained the dependent variable. This statistical test was crucial in establishing the regression model's validity, and in accordance with Sow's (2014) guidelines, the F-ratio was explicitly utilized to evaluate the model's overall fit.

The ANOVA findings revealed an F-statistic value of 109.041 with a significance level (p-value) of 0.00003, which was significantly less than the conventional alpha threshold of 0.05. This implies that the regression model was very significant and that organizational performance at the KPA and strategic leadership practices have a substantial statistical link.

The study used 227 degrees of freedom for the denominator and 4 degrees of freedom (df) for the numerator to further validate the model's relevance using a 5% significance level. According to a standard F-distribution table, the critical F-value was 109.041. The calculated F-value was well above this requirement, providing strong evidence that the model fits the data well and that the selected strategic leadership strategies have a significant influence on performance outcomes inside the organization.

These findings highlight how well strategic leadership shapes organizational performance and offer a statistical foundation for additional deliberation and decision-making within the framework of KPA.

Table 14: Coefficient of Correlation.

	Un-standardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	3.77	0.451		8.359	0.000
Innovation	0.782	0.221	0.146	3.538	0.003
decisiveness	0.463	0.179	0.126	2.586	0.014
Employee engagement	0.532				
Resource allocation	0.473	0.133	0.045	3.556	0.001
		0.173	0.142	3.075	0.004

a. Dependent Variable: organization performance

$$ROA = 3.77 + 0.782X_1 + 0.463X_2 + 0.532X_3 + 0.473X_4 + \epsilon$$

According to Makau (2023), a multiple regression analysis was carried out to ascertain how well the regression model fits the data and to investigate the kind and degree of correlations among the research variables. The researcher was able to investigate how well the independent factors—creating innovation, decisiveness, employee engagement, and the best use of resources—could forecast shifts in the dependent variable, organizational performance, thanks to this statistical method.

According to Table 4.15, the regression result showed that the baseline value of organizational performance at the KPA would be 3.77 if all independent variables were maintained constant, or set to zero. This intercept is when the evaluation of each strategic leadership practice's impact begins.

The findings revealed that:

- Organizational performance would increase by 0.782 for every unit increase in innovation promotion, assuming all other parameters remain same. This effect was statistically significant ($p = 0.003$) and had a strong positive impact.

- Performance would improve by 0.463 for every unit increase in decisiveness ($p = 0.001$), highlighting the significance of decisiveness in enhancing organizational results.
- Employee engagement had a positive effect as well; a unit increase contributed 0.532 to organizational performance when other factors were held constant.
- Lastly, improving resource allocation by one unit would boost performance by 0.473, with the effect also statistically significant ($p = 0.023$).

These results suggest that all four leadership practices are crucial. Each variable independently and collectively supports the predictive strength of the regression model, underscoring their importance within the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The research findings, as distilled from the analysis and interpretation of the data collected throughout the study, are presented in detail here. It methodically examines the main findings in light of the conceptual framework and main goals of the investigation. It also draws reasoned conclusions based on empirical evidence, provides actionable policy recommendations tailored to the KPA, and outlines directions for future scholarly inquiry. Furthermore, the chapter highlights the study's methodological and contextual limitations, offering insight into how these may have influenced the results and suggesting areas for improvement in subsequent research. By connecting theory, practice, and evidence, this chapter serves as the culminating bridge between academic analysis and real-world application.

This study's main objective was to assess the impact of strategic leadership methods on KPA's organizational performance. Innovation, decisiveness, employee engagement, and effective resource allocation were the four main strategic leadership components that the research concentrated on in order to accomplish this. These dimensions were selected based on their prominence in contemporary leadership literature and their hypothesized relevance to performance outcomes within public sector organizations.

To ensure that the results were both reliable and valid, the study employed robust statistical techniques. Cronbach's Alpha, a metric used to assess the reliability of data collection methods, showed excellent internal consistency across all variables, indicating that the instruments were suitable for gathering the desired data. Additionally, to make sure that model predictions were precise and broadly applicable, the assumptions of regression analysis—specifically, data normality—were examined. The integration of both descriptive and inferential statistical methods facilitated a nuanced understanding of how strategic leadership influences organizational dynamics at KPA.

5.1 Summary of the Findings

The core objective was to assess the individual and collective effects of strategic leadership practices on performance outcomes at KPA.

Effect of Innovation

The results revealed that a significant proportion of participants agreed that KPA has cultivated a clear vision that actively promotes innovative approaches to operations and

service delivery. Employees recognized innovation as a central mechanism through which organizational goals and objectives can be realized more efficiently and creatively. The ability to foster innovation was not merely viewed as a supplementary function but as a strategic asset that empowers the organization change and keep up.

Participants emphasized that a culture of innovation contributes positively to decision-making processes, particularly by enabling proactive problem-solving, encouraging new ideas, and refining existing systems. These findings align with the perspectives of Gary (2019), who asserted that innovation cultures thrive on the balance between freedom to experiment and stringent accountability measures. According to Gary, successful innovation requires a structured environment that supports exploration while maintaining rigorous standards of discipline, competence, and ethical responsibility.

Effect of decisiveness

Regarding decisiveness, the findings highlighted a strong consensus among respondents that KPA benefits significantly from having a skilled, well-managed, and responsive workforce. Participants acknowledged that the institution's ability to remain flexible in rapidly changing environments is enabled by effective workforce planning, operational efficiency, and integrated systems that support day-to-day processes.

decisiveness was not only seen in terms of operational efficiency but also in the organization's to transform depending on consumer needs, policy changes, and technological advancements. The presence of superior information systems and communication structures was cited as a major enabler of this decisiveness. These outcomes correspond with the work of Cegarra-Navarro, Soto-Acosta, and Wensley (2019), who argue that decisiveness stems from an

organization's capacity to continuously acquire, process, and utilize knowledge to make informed and timely decisions.

Effect of Employee Engagement

The findings further illustrated that employee engagement is primal when it comes to the performance of KPA. Respondents pointed out that learning based on shared knowledge and continuous skill development are integral to employee involvement. Moreover, engagement is reinforced when individuals are positioned in roles that align with their talents and career aspirations, supported by effective leadership and ongoing feedback.

Key indicators of engagement—such as motivation, emotional commitment, and willingness to contribute beyond prescribed responsibilities—were positively associated with organizational outcomes. This supports the model proposed by Nthini (2023), who conceptualized engagement through three behavioral lenses: "say" (employees speak positively about the organization), "strive" (they work with enthusiasm), and "stay" (they show loyalty and retention). The data thus confirmed that when employees feel valued and well-supported, their output and loyalty to the organization increases.

Effect of Resource Allocation

The study also uncovered that resource allocation is a decisive factor in determining organizational performance at KPA. Participants widely agreed that how an organization distributes its resources reflects its actual strategy and priorities. Strategic resource allocation acts as a filter—allowing only viable, aligned initiatives to move forward, while others are excluded due to misalignment or lack of funding.

Participants noted that resource use and efficiency (financial, human, and technological) greatly influence the institution's ability to meet its objectives. These insights corroborate the views of Gamble (2021), who emphasized that strategic clarity is often a direct outcome of deliberate and well-executed resource distribution. Effective allocation ensures that the organization's strategic goals are not only envisioned but are operationally achievable.

Regression Model Fitness

Multiple regression was used in the statistical study to evaluate how the four independent variables—decisiveness, employee engagement, encouraging innovation, and optimum resource allocation—combined to affect the dependent variable, organizational performance. With a computed coefficient of determination (Adjusted R²) of 0.716, these four predictors were able to account for around 71.6% of the variation in performance outcomes. This means that other factors that are not considered in this study account for 28.4 percent.

This high explanatory power affirms that strategic leadership practices, when implemented collectively, have a profound and statistically significant impact on organizational performance at KPA. The results validate the conceptual framework of the study, which postulated that leadership practices are multidimensional but interrelated components of strategic success.

In summary, the study confirmed that strategic leadership practices are not only theoretically relevant but practically essential in enhancing performance at KPA. Fostering a culture of innovation, maintaining decisiveness, nurturing employee engagement, and ensuring effective resource allocation together contribute to creating a responsive, efficient, and high-

performing public organization. These findings provide a strong foundation for policy interventions, organizational development strategies, and further research.

5.2 Conclusion

The findings of this study underscore that strategic leadership practices—specifically innovation, enhancing decisiveness, promoting employee engagement, and resource allocation—are instrumental in driving organizational performance at KPA. These pillars collectively form the strategic backbone of a resilient, high-performing public enterprise. The conclusions drawn from this research are presented below, categorized by thematic area:

Innovation

The study concludes that cultivating a strong culture of innovation is fundamental to sustaining competitiveness and operational adaptability. Innovation not only empowers organizations to respond creatively to dynamic external conditions but also fosters a mindset of continuous improvement. However, innovation goes beyond encouraging risk-taking and experimentation. It requires organizational discipline, high standards of competence, and a strong accountability framework. The study highlights that within flatter organizational structures, the role of leadership becomes even more vital. Leaders are expected to champion innovative thinking while maintaining clear performance expectations and ethical standards. In essence, innovation must be structured, supported, and systematically managed to yield tangible organizational benefits.

Decisiveness

Decisiveness is directly attached to performance, particularly in environments characterized by frequent changes in market dynamics, technology, and customer needs. KPA's capacity to detect shifts in the external environment and respond proactively is essential for maintaining strategic alignment. This study reveals that decisiveness is enhanced when organizations leverage robust information systems, align strategic objectives with day-to-day operations, and promote a culture that embraces change. Furthermore, decisiveness requires leadership that is proactive, responsive, and skilled in navigating uncertainty. Organizations that institutionalize agile thinking are better positioned to seize emerging opportunities and mitigate risks efficiently.



Employee Engagement

Employee engagement emerged as a core element influencing organizational success. Engaged employees tend to be more effective. The study finds that a workplace environment characterized by fairness, transparency, professional development, and emotional support significantly boosts employee morale and discretionary effort. Leaders who practice empathetic management, encourage open communication, and recognize employee contributions are better able to foster a motivated and high-performing workforce. This kind of positive work climate cultivates trust, reduces staff turnover, and enhances the overall effectiveness of the organization.

Resource Allocation

Effective resource allocation is concluded to be a strategic imperative. Resources—financial, human, and technological—must be allocated in a manner that directly supports the execution of organizational strategies. When resources are aligned with well-defined priorities, the organization can achieve improved efficiency, faster implementation of plans, and better overall outcomes. The study stresses that resource allocation should not be reactive or arbitrary; rather, it should be driven by strategic objectives and informed by performance data. Inadequate planning or misallocation can hinder progress, delay service delivery, and compromise innovation potential.

Strategic Sustainability

This is crucial as while absolute financial autonomy may not be feasible in public institutions like KPA, deliberate steps can be taken to enhance fiscal sustainability. These include prudent financial planning, investment in employee capabilities, and leveraging technology to streamline operations. Ensuring sustainability means preparing the organization not just for present demands, but also for future shocks and opportunities. Strategic sustainability thus entails building internal capacities, promoting adaptability, and ensuring that resource deployment aligns with evolving organizational priorities.

Therefore, affirms that strategic leadership—when embedded in innovation, decisiveness, engagement, and sustainability—serves as a powerful lever for improving organizational performance. Leadership at KPA and similar institutions should, therefore, take a holistic and proactive approach to embedding these practices into their operational frameworks, in order to achieve long-term institutional effectiveness and resilience.

5.3 Recommendations

To drive sustainable performance, the leadership at KPA should prioritize the reinforcement of the organization's strategic direction. This involves crafting and continuously refining clear and compelling vision and mission statements that reflect visionary aspirations. Furthermore, these should be regularly reviewed and adjusted in response to internal assessments and external environmental changes. This will ensure decisiveness.

KPA management should prioritize investments in developing a responsive and adaptable organizational structure. This includes implementing continuous training programs to upskill employees, refining recruitment and selection processes to attract top talent, and instituting performance-based reward systems to incentivize productivity. Succession planning should also be integrated into leadership development strategies to ensure continuity. Importantly, inclusive participation in the strategy formulation process should be promoted by involving employees at all levels. Such inclusivity enhances employee ownership, fosters accountability, and improves the relevance and practicality of strategic initiatives.

KPA should also develop comprehensive engagement policies that recognize and reward outstanding employee performance. Recognition initiatives such as annual performance awards, career development opportunities, and transparent appraisal systems can significantly improve employee morale and loyalty. Moreover, effective two-way communication channels should be established to facilitate feedback, encourage dialogue between management and staff, and support participatory decision-making. This will ensure higher job satisfaction and reduced staff turnover.

To promote integrity and professionalism, KPA should implement a robust ethics framework. This should include the establishment of a formal ethics committee tasked with

overseeing ethical compliance and providing guidance on acceptable workplace conduct. Regular ethics training and sensitization programs should be rolled out to uphold the required behavior. Additionally, creating an anonymous reporting mechanism or ethics helpline will encourage ethical accountability and reinforce a culture of trust and responsibility.

Strategic control mechanisms are essential in monitoring progress and ensuring strategic plans are effectively implemented. KPA should adopt monitoring and evaluation to measure outcomes against targets, and identify areas for improvement. Crisis management frameworks and risk assessment tools should be developed to proactively address threats and maintain operational stability. Furthermore, the organization should adopt decisiveness frameworks that are context-specific, supporting continuous innovation, timely responsiveness to market changes, and flexible internal structures that enable rapid adaptation to both challenges and opportunities.

In an increasingly volatile operational environment, having a robust crisis response strategy is essential. KPA should design and operationalize contingency plans that enable the organization to respond swiftly and effectively to unexpected disruptions such as global pandemics, cyber threats, port congestion, or supply chain disruptions. These strategies should include crisis simulation exercises, clear communication protocols, and a designated response team. Early warning systems and adaptive planning will help mitigate negative impacts and sustain organizational performance during turbulent times.

Effective financial management is fundamental to achieving strategic goals. KPA should implement priority-based budgeting to boost effectiveness in allocation. Additionally, the use of digital tools for financial tracking and forecasting can enhance transparency, accuracy, and decision-making. Establishing a strong link between financial planning and performance

targets will help evaluate return on investment (ROI), improve accountability, and support evidence-based resource allocation.

To remain competitive and efficient, KPA must continue to invest in modern digital infrastructure and ensure that employees are equipped to leverage emerging technologies. This involves consistent training, reskilling, and capacity-building initiatives aimed at bridging existing skill gaps. Recruitment strategies should prioritize digital literacy and adaptability to future technological demands. Furthermore, technology should be embedded across all departments to boost efficiency and performance.

5.4 Suggestions for Further Research

Future research could think about having other variables that were beyond the purview of this study in order to expand on the existing findings. This might provide a more thorough knowledge of the elements affecting organizational success. Furthermore, carrying out comparable studies in various organizational settings or geographical locations would offer a more comprehensive and broadly applicable viewpoint on the connection between performance results and strategic leadership techniques. To evaluate the cumulative influence of additional leadership aspects on institutional performance, future research may potentially use other conceptual frameworks or empirical techniques.

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APPENDICES

Appendix 1: Consent Form.

CONSENT FORM FOR PARTICIPATION IN RESEARCH.

STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY.

Dear participant,

My name is Geoffrey Ng'eno a scholar at Mt Kenya University, Nairobi Campus pursuing a master degree in Business Management (Strategic Management Option), and I welcome you all with great pleasure to participate in examination research entitled Strategic Leadership practices On Organizational Performance at Kenya Ports Authority. All responses and respondents' opinions will be handled confidentially and

respectively. You are invited to reply to all the queries on the questionnaire based on your understandings.

In case you have any queries concerning this survey, don't hesitate to contact the investigator, Geoffrey Ng'eno 0724 600 971. Also, if you have inquiries concerning your privileges as a respondent, it would be good if you be in contact with the Chairman, Mt Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

APPENDIX II:QUESTIONNAIRE

SECTION I: GENERAL KNOWLEDGE INFORMATION

Please mark the answer that is relevant to your answer

Name of your organization.....

1. Please indicate your age.

25-30 []

31-35 []

36-40 []

Ove 40 []

2. Please indicate your level of education.

No.	Level of Education	Tick [√] as appropriate
i.	Diploma Level	

ii.	Master Level	
iii.	Doctorate Level	
iv.	Degree level	

Please indicate your working experience in this organization.

No.	Years of working experience	Tick [√]
i.	0 - 5 years	
ii.	6 - 10 years	
iii.	More than 10 years	

SECTION II: INNOVATION AND ORGANIZATIONAL PERFORMANCE.

Please fill and mark the below table according to the level of agreement or disagreement with the statement below.

Keys: 1: Strongly Disagree, **2:** Disagree, **3:** No Sure, **4:** Agree, **5:** Strongly Agree

No.	Innovation	1	2	3	4	5
i.	The organization possesses a clear vision that assures determination to have novel ways of operation.					
ii.	Through innovation, organizational goals and objectives can be achieved.					
iii.	Leaders in our organization communicate the new methods to the stakeholders.					
iv.	The organization has a strategy that connects the organization's innovation with today's situation.					

v.	Communication of strategic direction can assure better decision-making in the organization.					
vi.	There is the alignment of employee values with the core values of the organization.					

SECTION III: decisiveness AND ORGANIZATIONAL PERFORMANCE.

No.	decisiveness	1	2	3	4	5
i.	The organization has adequate human resource skills which are crucial in organizational performance.					
ii.	The organization has the latest superior integrated systems that increase operational performance.					
iii.	Performance of an organization is achieved through proper utilization of resources.					
iv.	The organization has enough ad accountable work force that affects the marketplace.					
v.	The organizational core competencies improve all the time.					
vi.	The organization has superior capabilities in the market.					

SECTION IV: EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE.

No.	Employee engagement	1	2	3	4	5
i.	The organization involves employees in learning based on shared knowledge through knowledge management.					
ii.	The organization recognizes the employee's skill gaps with what is required for their positions.					
iii.	The organization reviews employees' skills with what is required for their positions.					
iv.	The organization enhances training curricula which promote human capital development to get a return.					
v.	The organization allows employees to build up with initiatives that are difficult for our rivals to copy.					
vi.	The employees are well trained to enhance their managerial services/ capacities in the organization					

SECTION V: RESOURCE ALLOCATION AND ORGANIZATIONAL PERFORMANCE.

No.	Optimal resource allocation	1	2	3	4	5
i.	The organization has a culture that is set on how things are done.					
ii.	Our organization involves all employees in consultations of the budgeting process, decision-making, and policymaking.					

iii.	The organization encourages a culture that embraces innovation in employees.					
iv.	The organization has laid down principles in place that define who it is employees, customers, and suppliers and how to interact with each other.					
v.	The organization has a sense of identity to employees which increases their commitments to work.					
vi.	Our organization has set down clear work ethics.					

SECTION VI: ORGANIZATIONAL PERFORMANCE.

No.	Organizational Performance	1	2	3	4	5
i.	The setting of goals and objectives influences organizational performance.					
ii.	Organizational performance is being determined by vision and mission statements.					
iii.	The volume of cargo handling directly affects organizational performance.					
iv.	The organization involves employees in achieving the objectives of the organization.					
v.	The performance of an organization is affected by improved innovations, teamwork, and creativity.					
vi.	The efficiency and internal operation of an organization play a crucial role in organizational performance.					

Thanks for your participation.



APPENDIX III



DIRECTORATE OF GRADUATE STUDIES

MBA/2023/61497

11th April, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: GEOFFREY NGENO KIPSANG - REGISTRATION NO. MBA/2023/61497

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Strategic Leadership Practices on Organizational Performance: A Case of Kenya Ports Authority."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karuga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Mount Kenya University



REF: MKU/ISERC/4941
TO: GEOFFREY NGENO KIPSANG

Date: 11 April 2025

REG: MBA/2023/61497

Dear Sir/Madam,

RE: STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3663**. The approval period is **11/04/2025 - 10/04/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001:2015 Certified

MOUNT KENYA UNIVERSITY
P.O. Box 342 - 01000 THIKA

MKU/PG/F011

Mount Kenya  University

SCHOOL OF POSTGRADUATE STUDIES

MKU/PG/F011: RESEARCH PROPOSAL CERTIFICATE OF CORRECTIONS
(NB: This Research Proposal Certificate of corrections should be submitted to the Dean, School of Postgraduate Studies for clearance before the student proceeds to collect data)

PART I: CANDIDATE PARTICULARS

Name of candidate Dr./Mr./Ms. GEOFFFREY KIPSANG NGENO

Registration No: **MBA/2023/61497**

Department of study: ...ACCOUNTING AND FINANCE

Cell phone No: +254 724600971

School: ...Business and Economics.....

Degree Title (MA, MED, PhD): Masters of business administration

Area of specialization: **MBA (STRATEGIC MANAGEMENT)**

Title of Project:

STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY

Date of Meeting/Examination:13/02/2025.....

Signature of candidate: ...  ... Date:....11/03/2025.....

PART II: DECLARATION OF SUPERVISOR(S) OVERSEEING CORRECTION / REVISION

I/We, the undersigned supervisor(s) overseeing corrections of the research proposal as advised by the candidate's evaluation panel do hereby declare that all the corrections have been effected satisfactorily as required.

Any other remarks ... All corrections are done.....

<u>Names of Supervisors</u>	<u>Signature</u>	<u>Date</u>
1. Dr. Grace Karemu....		...13th...03...2025
2.
3.


PART III: CONFIRMATION BY THE CAMPUS SCHOOL POSTGRADUATE COORDINATOR

I hereby do confirm that the supervisor(s) appointed to oversee the candidate effect the corrections on the research proposal have done so as per the instructions of the candidate's evaluation panel.

Any other remarks

.....
 Done

Name of Coordinator: DR ISSAC MOKONO ABUGA

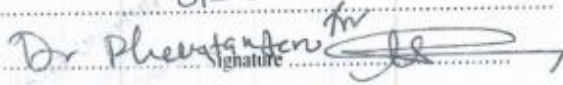
Signature  Date...15.10.2025

Official Stamp MKU.....

PART IV: CONFIRMATION BY THE DEAN OF THE RELEVANT SCHOOL

I hereby do confirm that the supervisor(s) appointed to oversee the candidate effect the corrections on the research proposal have done so as per the instructions of the candidate's evaluation panel.

Any other remarks

..... OL
 Name of Dean  Signature

Date 10/10/2025 Official Stamp MKU.....

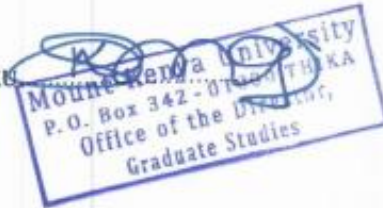
PART V: COMMENTS BY THE DEAN SCHOOL OF POSTGRADUATE STUDIES

The candidate is granted permission to proceed to the field to collect data.

NB: One (1) copy of the corrected/revised research proposal should accompany this certificate of corrections

Name of Dean: Dr. Samuel M. Karera
(School of Postgraduate Studies)

Signature: Date 11/4/20 Official Stamp MKB





Ref No: 411433

RESEARCH LICENSE



This is to Certify that Mr. GEOFFREY NGENO KIPSANG of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY for the period ending : 10/May/2026.

License No: NACOSTI/P/25/4173052

Applicant Identification Number 411433



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.

Date of Issue: 10/May/2025

Deputy Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions



OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION
State Department for Internal Security and National Administration

COUNTY COMMISSIONER'S OFFICE,
P.O. BOX 90424 - 80100,
MOMBASA.

Tel. 0715 040444/0780 040445
Email: cc@mombasa.internat.gov.ke
cc@mombasa.gov.ke
When Replying please quote:

Ref. No. MCC/ADM.25 VOL.V/101

21st May, 2025

All Deputy County Commissioners
MOMBASA COUNTY

RE: RESEARCH AUTHORIZATION – MR. GEOFFERY NGENO KIPSANG OF
NACOSTIC LICENSE NO.NACOSTI/P/25/4173052

This is to authorize the above named student of Mount Kenya University, to carry out research on *“Strategic Leadership Practices on Organizational Performance: a case of Kenya Ports Authority”*, Mombasa County, Kenya for the period ending 10th May, 2026.

Kindly Accord him the assistance he may require.

Thank you.




MOHAMED N. HASSAN, HSC
COUNTY COMMISSIONER
MOMBASA COUNTY

CC:

County Director of Education
MOMBASA COUNTY





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