

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
PERFORMANCE OF PUBLIC ORGANIZATIONS IN KENYA; CASE OF LABOUR
MINISTRY**

ODUOR NAMUNAPA WILBRODA

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DECLARATION AND APPROVAL

Declaration by student

This research project is my original work and has not been submitted or presented for a degree in any other university or for any other award.

Signature...  Date...5/5/2025.....

Wilbroda Namunapa Oduor

MBA/2019/52147

Approval by the supervisor

I, Jennifer Wanjiru Muriuki as the supervisor confirm that the work reported in this project has been carried out by the candidate under my supervision.

Signature... 

Date...5/5/2025.....

Dr. Jennifer Wanjiru Muriuki

School of Business and Economics

Lecturer, Mount Kenya University

DEDICATION

To my beloved children, your love, patience, and inspiration gave me the strength to persevere.

This achievement is as much yours as it is mine.



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I thank God because He gave me wisdom and strength and the precious chance to study an MBA in Strategic Management at Mount Kenya University. The journey toward my MBA in Strategic Management became possible only because God blessed my path. Dr. Jennifer Wanjiru deserves my heartfelt thanks because she provided steady support and timely direction and valuable feedback during the project writing process. The expert advice and constructive feedback provided by her has been essential for developing my work and advancing my academic progress. The supportive learning atmosphere at Mount Kenya University has enabled my personal and professional development while I also want to thank the university, faculty, and staff members. I express gratitude to my family and friends for their support throughout my academic journey because they provided unwavering encouragement together with understanding. I express my deepest gratitude to each person who contributed to this final accomplishment.

ABSTRACT

This study looked into how strategic management practices affect how well public organizations in Kenya perform. It used the Ministry of Labour and Social Protection specifically the State Department for Labour and Skills Development, as an example. The research highlighted five main strategic management practices: organizational agility, knowledge management, employee engagement, technology innovation, and strategic leadership. It investigated how these practices when combined shape the performance of organizations. The analysis took place within the Ministry's role of improving labour welfare boosting skills development, and creating employment policies. It also considered the challenges faced, which include having limited resources weak dispute resolution methods, and old technological systems. The research aimed to fill gaps in studies about comprehensive strategic management methods in Kenya's public sector. It also offered practical suggestions to improve how services are delivered. The study used a descriptive statistics design that included both qualitative and quantitative methods. It gathered primary data through self-filled questionnaires completed by 230 randomly chosen staff members out of 541 employees working at the Ministry's headquarters in Nairobi. This data was gathered between December 2024 and February 2025. Analysts examined the data with SPSS version 23.0 and Microsoft Excel. A multiple regression analysis showed that five strategic management practices explained 70.5% of the differences in organizational performance. Among these practices organizational agility stood out the most. It helps organizations adjust to changes in the environment. Knowledge management also showed significant benefits, as it supports creating and sharing information. Employee engagement boosts emotional connection and productivity. Meanwhile strategic leadership helps guide ethical and fair decision-making. Despite this technological innovation lagged behind. Old systems slowed down performance marking it as a key area needing better solutions. The results highlight how vital it is to include these practices in fixing problems like poor labour laws mismatched skills, and slow bureaucracy. Suggestions include cutting unnecessary processes to make things move faster, using modern tech to improve how knowledge is managed, boosting staff motivation by helping them grow in their careers, and promoting strong leadership to create well-rounded strategies. The study urges more research to explore how technology grows and how involving the public can make strategy management better. It brings useful advice to policymakers, government officials, and researchers who want to help public offices in Kenya especially in the Ministry of Labour and Social Protection, work better.

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LIST OF ABBREVIATIONS AND ACRONYMS

COTU - Central Organization of Trade Unions

DOL - Directorate of Labor

DOSHS - Directorate of Occupational Health and Safety

DLMM - Directorate of Labor Migration Management

DWCP - Decent Work Country Program

ELRC - Employment and Labor Relations Court

ESOS - Employment Skills and Occupation Survey

FKE – Federation of Kenyan Employers

ILO - International Labor Organization

KLMIS - Kenya Labor Market Information System

MOL - Ministry of Labor

MKU - Mount Kenya University

NACOSTI - National Commission for Science, Technology and Innovation

NPM-New Public Management

NGO - Non-Governmental Organizations

PLWS - Productivity-Linked Wage Systems

RMFM - Regional Ministerial Forum of Migration

RBV - Resource-Based View

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF STUDY

1.0. Introduction

The backdrop of the study, the problem avowal, the paper's reason, its aims, research enquiries, its justification, its importance, and its scope are highlighted in the chapter. The final section of the chapter will examine the study's restrictions, delineations, supposition, and operative definitions of vital expressions.

1.1. Background to the study

Any question regarding why a given Organization should carry out Strategic Management practices may be viewed by understanding the benefits of strategic management gives to such an organization, whether private or public, non-governmental or even humanitarian. Strategic management is believed to be one of the most important tasks of senior managers as it deals with Organization-wide priorities and resource allocation decisions. It also provides an overall direction for the entire Organization. Moreover, it leads to coherence through the integration of various functional actions as it contributes to ultimate performance of the Organization Pearce and Robinson (2005). Strategic Management Practices comprising of Organizational Agility, Knowledge Management, Employee Engagement, Technology innovation and Strategic leadership are very crucial to the performance of public Organizations anywhere in the world. Effective implementation of Strategies in the public organizations need to recognize and comprehend the critical behaviors that will determine the success of these organizations in serving the public Governments therefore, like other institutions are mandated to provide services to its people through operations and activities that create wealth and cater for good living standards of its citizen both young and old.

Therefore, it is imperative to have proper systems, processes and people in place running all activities according to management style and regulations. Government while providing services therefore, depends on implementation of strategies that ensure the present and future needs of its people are well planned for Ndou, (2004).

1.1.1. Global Perspectives

The interest in strategic management practices has increased greatly over the last two decades, particularly in the context of developed countries. As organizations globally face unprecedented levels of change, the need for strategic management has become even more crucial. The constant advancements and improvements in technology, paired with the growing complexity of public sector settings, have escalated volatility and unpredictability in various sectors. Strategy implementation is an action meant to achieve objectives of an organization though there are drawbacks. The action taken can include, organizing the firm's resources; financial and motivation of human resources; workers, and by so doing, the firm achieves its objectives (Muchira, 2013). This underscores the significance of an organization's capacity for effective change management, particularly in public organizations. These organizations must enhance their adaptability to ensure they can keep pace with shifts in the environment. According to Kiev et al. (2020), this capacity for adaptation is vital for organizations, especially when responding to changes that impact both operations and service delivery.

As globalization becomes more ingrained in the public sector, its effects are increasingly recognized. Governments across the globe are grappling with demands for higher quality services, pushing public organizations to become more dynamic and responsive to citizen needs. This increasing pressure highlights the need for strategic management practices that are not only flexible but also proactive in anticipating changes. Ross (2020) posits that public organizations must adjust their strategies to navigate the complex political, environmental, and social factors that define the current global landscape.

To achieve success, public organizations must focus on continually improving their strategic management practices, which includes fostering strong employee engagement. Empowering employees through training and providing them with insights and experiences will allow them to better perform strategic tasks. Moreover, organizations must recognize the value of human capital as a significant asset. Leveraging strategic leadership is key in motivating and guiding employees to achieve higher performance levels, ultimately driving organizational success in a competitive, globalized economy. As the need for improved service delivery intensifies, public organizations that can evolve with these demands will be better positioned to achieve sustainable success and meet the expectations of their stakeholders.

1.1.2. Regional Perspective

Research on strategic management practices in developing countries, particularly in Africa, remains limited, and though it is still in its formative stages, the interest in the topic is increasingly growing. The focus has largely been on the private sector, with comparatively less attention given to the public sector, especially within governmental organizations. In many developing nations, especially in Africa, the public sector is often deeply intertwined with political structures, where decision-making processes are more influenced by

governmental bureaucracy than by strategic planning or management (Ezanolue, 2022). Public organizations in these contexts are not only constrained by political considerations but are also often dependent on government policies, which can hinder their ability to implement effective strategic management practices.

The complex relationship between public organizations and the political environment highlights the unique challenges these institutions face when attempting to adopt and execute strategic management frameworks. Efficiency and productivity in these organizations become apparent only when their performance is assessed through the lens of executed activities, which in turn, offer insights into the effectiveness of their strategic management processes. For instance, Ezanolue (2022) analyzed how strategic management practices influence organizational performance in tertiary institutions across Delta State, Nigeria. The study revealed that environmental scanning an essential component of strategic management drives positive performance results for these institutions, further confirming that strategic management actively impacts organizational performance.

In another study, Abdalla (2015) demonstrated how strategy evaluation significantly influenced the performance of Centre Star Company. Abdalla's findings revealed that the company's robust strategic review culture played a pivotal role in its continued success. Similarly, research by Peter (2015) focused on western Ugandan microenterprise organizations and illustrated how these organizations, particularly those in the agro-based sector, successfully implemented strategic management practices to improve their performance.

Furthermore, research by Abiero et al. (2015) examined how strategic management practices helped a Nigerian bottling company develop core competencies, ultimately driving positive

transformations. These practices resulted in superior organizational performance and a stronger competitive advantage in the marketplace. In Kenya, Kesara (2017) studied the influence of strategic management on the performance of healthcare institutions, specifically the Kenya Essential Package for Health (KEPH). The study found that strategic planning acted as a performance booster for these healthcare organizations, demonstrating the significant role of strategic management in improving public sector performance in Kenya.

The regional studies indicate that while the adoption of strategic management practices in developing countries is still emerging, these practices have demonstrated tangible benefits in enhancing organizational performance across various sectors. However, challenges persist, especially for public organizations bound by political structures, which may hinder the full realization of these benefits.

1.1.3. Kenyan Perspective

The Kenyan public sector contains different organizational types. The Government ministries together with their departments constitute the public sector of Kenya. Semi-autonomous government Agencies together with state corporations execute government-backed activities to provide benefits for public welfare. According to Ongeti (2014) entities use their established mandates to perform different functions where most entities work toward public service facilitation and social and economic and regulatory tasks. State corporations within Kenya represent the greatest division of public sector organizations according to the Government Official report (2013).

State corporations deliver crucial functions in building national development capabilities and technical skills for the state. Service delivery by these institutions has faced growing concerns about their operational performance throughout the years. Because of these performance

issues the Kenya government implemented the new public Management NPM according to Obong'o (2009) which included strategic management practices throughout government ministries. The Government of Kenya chose to enhance efficiency combined with effectiveness along with relevance and financial sustainability across the entire public sector. Public Organizations in Kenya serve as central institutional agents to boost service delivery capacity toward Kenyan citizens. The international donor community now compels Kenya's government to implement effective strategic management practices which will enhance service delivery to the public.

1.1.4. Strategic Management Practices

Hosting Strategic Management practices is essential for defining strategic intent while designing organizational strategy and managing execution and examination of the strategy framework to achieve top performance Andrews (2010). Strategic Management practices constitute a systematic multi-step process which enables the creation and achievement of total organizational competitive advantage.

The practices identified by Advantage Coulter (2005) help Organizations to determine their character while defining their strategic direction. Strategic Management Practices consist of decision patterns which shape organizational image as well as create strategic pathways via strategic leadership initiatives. The direction needs to develop through environmental changes. The strategic orientation of Organizations along with future direction falls under the scope of Strategic Management practices when establishing strategic purpose and operational procedures. Through their research Pierce and Robinson (2002) established that using Strategic Management practices allows all managerial levels to participate in organization activity planning together with implementation and control tasks. The

Organization selects suitable competitive actions through Strategy formulation to achieve its set goals because this process helps the organization cope with market competition (Kinya, 2010).

Most well-designed strategies fall at the implementation stage because their evaluation and control processes experience performance shortfalls Quinn et al (1991). Strategic implementation requires the operational transformation of created strategies as defined by Grant (2000). Organizations need to use their activities resources and competences for strategy implementation to reach their strategic targets.

Strategy control involves execution of organizational activities adopted in the changing environment through this control management is able to guide its staff in ways and activities that lead to the realization of the Organizations strategic goals Hornsbyal et al., (2001). Strategy control ensures proper monitoring of environmental changes and enables Mangers to be proactive in the implementation of strategy.

Knowledge emerges as the most individual aspect responsible for business success Tavallaei & Fadaei (2016). Organizations need to establish efficient methods for handing out and developing knowledge so they can effectively administer knowledge assets thereby receiving high performance results.

Public institutions heavily depend on knowledge management solutions because these approaches help solve workplace problems and these institutions actively employ them in their operations. Bagherzadeh, Markovic, Cheng and Vanhaverbeke (2019) explain how open innovation enables businesses to expedite new methods by using in-house and external specialized expertise for problem solving through information sharing and human capital

outsourcing for solutions. The given perspective demonstrates that knowledge exists in two distinct forms: organic or tiered. A tiered-based approach evaluates the development and execution of organized organizational processes which supervisors direct to their employees through integrated generation or receiving guidelines. The organic method applies already-existing knowledge to manage the behavior of communities outside formal organizational authority by translating policies into practice.

Alsharo, Gregg and Ramirez (2017) observe that organizations face difficulties in implementing knowledge management strategies efficiently because they have not established clear roles regarding project responsibilities across their organization functions. Public sector organizations face difficulties in managing knowledge because of the dangers resulting from insufficient employee knowledge transfer brought on by retirement trends. The workforce at Kenya's public sector consists of more than 50% employees who are minimum 50 years old as reported by Psirimoi (2017) throughout the public sector but especially at the senior management levels. Knowledge management systems operated by the public sector face risk because of this situation.

1.1.5. Organizational performance in Government Ministries

Performance serves as the primary motivation for all organizational bodies. According to Veenstra and Ellmers (2020), the distinctive qualities of an organization stem directly from its performance levels, as performance is central to assessing its success and effectiveness. In nonprofit organizations, performance is often measured in terms of social benefits delivered to society, while in profit-generating corporations, performance is typically gauged through financial metrics, such as profitability and revenue growth Maurice (2011). Governments, on the other hand, establish ministries and government bodies with the primary

aim of delivering public services to their citizens. In these settings, Government performance is closely tied to its ability to provide effective and efficient services to the public, which directly influences citizens' welfare and satisfaction.

In the public sector, Government assesses their operational abilities through service delivery. This means that the Government's focus on performance is often tied to how well it meets the needs of its population. While activities and processes within the organization may be important, the emphasis tends to be on tangible results that reflect the quality and impact of the services offered. Various authors have proposed different methods to measure organizational performance within their studies, yet no singular, universally accepted method exists. Organizations commonly use a combination of profitability, operational effectiveness, customer satisfaction indexes, and operational costs to assess their performance Faroukhi, El Alaoui, Gahi & Amine (2020).

For instance, in their study, Faroukhi et al. (2020) emphasize three fundamental activities that lead to consumer value production and organizational achievement. These activities include market research to understand customer requirements, both current and future, and the integration of these insights across various business groups. This process involves managing knowledge and utilizing dynamic capabilities to adapt the organization's strategy in response to market changes. Knowledge management elements such as capturing, sharing, and applying organizational knowledge play a key role in helping organizations adjust to shifts in the market, thereby enhancing performance.

1.1.6. The Ministry of Labour and Social Protection. (State Department for Labour and Skills Development)

Since 1963 the state department of labor has maintained its service to Kenya under the former Ministry of East African Community, Labor and Social Services until the government reorganization in 2016. The May 2016 government reorganization led the ministry of labor and social protection to create labor as a state department. Executive Order No.1 of 2023 transformed the Department into State Department for Labor and Skills Development which then organized its structure into seven specialist units. The executive order No.1 of 2023 lists all responsibilities of the state department for labor and skills development. The Department manages National labor and Employment policy and implements labor and social protection policy and programs while conducting industrial training and managing National labor productivity and competitiveness and National Human Resource planning and development as well as child labor policy and Regulations. The Department must maintain an employment creation database alongside conducting workplace inspections and promoting workman's compensation policy while ensuring occupational health and safety at work and managing Industrial relations and awarding industrial training certificates including government test certificates.

The executive order No 1 of 2023 places institutions under the state department of labor. NSSF No 45 of 2013 governs the National Social Security Fund as one of the National social security institutions together with the National Industrial Training Authority (Industrial Training act cap 237), The Kenya National labor board (Labor institutions act No 12 of 2007) and The National Employment Authority (National employment Authority No 3 of 2016 followed by The Migrant workers fund and the Department of labor migration management.

The state Department for labor and skills Development focuses on two essential goals that involve labor welfare promotion and employee safety alongside rights protection and migration system development and transparent labor statistics for productivity enhancement. The state Department bases its values on Equity and Equality together with diversity and inclusiveness and professionalism Teamwork and Integrity Accountability and Transparency.

1.2.Statement of the problem

Government Ministries in Kenya struggle to bring about change because they lack strong strategic management practices. The Ministry of Labour and Social Protection's State Department for Labour and Skills Development shows this problem. It deals with ongoing issues like limited resources weak ways to settle disputes, and a labor inspectorate that falls short of what global standards require. On top of this, the ministry relies on labor laws that are old and do not cover modern work patterns like remote jobs flexible schedules, or gig work.

Additional challenges include the lack of a structured productivity measurement framework, limited employee engagement, and poor integration of information systems for occupational health and safety. The Kenya Labour Market Information System (KLMIS) also suffers from a lack of standardized data-sharing mechanisms. Moreover, a disconnect between industry needs and training institutions has contributed to a national skills mismatch. These strategic deficiencies collectively impede the ministry's ability to fulfill its mandate effectively.

To solve these problems, the ministry needs to use better management methods like being flexible as an organization sharing knowledge effectively, involving employees more, improving through technology, and using strong leadership. This study aims to explore how these management practices affect the Ministry of Labour and Social Protection's performance. The findings might also help other ministries in Kenya improve.

1.3. Purpose of the study

The main purpose of this study is Influence of strategic management practices on performance of Public Organizations in Kenya; case study of Ministry of Labour.

1.4. Research Objectives

- i) To evaluate the effect of Organizational Agility on labour ministry performance.
- ii) To determine how knowledge Management influences labour ministry performance
- iii) To access how Employee Engagement influences labour ministry Performance.
- iv) To determine the effect of Technology on labour ministry Performance
- v) To identify the influence of strategic leadership on labour ministry performance.

1.5. Research Questions

- i. What effect does organizational agility have on labour ministry performance?
- ii. How does Knowledge management influence on labour ministry performance?
- iii. What influence does Employee Engagement have on labour ministry performance?
- iv. How does Technology affect labour ministry performance?
- v. How does Strategic leadership affect Ministry of Labour and Social Protection performance?

1.6. Justification of the Study

The State Department for Labour and Skills Development was established to enhance citizens' access to essential services and promote decent work. Its 2023–2027 Strategic Plan outlines key priorities including skills development, employment creation, and productivity enhancement. Strategic management practices are crucial for implementing these priorities and evaluating the ministry's performance. The ministry also aims to address emerging labor issues through gender-inclusive strategies, legal reforms, labor migration policies, ADR mechanisms, and improved labor market information. Therefore, examining the impact of strategic management on the ministry's performance is both timely and necessary.

1.7. Significance of the Study

The Ministry of Labour and Social Protection, State Department for Labour and skills Development has gained from this study by using the information to improve its service delivery to the public. The study has highlighted how strategic management best practices affect organizational success in the public sector. The findings of the study have benefited the Ministry and the National government by providing crucial policy recommendations on the management strategies it needs for performance and competitiveness. Through strategic leadership other public organizations in Kenya will share the relevant information and utilize it to improve service delivery to Kenyans, through positively engaging their employees positively and motivating them for optimal performance.

This research has benefited other researchers who will use the findings to explore further areas of study. It has formed a rich repository by building up the body of knowledge for Scholars references.

Other private institutions and Non-Governmental Organizations (NGOs) will be guided by the study recommendations which they have adopted to improve in the execution of their Mandate through adoption of the strategic Framework The findings and recommendations have also relevance for future researchers because they have offered considerable empirical literature that will direct their conduct of additional study in the nexus of organizational performance of ministries and strategic management practices.

1.8. Scope of Study

The research analyzed how strategic management affects Kenyan public organization performance by focusing on the Ministry of Labour and Social Protection. This Ministry was selected because Strategic Management practices run through the collaborative Department of Labour and skills Development and the Ministry has an active strategic plan for the period spanning 2023 through 2027. The study gathered data from the staff members included in the research sample. The public service commission reports an employee number of 800 within the Ministry and through random sampling a suitable sample percentage was determined. Five strategic Management practice measurements analyzed in the study included Organizational Agility, Employee Engagement, Knowledge Management, Technology Innovation and Strategic leadership. The research period took place from December 2024 until April 2025.

1.9. Limitation and Delimitation of the Study

This study is limited in scope to the State Department for Labour and Skills Development, and its findings may not be generalized to other ministries or public sector institutions. Additionally, it does not comprehensively assess the impact of knowledge management

strategies across the entire ministry or in comparison with other ministries. As such, the study offers a focused but narrow perspective on strategic management practices.

Mitigation of Limitations:

To address these limitations, the study employed rigorous data collection and analysis methods to enhance the validity and reliability of the findings within the selected department. Recommendations for future research include expanding the scope to other ministries and incorporating comparative studies across sectors to gain broader insights into the influence of strategic management on public sector performance.

1.10. Assumption of the Study

The research assumes that strategic management practices impact performance outcomes throughout this Ministry while effective supporting mechanisms have been established to fulfill these objectives. The researcher relied on the existence of optimal strategic adoption practices which guaranteed that interview information held strong validity thus providing valid suggestions for public institutions going through the same process of strategy implementation. The research participants supported the investigation topic and the chosen sampling technique proved suitable to gather relevant information. The study depended on honest participation from respondents who could verify documents about Strategic Management adoption.

Operational Definitions of Key Terms

Employee Engagement; describes the emotional connection workers develop when they dedicate themselves to their work tasks passionately while maintaining high job performance standards.

Organizational Agility: describes how well organizations can transform themselves while adapting rapidly to environmental changes in uncertain and chaotic surroundings.

Organizational Performance: serves as a measure of social benefits and citizen service delivery alongside product quality and effective procedures.

Strategic Leadership: occurs when Managers apply their strategic vision and problem-solving abilities to help their teams accomplish organizational objectives.

Strategic Management practices: represent a concept which focuses on developing strategies and deploying them across departments for organizational strategic goal attainment.

Technology Innovation: represents the activities which support research development. The company engages in product and service development as well as technique creation to enhance existing products through research and technical knowledge generation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The section presents a thorough examination of theoretical foundations alongside existing empirical evidence and conceptual elements that pertain to the study. The section provides an evaluation of current research alongside an outline of the research design. The conceptual framework shows how Organizational Performance serves as the dependent factor while Organizational Agility, Knowledge Management, Employee Engagement, Technology Innovation and Strategic Leadership operate as independent factors. The analysis focuses on these elements to determine their effects on organizational performance while revealing how they create success and competitive advantages for organizations.

2.1. Theoretical Framework

Sannino (2017) indicates that the theoretical context forms the basis for interpreting study results. Several important theories supported this research including New Public Management Theory and Dynamic Capabilities Theory and Resource-Based View Theory. The research frameworks delivered essential knowledge about the study by directing the analysis of results and supplying both a strong theoretical framework and deep understanding of the subject.

2.1.1 New Public Management Theory

People engage in ongoing discussions about the governmental limits regarding their role in serving citizens. Within the framework of democratic governance, politicians create new policies that are meant to address the evolving needs of the public and improve service

delivery. According to Maus et al. (2017), political leaders, guided by democratic principles, are responsible for formulating policies that impact citizens' lives. These policies are often shaped by various interest groups such as citizen action groups, beneficiaries, and pressure groups, which interpret public demands and push for the development of services within public entities. These interest groups play a significant role in influencing the policy-making process to address the numerous social challenges faced by society Briones, (2020).

Strategic Management policies consist of three core elements: formulation, implementation, and evaluation. These elements define organizational objectives and serve as the guiding framework for achieving them. The process begins with the creation of policies and plans, which require proper resource allocation to be successfully executed Bollo, (2017). A critical feature of problem-solving in public organizations is the use of a top-down approach, which is embedded in hierarchical bureaucracy structures. In such systems, lower-level echelons wait for commands from the higher levels before action is taken, and results are reported back to the leadership. While this structure can maintain order, it can also lead to inefficiencies in decision-making and slow response times.

Organizations that lack strategic leadership may lose the core meaning of policy directives, even if they have well-documented mechanisms and clearly defined roles. This can result in ineffective and inefficient outcomes, undermining the potential success of the implemented policies. In many African governments, New Public Management (NPM) has been adopted as the preferred framework for public sector reengineering and modernizing government structures. NPM has gained traction because it emphasizes efficiency, accountability, and customer service within public administration. According to Polyolith (2017), governments in

various regions have successfully applied NPM methods to implement initiatives aimed at achieving their targets and objectives.

A key strategy within NPM is "Public Value Management," which has been widely adopted by government ministries to establish clear targets and market-driven mechanisms that align with individual priorities. This system places a strong emphasis on understanding public needs viewing citizens not only as voters but also as consumers with specific demands. The establishment of Huduma Centers in Kenya, for example, aims to provide efficient and accessible services to the public, ensuring swift delivery of government services. The research topic benefits from this theory because it clarifies how modern strategic methods, like NPM, combine effective practices that ultimately contribute to rewarding public service delivery, enhancing the overall performance of government ministries.

2.1.2 Dynamic Capabilities Theory

Due to the dynamic and complex environments in which they operate, public organizations need their leadership to implement management strategies that produce organizational performance enhancements, particularly during periods of budgetary reductions. Strategic research in the public sector has garnered increasing attention in recent years, as public organizations are driven by the need to fulfill client needs rather than to pursue profits Tappin et al., 2003; Collins, (2005). Public organizations utilize strategic methods to identify approaches that can boost their organizational performance levels, especially in the face of limited resources. This shift in focus reflects the challenges public organizations face in meeting public demands while also managing costs effectively.

These organizations often explore their internal capabilities because external resources are often scarce or limited. The internal examination of capabilities provides a clearer

understanding that individual actions at various organizational levels significantly impact public sector performance Carrie & Proctor, (2005). Recognizing the critical importance of internal resources, public sector organizations must integrate the assessment of these capabilities into their strategic planning and execution. By aligning their internal strengths with strategic objectives, public organizations can optimize their performance and adapt to the challenges they face.

However, while the growing interest in strategy among public sector scholars is evident, there remains a lack of comprehensive explanations regarding how public sector managers approach the development and application of new strategic models. In contrast, the private sector has long recognized the internal resources of dynamic capabilities as fundamental strategic elements Marti et al. (2000). Dynamic capabilities refer to the processes through which organizations transmit new resources through strategic routines, which function as organizational and strategic processes. These routines help organizations allocate their resources in a purposeful and advantageous manner, allowing them to adapt and evolve with changing conditions.

Strategic approaches based on dynamic capabilities are crucial for improving organizational performance and are essential to the resource-based view of firms Barney, (1991). These approaches are highly relevant to public sector organizations because they focus on leveraging internal resources rather than market behaviors or patterns in the development and implementation of strategies. Public sector performance can be optimized by employing available resources effectively and strategically, which aligns with this view of strategic management. By utilizing dynamic capabilities, public organizations can enhance their

ability to meet the challenges of an ever-changing environment while improving overall performance.

2.1.3 Resource Based View Theory

The Resource-Based View (RBV) model establishes that organizations possess distinct resource elements that are difficult to transfer between them, making these elements integral to gaining a competitive advantage Barley et al., (1991). This model aims to achieve competitive superiority by implementing a value-creating strategy that competitors cannot easily replicate or match. Barney (1995) describes resources as influential elements that are valuable, rare, inimitable, and non-substitutable. Over time, these resources are transformed into organizational resources that help sustain and enhance competitive advantage. According to Barney's framework, value creation through internal resource optimization is central to generating a competitive edge as part of the efficiency-based approach for organizations.

Public organizations have increasingly paid attention to RBV in comparison to other strategic models, such as Porter's strategic positioning model. The study by Carmeli and Tishler (2004) demonstrated how managerial capabilities, along with human capital resources, positively influence public organization performance. This study emphasized the critical role that human capital and managerial skills play in improving organizational outcomes. Similarly, research by Eden et al. (2007) and Pablo (2007) provides strong support for the application of RBV in public organizations, highlighting how internal resources such as knowledge, capabilities, and expertise can be leveraged to improve performance and strategic outcomes.

Through the RBV perspective, Harvey (2009) analyzed how UK public organizations failed to recognize poor performance external indicators, leading to profit challenges, competitive

disadvantages, and an inability to develop effective strategies. This was particularly true for traditional public organizations, which often consider strategy development to be problematic. RBV addresses the process of value creation by offering methods for developing and utilizing resources that lead to value generation, aligning with the strategic goal of resource efficiency. Unlike traditional strategic positioning, RBV includes broader considerations of value creation for stakeholders, beyond just competitive advantage.

Barney (2003) advocates for the application of RBV in public organizations, even more so than in private entities, although scholars also recognize its potential benefits for non-profit organizations. The main focus of RBV literature aligns with the efficiency goals of organizations, particularly public sector entities that require effective resource management. Public organizations should focus on managing their resources by creating value, maximizing efficiency, and appropriating value in a way that meets both organizational and societal needs. The organizational structure, along with management systems and compensation programs in public organizations, plays a critical role in enabling the full utilization of these resources to achieve optimal performance.

2.2 Empirical Literature

Various scholars through have since been using different methods and approaches in several interventions since 1984. Related academic journals have been considered and later on carefully selected from notable academics and scholars. Approaches for public strategic Management such as integrated units of management approach Poister et al.(2015),Strategic issues management Approach(Beolin2017) Contract approach Moulton (2015),Collaboration approach Emelson et al.,(2015) Portfolio Management Approach Welek et al.,(2015) or Benchmark approach Bryson et al.,(2017).John and Bert presented and

criticized strategy, Strategizing, strategic planning and strategic management as key elements of strategic management in the public sector recently in 2020 and for addressing Organizational challenges and achieving the important goals. They suggested that although strategic planning and strategic Management both separately have their standard approaches in practice, strategic management and strategic planning seem to be characteristically flexible and increase productivity in Organizations.

In their 2020 article, John and Bert emphasized the importance of strategic management in the Public Sector, focusing on the concepts of strategy and strategizing, along with strategic planning and management. They assert that strategic management, along with strategic planning, allows public organizations to maintain flexible operations that enhance organizational productivity. This is especially critical in the public sector, where distinct standard practices are often applied in varying contexts. Flexible strategies ensure that public organizations can respond effectively to changing environmental conditions, even while adhering to established procedures.

2.2.1 Agility and Organizational performance

Research enthusiasm for organizational agility has been particularly strong within private sector scholarship; however, very few experts have sought to understand how agile models can be applied to the public sector. Traditional public sector organizations, especially those operating in industrialized nations, face significant challenges in adapting to rapidly changing environments. These challenges arise due to historical adjustment issues and the continuing need for change within bureaucratic structures that were initially designed for stability. Historically, public sector bureaucracies implemented traditional strategic planning successfully under stable environmental conditions Hamalainen et al., (2020). However, as

operational environments evolve, new problems arise, particularly during times when fast-paced environmental adaptations are necessary.

One of the major difficulties in evaluating public sector organizations is the challenge of measuring their outcomes. Unlike in private enterprises, where the connection between inputs and outcomes is often clear, public-sector organizations struggle with this linkage, making it difficult to assess their performance accurately Mulgan, (2009). Despite these challenges, research has demonstrated that public sector leaders are increasingly employing agile strategies to maintain control over rising complexity and volatility conditions. Doz et al. (2019) explored how agile strategies help public sector leaders navigate and manage these conditions, allowing organizations to remain adaptable and effective. As a result, organizational agility has emerged as a key factor for public sector survival and performance, especially in unpredictable environments.

A turbulent and unpredictable environment demands organizational agility to survive and meet performance goals, as indicated by several scientific studies. According to Saha et al. (2017), human resources play a strategic role in establishing and maintaining organizational agility. Employee optimism about their organizational success and workplace performance is directly linked to organizational agility Mithani, (2020). As organizational agility improves, so does employee engagement, leading to better performance outcomes Nafei, (2016-17). Additionally, the perception of organizational agility among employees becomes critical in decision-making, especially when it comes to restructuring. It offers protection by demonstrating organizational resilience during periods of downsizing or organizational change Demerout, (2007).

Harraf (2015) defines organizational agility as involving strategic thinking, innovation, and change implementation, with an inherent demand for adaptation and proactive action. This view aligns with the understanding that organizational agility represents an organization's ability to observe shifts in the environment and make intentional adjustments to meet customer needs and ensure organizational sustainability Sigh et al (2013). In this context, agility is not just about reacting quickly; it is also about anticipating and preparing for changes in the external environment, which helps organizations maintain competitive advantages in challenging circumstances.

Furthermore, special organizational capabilities need to be integrated into the structure, culture, technology, leadership, and management systems of the organization. Dowdy et al. (2017) emphasize that these capabilities must be embedded throughout the organization to perform efficiently and respond rapidly to challenges. For public sector organizations, this means fostering a culture of agility at all levels, ensuring that staff at every tier of the organization are engaged and equipped to handle change. Only through such integration can public organizations truly leverage their internal resources to maintain performance levels in the face of uncertainty.

2.2.2 Knowledge Management and Organizational performance

Organizational learning plays a critical role in determining how well an entity can compete against its competitors. The learning process allows organizations to either enhance existing capabilities or develop new competencies. According to Yanow (1993), organizations must first identify the fundamental attributes required for understanding, possessing, and using knowledge, as organizational learning is not a simple, cognitive process like basic information technology. It is more nuanced and involves complex mechanisms to transform

knowledge into valuable actions. While the learning process enhances organizational performance, it must be recognized that the absence of effective knowledge management systems can severely hinder an organization's ability to thrive.

Organizational learning and knowledge management are closely intertwined, with knowledge management being an essential enabler of organizational success. Knowledge management systems are designed to optimize how organizations create, store, share, and utilize knowledge. The operation of technological systems, in particular, directly impacts the effectiveness of these processes. Organizations need to position knowledge management at the core of their operations as it is one of the key drivers of economic growth in modern organizations (Hoffman, 2005). Historically, organizations primarily relied on land, labor, and capital as their core resources. However, with the advent of the knowledge-based economy, there has been a shift in how organizations view their most critical assets. The introduction of a knowledge-based economy has paved the way for a new strategic direction for organizations, where the efficient generation and application of information have become central to organizational success (Roberts et al., 2009).

Knowledge and information differ significantly from traditional industrial goods and services. Unlike tangible resources, knowledge is intangible, dynamic, and context-specific, which makes it a unique asset for organizations. Many modern organizations view knowledge as their most valuable and essential resource, one that provides lasting competitive advantages. In fact, it is considered to be one of the principal sources of long-term success, as it is difficult to replicate and remains a key driver of innovation (Roberts, 1998). Public sector entities, which often depend heavily on knowledge, face particular challenges related to higher operational expenses. This occurs because these organizations typically lack

suitable knowledge management solutions, which leads to inefficiencies such as memory loss, information gaps, and poor decision-making processes.

In contrast, knowledge-intensive organizations build their organizational nature through substantial investments in innovation and technology, as well as extensive use of experienced personnel. These organizations recognize that their value lies not only in their physical assets but also in their ability to harness and apply knowledge to drive strategic decisions. Godin (2006) highlights that organizations must treat knowledge as their most valuable resource because it encompasses their best practices, routines, and problem-solving procedures that are difficult for competitors to replicate. Organizational knowledge holds the key to achieving sustainable success in the global, competitive economy.

Survival and growth in the modern, knowledge-driven economy are increasingly reliant on the proper management of organizational knowledge. Efficient management of knowledge enables organizations to create, store, share, and use knowledge effectively, thereby enhancing overall performance. Knowledge management, however, is not limited to information systems but also involves the handling of employee experiences, professional knowledge, and expertise Ridsay,(2006). By leveraging knowledge assets, organizations can significantly boost their returns, often without alternative uses for the knowledge once it is applied. As organizations work to enhance performance, it becomes clear that knowledge management is crucial to improving overall productivity and competitiveness.

In public organizations, knowledge management activities are typically integrated into the execution of their fundamental responsibilities. Strategic planning, consultation, and implementation processes are all inherently tied to knowledge management practices, as they rely on organizational learning and knowledge sharing to succeed. Despite the significant

importance of knowledge management in both the public and private sectors, research has shown that the public sector has generally lagged behind the private sector in adopting and implementing these practices. This discrepancy highlights the need for public organizations to better integrate knowledge management systems to improve their service delivery and organizational performance.

A key study conducted on knowledge management in the 2015 Malaysian automobile industry demonstrated that organizational culture, working group support, and employee attitudes play significant roles in the success of knowledge management initiatives Chang, (2017). In this study, the researchers found that knowledge distribution within the organization was heavily influenced by factors such as organizational structure, governance, employee beliefs, rewards, recognition, and associations. Leadership and organizational traits, as well as communication and technical processes, are also critical to achieving success in knowledge management. The study emphasized the interconnectedness of these factors and their impact on organizational performance, reinforcing the importance of creating a supportive environment for knowledge management to flourish.

Leadership plays a pivotal role in shaping the culture and processes necessary for effective knowledge management. When leaders are committed to fostering a culture of knowledge sharing and learning, employees are more likely to engage in behaviors that support the organization's knowledge management goals. Organizational traits, such as openness to change and innovation, also influence the successful implementation of knowledge management strategies. Furthermore, communication and technical processes must be well-established and streamlined to ensure that knowledge flows efficiently throughout the

organization. These elements work together to enhance performance by ensuring that the right knowledge is available to the right people at the right time.

2.2.3 Employee Engagement and Organizational performance

Employee Engagement describes the level of effort which an employee contributes to help their organization succeed beyond standard work expectations. Such employees show strong job dedication which leads them to extend their work efforts outside regular business hours. Employee support policies play a vital role in obtaining optimal performance from workers according to Ryan et al. (2007). The engagement of top-quality personnel leads organizations toward success on a global scale. Mark and Sadev (2012) highlighted the behavior of engaged employees who develop emotional ties that result in higher work dedication and readiness to exceed contractual terms in serving organizational success. Employees can demonstrate their choice of self while meeting all required aspects of their role through engagement. People desire to make meaningful contributions to organizations which deliver pride according to Simons (2000). People seek achievement without incentives while performing quality work that gives them satisfaction through demonstrating their competence. The Organization depends on employees to utilize their full potential in reaching its targets. The performance results positively for both organizational units and their individual staff members when employees show engagement. The research by Olay et al., (2016) demonstrates that bounded rationality and cognitive boundaries affect citizen behavior because it depends on the results of psychological applications designed to promote certain behaviors. Human work performance responds to changes in the outcomes that stem from their tasks. Unfavorable consequences tend to lower the level of effort from those affected by them. Performance levels of employees decline when they show signs of disengagement. Employees refrain from

participating actively in organizational change initiatives when they disapprove of the new modifications. Major contributions to high performance in Organization is employee inputs due to high levels of employee's engagement Werhane, (2012).

Attractive and competitive businesses are actively working to maximize the value of their human capital and workers who are devoted, competent and engaged are the most priceless assets any organization has; Engaged workforce Technology innovation is a tool for Organizational growth. Organizations implement those inventions for new market opportunities which address social demands along with environmental requirements (Drucker, 2001). Technological innovation serves as a performance tool because it generates organizational worth by applying scientific and system-based methodologies to internal operations systems and external network connections Goh, (2000). Technology innovation together with organizational performance holds significant research interest for scholars and policy makers according to Heihmatt (2013). Information technology utilization through public organizations yields higher positive workplace satisfaction outcomes among technical staff than managerial workers. The satisfaction of employees increases as the basis of their work transitions towards computer-driven activities. Employees become more satisfied with their work when they experience autonomy at their workplace Dunkle, (2004). Job satisfaction is not directly affected by information technology unless the organization demonstrates significant technological orientation. The way organizations communicate receives essential Importance because information technology greatly affects these processes Harris (2005). Virtual working employees demonstrate better communication satisfaction levels White (2010). Employees view email communication as an effective information-sharing tool yet they consider direct human contact to be the most acceptable method across

organizational levels. Expected usage of electronic communication can substantially reduce current traditional communication practices in public organizations Stafford, (2010). Organizations must evaluate trust-based situations which deviate from conventional communication methods. Trust has dual dimensions regarding information technology because of two distinct elements of trust evaluation. The readiness of an individual to rely on technology instead of attempting to exercise control defines this behavior. Mcknight (2005) shows trust as mutual new condition acceptance stemming from information technology use which enables public organizations to pursue prosperity through combining IT with human ability to generate knowledge. Public organizations now view information technology as their decisive strategic operational foundation. Information collection using technology becomes essential for quality decision making according to Gasbruith (2012). Information technology functions as the vital element which helps public organizations enhance their performance outcomes Kohli, (2003). Organizational management should recognize employee technology acceptance as the key to benefit realization through information technology systems because overall enhanced performance results from such acceptance therefore managers need to focus on this aspect. The academic skills demonstrated enhancement in vertical communication and group work standards together with team communication abilities and employee motivation and satisfaction (Rolden et al., (2020).

2.2.4 Strategic leadership and Organizational Performance

Leaders engaged in strategic leadership employ innovative thinking methods and strategic foresight to help their organizations reach their strategic objectives Andrews et al, (2010). Public officials who take office through election or appointment need to safeguard that government and sector operations maintain thoughtful awareness and make calculative

choices through external evaluation and cultural assessment and wise political decision-making with influence and negotiation abilities to boost their effectiveness Tom Peters, (1998). The public sector often recognizes strategic leadership performance within organizational leadership but maintains the belief that top officials fulfill the US government leadership proposals. Some strategic leaders operating at senior government and public sector positions take active measures to develop strategic abilities across all organizational levels. Agile public sector organization thrives when individuals act as leaders and perform strategic thinking tasks above and beyond their own responsibilities. Some executives demand their middle-level managers excel at strategic issue management along with delivering leadership for resolving strategic issues. This mid-level leadership participation in feasible action planning helps extend the responsibility of top-level leaders to create effective government strategies. The executive team assists in making formal strategic plans of upper management operational by removing obstructions. When strategic thinking responsibility stretches across different organizational levels the lower-level leaders maintain membership in government or public organization strategic leader networks Den, (2020). The strategic leaders develop tactics either by creating existing strategies or implementing these methods to enhance organizational success measures. Studies show strategic leadership stands as the leading organizational performance factor because it determines both the implementation speed and style and strategic implementation tone effective strategic leadership activities.

The organization achieves strategic management success and structures process excellence through conducting activities to boost competitiveness and reach higher profits according to Hitt et al. (2007). Public organizations evaluate their performance through output measures together with results-based examination of processes and organizational staff response to

environmental factors William, (2002). Research investigations on how strategic leadership affects organizational performance have been conducted throughout international and local areas. Most studies examine private sector organizations whereas public sector organizations remain primarily unexamined along with other performance measurement indicators. Previous research findings remain ambiguous so additional studies regarding this topic are recommended. Serfntein (2010) examined how strategic leadership influences operational strategy in his research study. The study by Nthini. (2011) examined how strategic leadership affects commercial and financial state corporations operating in Kenya. Available research has concentrated on private organizations which leaves room for investigation in public sector organizations as well as Government Organizations. Strategic leaders guide the creation of strategic intent and strategic mission through their leadership actions as Kirmi and Minji (2010) indicate and Greir (2013) supports. Just like conventional organizations Public Organizations pursue strategic targets which leaders develop the aptitude to drive employees into mutual success toward these goals and objectives together with objectives Okwu et al, (2011).

2.3 The Conceptual Framework

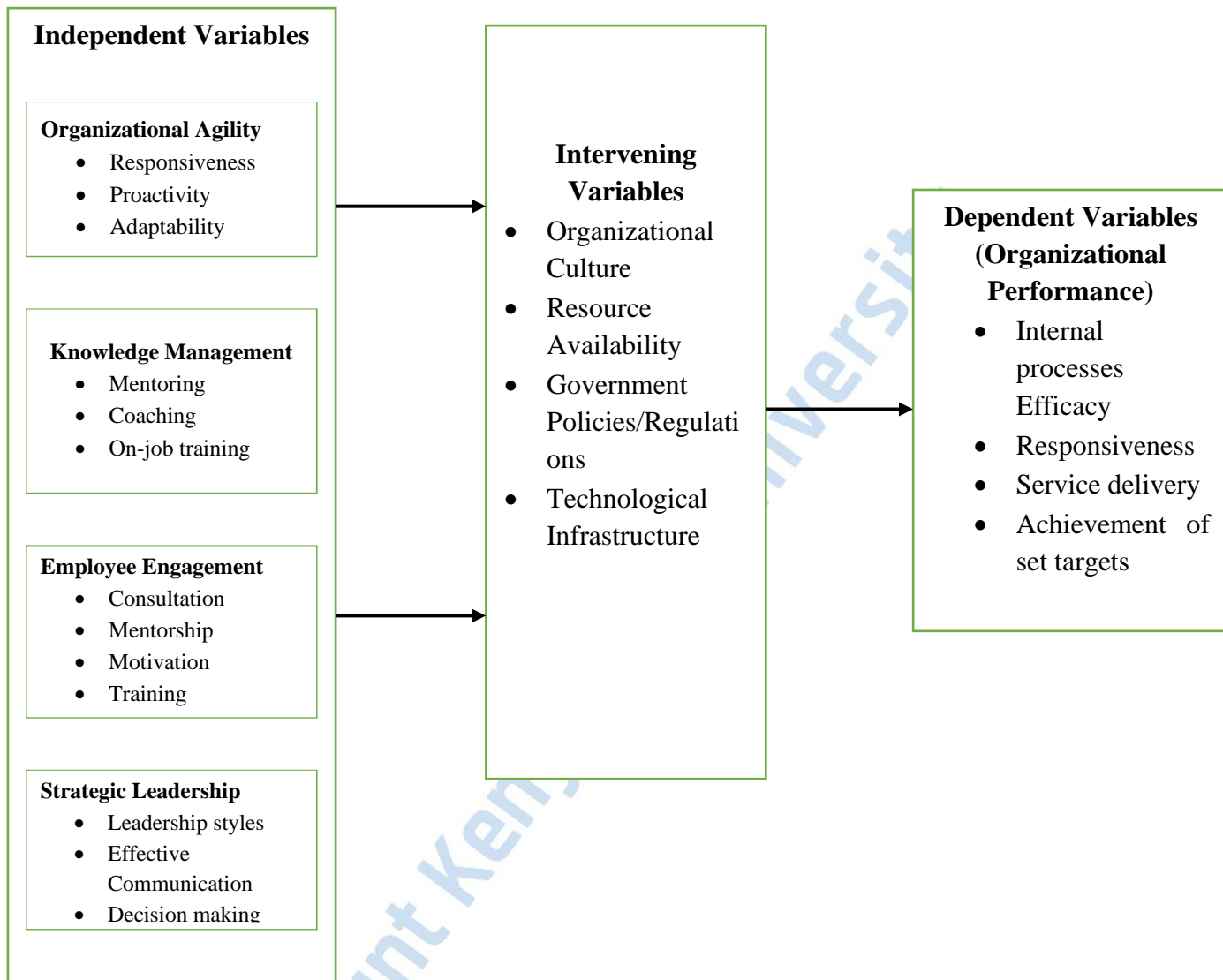


Figure 1: Conceptual Framework

Source, researcher, 2025

In the above conceptual framework, strategic management practices, comprising of Organizational Agility, knowledge Management, Employee Engagement, Technology Innovation, and strategic leadership formed the Independent variables, whilst Organizational Performance was the Dependent variable.

2.4 Critique of Existing Literature

The effectiveness of Innovation depends on well-established Strategic Management practices based on research findings from various authors. Using Strategic Management practices in the public sector through any available tools faces distinct unique characteristics which require special attention during implementation Ven., (2013). Linda et al. conducted a broad study in 2018 to recognize the particular tensions which affect or limit Strategic Management practices in public sector institutions. Operational plans made with short-term perspectives create difficulties during strategizing processes according to their assessment and holistic approaches should always take priority over focal tool usage. Aithal (2015) assessed critically the journal publications of strategic management and Top Indian Business School contributions from 2013-2018. The lack of faculty commitment toward publication and research requires disciplinary policies according to his findings. Strategic implementation along with leadership styles and organizational structure and Human resource management together with information and control systems represent essential components for Strategic Management according to Ahmed and Face (2018).

2.5 Research Gaps

In Reference to the aforementioned literature, it is clear that far less studies have been done on the influence strategic Management Practices with systematic approach on Strategic Leadership especially in the public Organizations especially the Govt ministries. Contextually, the examined research indicates that, previous researchers focused on a few Strategies, particularly on how leadership affect organizational performance without a holistic Approach on strategic Management practices Wanget al., (2020).

Likewise, Hakan 2016 contributed to the Strategic Management body of knowledge by conducting an in-depth case study at the ministerial level by addressing issues related to strategic management practices while addressing strategic planning only. He argued that strategic planning fails and becomes ineffective in the public sector when there are strategic practitioners with weak deploying preparation, poor analytical skills and social practices leaving the gap on organizational agility which this study is adequately addressing, regarding the public organizations capability to proactively and reactively respond to opportunities and environmental challenges.

Christopher et al (2015) argued that there are no standard approaches to strategic management practices in the public sector, but practices are the combination and outcome of rational, political, participatory logistics and decision-making processes. His generalization of these processes with our specifically addressing them leaves a gap as most of these issues are outside the organizations whereas we know that the success of the human resources (Employees) is the most important asset any organization public or private can well engage to guarantee its performance. From the above studies it is evident that little mention of Technology innovation as driving force in strategic management practices in the performance of public Organization makes them incomplete. This study where Organizational Agility, Knowledge Management, Employee Engagement, Technology innovation and strategic leadership will adequately address this gap because the pivotal role played by Technology in the success of the public Organization cannot be underestimated.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three of the study contains all necessary methods to examine this present research regarding Ministry of Labor performance influenced by knowledge management through strategic tactics evaluation.

3.1 Research Design

From the scholars, Veal, (2017) research design is what sets up the settings for information compilation and investigation in a way that aims to equilibrate technical economy with relevance to the study issue. A descriptive study design was adopted in the current investigation. A descriptive design was deemed appropriate because the study aimed to capture the current status and perceptions of employees regarding engagement practices and their impact on organizational outcomes. Descriptive research allows for both exploratory and confirmatory analysis, making it suitable for identifying existing engagement patterns while confirming theoretical assumptions about their relationship to performance. This approach facilitated the collection of quantifiable data on employee experiences, behaviours, and organizational support structures, providing a comprehensive picture necessary for informed conclusions and policy recommendations.

3.2 Study location

The study was done at the Ministry headquarters at NSSF building, Nairobi. This location of study enabled direct access to the respondents that ranged from Directors who are Decision makers to the Officer 11 who are implementers. It was advantageous to the researcher due to

easy access to all of them. Moreover, it enhanced quality of data collected in that any areas of the questionnaire that needed clarification was easily addressed by the researcher and this was critical to the quality of data collected.

3.3 Target Population

The target population for this study comprised employees stationed at the Ministry of Labour and Social Protection, State Department for Labour and Skills Development headquarters in Nairobi. According to official human resource records, the total number of employees at the headquarters is 541. This population includes staff from various departments, units, and directorates, encompassing both managerial and non-managerial personnel involved in policy development, administrative functions, and service delivery.

The choice of the headquarters as the focal point for the study is justified by its central role in strategic planning, coordination, and implementation of key functions within the ministry. It is at this level that strategic management practices are most likely to be designed, executed, and evaluated, making it a relevant and appropriate setting for examining their influence on organizational performance.

3.5. Sample Size Determination

The sample size for this study was determined using Yamane's formula (1967), which is suitable for calculating sample sizes from a known population with a desired level of precision. The formula is:

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

Where:

n = Sample size

N = Population (541)

1 = statistical constant

e = error term (estimated at 5%) = 0, 05.

Therefore:

$$n = \frac{541}{1+541(0.05)^2} = 230$$

Hence the sample size is 230

Table 1: Target Population and sample size

Cadres	Population	Percentage
Directors	12	5
Deputy/Assistant Directors	29	13
Principal Officers /Senior	58	25
Officers 1/11	131	57
Total	230	100

3.5 Sampling procedure

The current study selected all 230 staff members through stratified sampling to participate in the research tool response process. Stratified sampling was employed in this study to ensure representative coverage of all key subgroups within the Ministry of Labour. Given the

hierarchical and departmental structure of the Ministry—including directors, deputy directors, technical staff, and support personnel. It was important to capture perspectives across different job levels and functional areas.

3.6 Methods of Data Collection

The research used primary data sources for its foundation. The study employs primary data collection methods to obtain direct information through questionnaires from each participant in its sample population Zohrabi (2013). Multiple-choice questions on self-administered questionnaires served as the appropriate method to collect data. To measure Organization Agility and the three concepts of Knowledge Management and Employee Engagement in addition to Strategic leadership and Technological Innovation the survey included key questions. The respondents received questionnaires containing Likert questions together with flexible options for measuring quantitative data. The survey featured straightforward brief responses which made it easy for the participants to answer.

3.7 Pilot Study

Studies indicate that researchers should modify their research instrument before beginning their full-scale work Kothari, (2007). Similar methods of evaluating the research tool were used to establish the instrument's effectiveness in the final research findings. The employees from the pilot project received questionnaires to assess their opinions for improving the survey's format. The fundamental purpose of pre-testing research instruments is to ease unclear and ambiguous measurements Mugenda & Mugenda, (2013). The second skill a researcher must possess enables them to identify instrument weaknesses and specify the modifications needed to reach predetermined objectives.

3.7.1 Validity of Research instruments

Heale et al. (2015) demonstrates that research analysis qualifies as valid when it permits statistical quantification of results. The accuracy with which measurement tools detect their designated variables decides their validity according to Clifton (2020). A large number of researchers utilize questionnaires as their main data collection method. A research questionnaire needs to focus on acquiring trustworthy data. A questionnaire form needs to cover its targets accurately to achieve its desired effect. According to Mugenda and Mugenda (2013), a population should consist of between 10% and 30% of overall subjects thus the questionnaire prototype will receive assessment from the exclusion group and 10% of the total population to confirm its precision of content and structure as well as clarity level. The respondents received specialized questions included in the questionnaires for data collection. Employees received these first questionnaires to complete by returning them to the researcher.

3.7.2 Reliability of the Research Instruments

According to Heale and Twycross (2015), reliability describes the strength of obtaining consistent outcomes with the same research instrument adopted across multiple uses in the identical condition. The measure of internal consistency relies on Cronbach values for description. This study used Cronbach values where alpha scores needed to exceed 0.7 to establish consistent results within the same research instrument.

3.8 Data Collection Procedures

The researcher obtained a letter of introduction for the postgraduate program from Mt. Kenya University (MKU), then acquired a research license from the Kenya National Commission for Science, Technology and Innovation (NACOSTI). After informing their

superiors about the forthcoming research the researcher wrote an internal letter to Ministry of Labour, state Department for Labour and skills Development Director HRM. The gathered data from respondents matched the research objectives through the distribution of questionnaires to sampled individuals.

3.9 Data Analysis and Presentation

Coding was established as an improvement method to simplify computer-based data entry for analysis purposes. The research utilized Statistical Package for the Social Sciences (SPSS), version, 23.0, together with Microsoft Excel for data analysis to generate descriptive statistics through occurrence rates and percentages alongside means, modes, and standard deviation. The researchers decided to use SPSS and excel for analysis because they made the process quick and produced organized graphical outputs. Content analysis threshold became dependent on each respondent's responses which directly related to the study's performance targets.

The study utilized multiple regression analysis for data examination with inference purposes. The analysis used multiple regression procedures to establish the relationships between different variables. Five independent variables formed the basis of this study whose analysis used the following equation in the multiple regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mathcal{E}$$

Where: Y= Performance of Ministry of Labour and Social Protection

β_0 =constant

$\beta_1, \beta_2, \beta_3, \beta_4$ & β_5 = regression coefficients

X_1 = Organizational Agility

X_2 = Employee Engagement

X_3 =Knowledge Management

X_4 = Technology innovation

X_5 = Strategic Leadership

ε =Error Term

3.10 Ethical Considerations

Throughout the research at the Ministry of Labour and Social Protection the Researcher followed proper and suitable principles. MKU together with the ministry issued research permission according to established policies. NACOSTI granted the Researcher an official research permit after permission. The participants received authorization for study participation which included information about the researcher's academic objectives and the research importance for academic work only Alfalah, (2020). The participants received confidentiality assurances while a method of anonymous data sharing was utilized to eliminate any intimidating elements. The researcher fully accepted the willingness of individuals who did not want to join the investigation.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The research findings obtained through the primary investigation instrument form the basis of this chapter's information. The gathered data consisted of the various answers that participants gave toward understanding the effects of strategic management methods on the performance of Kenya's Ministry of Labour and Social Protection. Tables developed by the researcher presented the total responses received from participants as an aid for better comprehension.

4.1.1 Respondent Participation Rate

Through the distribution of Two hundred and thirty questionnaires to the respondents the researcher received one hundred and eighty completed surveys which made up more than 75 % of the total. The survey yielded responses exceeding 75 % making the results acceptable according to Alkassim et al. (,2020) who noted that 50% response rate qualified for analysis and reporting. This study achieved a satisfactory response rate of 79% based on the mentioned parameters. Figure 2 shows the experimental findings.

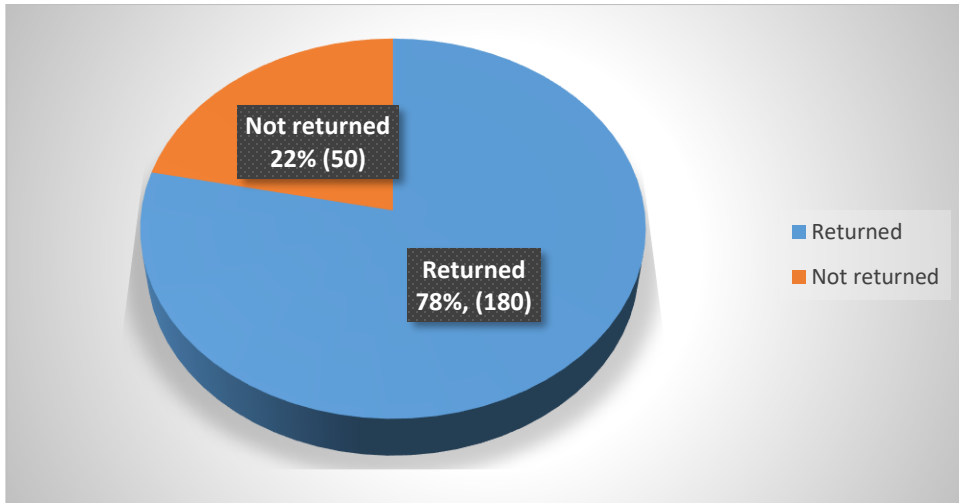


Figure 2: Response Rate

Source: Field data (2025)

4.1.2 Instrument Reliability Assessment

The research instrument obtained validation through its administration to a preliminary group of participants. Research literature suggests that an acceptable reliability value exceeds 0.7 according to Cox (2019). All constructs in this research needed to reach construct composite reliability coefficients (Cronbach's alpha) of at least 0.7 to ensure both consistency and accuracy. The research finding's reliability received enhancement through this validation process and researchers can access these findings in Table 2.

Table 2: Reliability Analysis

Parameters	No. of Items	Cronbach's alpha
Organizational Agility	5	.833
Knowledge Management	5	.778
Employee Engagement	5	.701
Strategic Leadership	5	.741

Source: Field Data (2025)

The questionnaire successfully collected results regarding all aspects of Strategic Management Practices being studied. The reliability tests showed Organizational Agility with the highest Cronbach's alpha value of 0.833 followed by Knowledge Management at 0.778. The reliability measurement for Organizational Performance stood at 0.742 and Strategic Leadership demonstrated a reliability coefficient of 0.741. The reliability score of Employee Engagement amounted to 0.701 although it remained within acceptable limits. The research instrument achieved acceptable reliability levels because the calculated values surpassed the minimum threshold for measuring the constructs effectively. The study tool required no additional modifications at this point which secured both the validity and data quality of the research findings.

4.2 Demographic Information of Participants

The research conducted demographic profiling to collect personal information from respondents for understanding the characteristics of the sample population better. The research collected information about gender distribution and age group and work duration at the Ministry of Labour and Social Protection together with position levels and educational attainment of the participants. This demographic information provided essential context for analyzing the study's findings. The collected data was systematically organized and presented in tables to facilitate clarity and ease of interpretation. These insights helped in understanding the composition of the respondents, ensuring a well-rounded perspective on the study variables.

4.2.1. Gender Composition of Participants

The gender distribution of the respondents was evaluated.

Table 3: Respondents' Gender

Gender	Frequency	Percentage
Male	96	67
Female	84	33
Total	180	100

The data demonstrated that female participants made up 33 percent of the respondents while males constituted 67 percent. The researcher included all comments without gender consideration thus proving that they were unbiased during information collection.

4.2.2. Educational Attainment of Participants

The research question focused on determining the highest educational achievement attained by each participant. The respondents demonstrated their ability to answer study-related questions through their educational attainment assessment. A table summary contains their feedback in Table 4.

Table 4: Highest Educational level of Respondents

Qualifications	Frequency	Percentage
Diploma	30	8
Degree	100	48
Masters	46	42
PHD	4	2

Total **180** **100**

Source, Field Data (2024)

The study determined that among the participants 48 percent had completed bachelor's degrees while 42 percent held master's degrees and diploma degrees along with doctorate degrees each possessing 10 percent of respondents. Each participant who completed the survey showed sufficient knowledge to understand and give reliable study-related information. Higher and sufficient educational credentials helped the respondents obtain reliable and genuine answers during the research process.

4.2.3. Years of Service Among Respondents at the Ministry

The researcher wanted to know the numbers of years respondents had worked in the Ministry.

The findings are illustrated by the Figure 3 below;

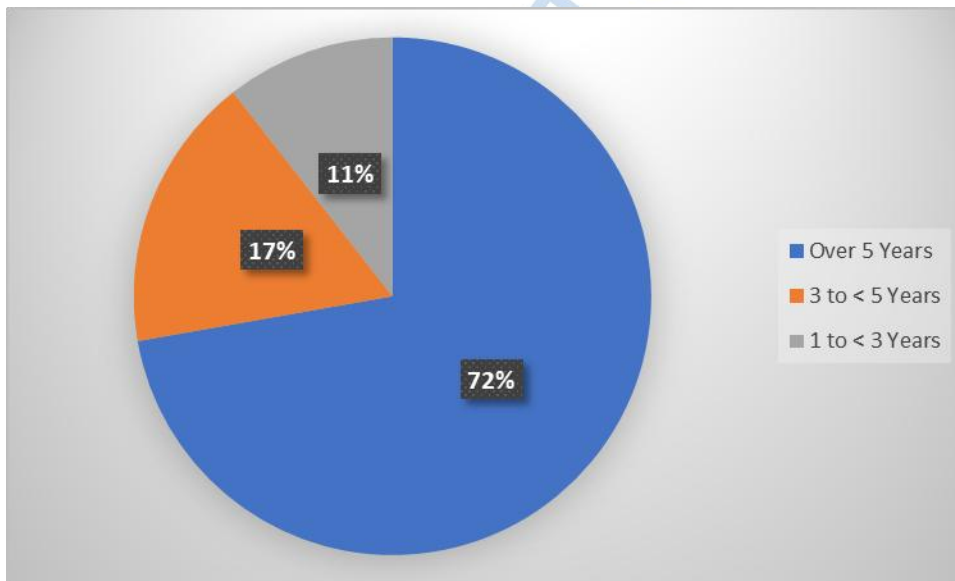


Figure 3: Years of experience at the Ministry of Labour and Social Protection

Source: Field Data

Statistical data shows that 130 Employees out (72%) maintained at least five years of service at the labor Ministry according to Figure 3. The data shows that 31 respondents (17%) maintained a 3 to less than 5-year employment period at the labor Ministry. At the same time, 19 respondents (11%) maintained employment for 1 to less than 3 years. All participants selected for the study possessed experienced tenure which allowed them to contribute valid responses for research collection.

4.2.4 Position Held Within the Ministry

The researcher investigated the position level of the survey participants. Figure 4 shows the obtained results.

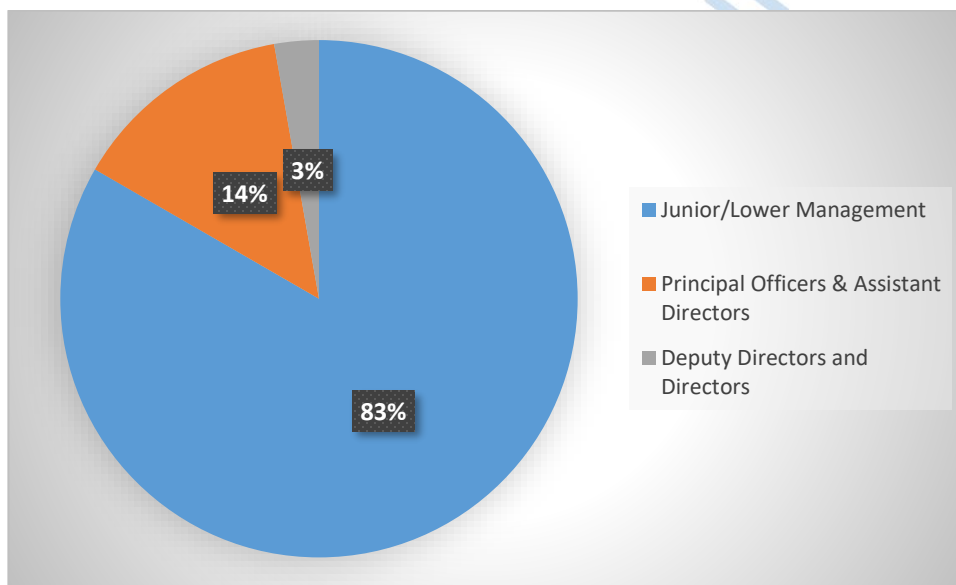


Figure 4: Level of position

Source: Field Data (2025)

Based on research findings lower management composed of 83% of respondents while Principal officers and Assistant directors made up 14% and the remaining 3% belonged to top management headed by Deputy Directors and Directors. The research participants

displayed knowledge of the examined subject because they represented all management levels throughout the organization.

4.3 Descriptive Analysis

4.3.1 Organizational Agility on performance of Labour Ministry

The first research goal investigated the impact Organizational Agility has on the performance of Kenya's Ministry of Labour and Social Protection. The study participants followed the researcher's instructions to assess the implications of Organizational agility on public sector Ministry performance by using the provided lickert scale which yielded results displayed in Table 5;

Table 5: Organizational Agility on Performance of Labour Ministry

Variables	Mean	Std. Dev.
a) The Ministry has core values that reflect a change -ready Organization	4.348	0.676
b) The Ministry is capable of shifting its structure quickly to address new opportunities	4.762	0.618
c) The Ministry rewards seniority more than performance.	3.448	0.719
d) The Ministry allows information to flow freely from outside to units and groups where it is most valuable	3.545	0.513
e) Our Ministry has formal Mechanisms to connect senior management with people at all levels of the Organizations	3.663	0.625

Source: Field Data (2025)

Results from the survey participants demonstrate that the public service division of the Ministry of Labour and Social Protection demonstrates strong capabilities in reorganizing their structure to seize new possibilities. The analysis showed that adaptability plays a significant role because respondents scored it at 4.763 indicating strong influence on performance. The ministry embodies fundamental principles that advance organizational readiness to change through its ability to adopt new concepts which enhances public service quality according to the average score of 4.347. The formal communication channels established by the ministry between senior leaders and workforce personnel at every organizational tier receive a score of 3.663 which significantly impacts performance outcomes.

A large number of respondents indicated that the ministry enables valuable external information to reach beneficial internal units at a mean score of 3.546. Most respondents indicated the ministry bases its reward system on performance results rather than employee service time because survey scores reached 3.449. The ministry supports performance enhancement in every aspect throughout all departments while practicing efficient accountable service delivery practices.

The study confirms Chege, Wang, and Suntu (2020) who showed that knowledge management practices in Kenyan mobile phone companies directly affect organizational performance. Natural knowledge emerges as a crucial organizational asset in the eyes of telephone company management which enables superior performance results according to their findings. The institution depends on knowledge management to acquire knowledge and share it effectively as well as apply it properly. The implementation of this process leads to enhanced knowledge management capability in organizations through employee-informed

application. The implementation of knowledge management strategies leads to better client services and workforce intelligence and decision-making processes and decreased costs while boosting business competitiveness which directly enhances organizational success.

Similarly, Alharthy (2018) revealed that organizational adaptability plays a crucial role in determining an organization's performance and its relationship with knowledge-generating processes. The study emphasized that knowledge production procedures stimulate organizational creativity, which in turn influences overall company performance. Adaptability ensures that organizations remain responsive to dynamic changes in their operating environments, thereby enhancing their ability to innovate and sustain growth. These findings reinforce the importance of strategic knowledge management and organizational agility as key drivers of enhanced service delivery and improved performance within public institutions such as the Ministry of Labour and Social Protection.

4.3.2 Knowledge Management and performance of the Labor Ministry

The research goal evaluated the influence of Knowledge Management methods on Organizational Performance within the labor Ministry. The respondents described the influence of knowledge Management Variable on performance within the labor Ministry. The data appears in Table 6 as depicted below;

Table 6: Knowledge Management on Performance of Labour Ministry

Variables	Mean	Std. Dev.
a) Employees in the Ministry share expertise through group Motivation	3.667	0.823
b) Employees take part in internal customized training programs to spread much needed knowledge	4.603	0.980

c) Our Mentors share practical knowledge and the necessary staff induction of newly employed staff members.	4.400	0.547
d) Employees gain more knowledge while performing their duties like on job and customized inhouse Training	4.774	0.786
e) Employees receive training on various task related to various jobs in different departments through job rotation in order to share expertise		
	4.546	0.814

Source, Researcher,2025

The research results indicated that employee performance at the labor ministry benefits from on-the-job training and internal learning programs to such an extent that it receives high marks of 4.774 and 4.603 respectively. A mean of 4.546 showed that workers at the organization get training about different job responsibilities to share skills among themselves. The ministry's employees together with their mentors and group work for sharing expertise showed significant results as per respondents since the mean score was 4.400 and 3.667 respectively.

Shongwe (2016) proposed a framework which helps developing countries increase their performance levels and gain market supremacy especially in knowledge sharing contexts. These models together with frameworks exist because they need explicit knowledge as well as implicit knowledge. The case outlines the strategy alongside its motivational framework. The enablers which make knowledge sharing possible include technology alongside leadership elements and strategic frameworks together with corporate communication systems (control, time, incentive, and commitment). The system of knowledge management progresses through phases of capture and organization and sharing and application that culminates in recycling activities to

enhance company worth and competition.

The research result concurs with Chang et al. (2017) that employees' attitudes together with immediate supervisor support stand as important elements in driving effective knowledge sharing practices beyond organizational culture along with working group backing. The investigation revealed that knowledge sharing exhibits a positive connection with every one of the four described characteristics. A separate study demonstrates that knowledge distribution success relies on four categories: gaining insight, organizational make up and governance, believing in, recompences and acknowledgment with associations included as well. Cavaliere, Lombardi, and Giustiniano (2015) identified leadership and organizational traits together with communication as well as technical processes and human resources policy among the key enabling elements for knowledge sharing.

Table 7: Knowledge Management on Performance of Labour Ministry

Variables	Mean	Std. Dev.
a) Employees in the Ministry share expertise through group Motivation	3.667	0.823
b) Employees take part in internal customized training programs to spread much needed knowledge	4.603	0.980
c) Our Mentors share practical knowledge and the necessary staff induction of newly employed staff members.	4.400	0.547
d) Employees gain more knowledge while performing their duties like on job and customized inhouse Training	4.774	0.786
e) Employees receive training on various task related to various jobs in different departments through job rotation in order to share		

expertise

f)

4.546

0.814

Source, Researcher,2025

The study data indicated that Ministry of Labour and Social Protection employees acquire knowledge through practical work experience because respondents rated this statement at 4.774. The ministry's performance in Kenya receives substantial influence from employees' engagement in internal training programs that promote knowledge sharing according to the mean score of 4.603. The mean score of 4.546 shows that employees at the Ministry of Labour and Social Protection receive specialized training for different job-related tasks to both build their expertise and spread knowledge throughout the organization.

Most survey participants highlighted the vital role mentors from the ministry play in transferring practical knowledge to new employees based on a mean score of 4.400. The ministry benefits from employee group collaboration for expertise exchange which leads to improved performance according to a mean score of 3.667. The ministry demonstrates successful knowledge-sharing processes which drive organizational performance and enhance service delivery outcomes.

The research of Shongwe (2016) supports these findings because he developed a knowledge sharing framework specifically for developing nations which enhances organizational performance and establishes competitive advantages. The framework integrates explicit and tacit knowledge while emphasizing four enablers that include technology alongside leadership and strategy and corporate culture with its key components of control and time and incentives and commitment. Organizations achieve improved value creation and market leadership through their structured

knowledge management process which includes knowledge capture followed by organization and distribution and application and recycling.

The findings support research from Chang, Liao, and Wu (2017) about successful knowledge sharing drivers which include organizational culture and working group support and immediate supervisor and employee attitudes. The research showed that these factors create positive effects on knowledge sharing behavior. A research paper highlighted that knowledge distribution success depends on elements which include insight alongside organizational structure and governance and incentives and recognition and relationships. Cavaliere Lombardi and Giustiniano (2015) identified leadership together with organizational traits and communication and technical processes and human resource policies as fundamental enablers of knowledge sharing which strengthens the value of a properly designed knowledge management system in organizational success.

4.3.4 Employee Engagement and Performance of Labor Ministry

The fourth objective of the study was to evaluate how employee engagement influences performance of labor ministry. The respondents were asked to rate the influence of Knowledge storage on the performance of state corporations. The findings are displayed in Table 8 below:

Table 8: Employee engagement in the labour Ministry

Variables	Mean	Std. Dev.
a) In this Ministry we work well as a team and with the other teams	4.173	0.866
b) I understand how my role correlates to the Organizations success	4.506	0.699
c) Ministry's Management and Top leadership show genuine interest in my career goals	3.894	0.970
d) My job role is exciting and challenging	2.776	0.682
e) My supervisor helps me to succeed in my position	4.483	0.537

Source, Researcher,2025

The above results demonstrate that ministry employees fully understand how their individual roles correlate with and contribute to organizational success. This awareness motivates them to put in greater effort in their daily tasks, knowing that employee performance directly influences overall organizational performance, as reflected by an average score of 4.506, which significantly impacts performance to a very large extent.

Additionally, respondents indicated that their supervisors play a crucial role in helping them succeed in their positions. Supervisors effectively communicate job expectations, clearly outlining performance targets and providing guidance on achieving them. They serve as mentors and coaches across all departments, fostering professional growth and development, as evidenced by an average score of 4.483. Moreover, the ministry has established an effective team-oriented culture in its operational procedures, positively influencing performance, as demonstrated by an average score of 4.173.

Furthermore, respondents agreed that the top management genuinely shows interest in their career growth. This suggests that the ministry has implemented clear and effective career development policies that are well understood across departments. By embracing strategic leadership practices, management fosters an enabling work environment that, although challenging, makes employees feel engaged and motivated, as indicated by an average score of 3.894.

These findings align with the research of Mark and Sadev (2012), who established that when employees are actively engaged, they develop an emotional connection to their work and demonstrate a strong commitment to achieving organizational success. Engaged employees are highly motivated, willing to go beyond their contractual obligations, and eager to contribute positively to their workplace. Similarly, Simons (2000) found that employees take pride in organizations where they feel valued, leading them to make meaningful contributions toward overall success. These insights underscore the importance of employee engagement, strategic leadership, and a supportive work culture in driving organizational performance and long-term sustainability.

4.3.5 Strategic Leadership and Performance of Labor Ministry

The research evaluated how Strategic Leadership impacts Organizational performance at the labor Ministry through survey questions. The survey participants evaluated the impact of Strategic leadership on Ministry performance through the liker scale.

The research findings appear in Table 9 which follows.;

Table 9: Strategic leadership and performance of labour Ministry

Variables	Mean	Std. Dev.
a) The Strategic plan has been shared with all Employees	4.173	0.866
b) Your inputs are sought and valued when Major decisions are made	4.606	0.701
c) There is Top-Down communication before the Ministry affects Major Changes	4.347	0.675
d) Unions and their members are incorporated at the strategy formulation stage	4.244	0.857
e) There is Ethical Commitment by Top Management on suggestions made in strategy Formulation	4.894	0.650

Source, Field Data, (2025)

The results demonstrated that Employees inputs in the Ministry are sought and more importantly valued by the Top Management is described by employees that they highly value inputs put forward by employees shown by an average of 4.606 which is highly commendable and that there is ethical commitment by Top management on suggestions made during strategy formulation to a very large extent as shown by a mean score of 4.894. The respondents correspondingly strongly agreed that there is Top-down communication before the ministry effected major strategic changes that affected the ministry. The strategy formulation process included union involvement as well as their members contributing to

ministry performance at a significant level based on the average score of 4.347. The ease of accessing knowledge held by the ministry of labour supports performance in a major way. The survey participants demonstrated agreement regarding how appropriate ministry of labour packaging of information supports state corporations to perform extensively (4.173 on average). Research findings agree that knowledge accessibility proves to create positive effects on audit business performance in Kenya according to Muhoya (2016) who showed how knowledge accessibility strategy stimulates Kenyan auditing organizations. Key factors in the study outcome consisted mainly of knowledge identification and collection and sharing methods. The research demonstrates that audit firm effectiveness and knowledge transfer practices share a direct relationship in Kenya. Businesses face the need to extend their information dissemination across larger areas based on these suggestions. Organizations need to enhance existing procedures which control knowledge accessibility throughout their networks. The research findings validate Andrews et al.'s (2010) theory about how strategic leadership involves leaders using strategic vision and creative problem-solving to direct organizations toward strategic goals which leads to organizational success. The study's main objective was to analyze the organization's role in connecting strategic management practices with performance outcomes. Organizations played a direct part in shaping the relationship between knowledge availability and performance measurements. The total power of organization characteristics together with innovation strategy and knowledge management strategy exceeds the individual influence of knowledge management strategy on organizational achievement.

4.3.6 Organizational Performance of labor Ministry

The research objective focused on determining performance trends within the Ministry through evaluation of established performance metrics from the past three years. Table 10 displays the study results.;

Table 10: Organizational Performance of the Labour Ministry

Variables	Mean	Std. Dev.
a) The service provided to citizens and the general public has improved	3.346	0.787
b) The Ministry has consistently and effectively met its mandate in the last five years	3.192	0.653
c) The Top Management has improved its efficiency levels in delivering the Ministry's Mandate	4.164	0.832

Source, Field Data, (2025)

The ministry achieved better services for citizens and general public according to a mean assessment of 3.346 while consistently fulfilling its mandate throughout the year with a mean score of 3.192. The ministry demonstrates improved efficiency in delivering her mandate through the past five years according to a measured mean of 4.164.

The results of Birech (2018) align with these findings through his assessment of strategic management practice effects on organizational performance evaluation during present times and future possibilities. According to Birech (9218) organizational connectivity between environmental requirements and operational profitability exists in only a small proportion of businesses.

4.4 Inferential Statistics

This section displays the results of the inferential statistical analysis used to evaluate the relationships between the independent variables namely the Organizational Agility, Knowledge Management, Employee Engagement and strategic leadership on the dependent variable which was the Organizational Performance at the Ministry of labour. The inferential method employed here include the Model Summary, Regression Analysis, ANOVA and Correlation Analysis respectively.

4.4.1 Model Summary

The model summary below shows how well independent variables explain the dependent variable of labour ministry organizational performance through R, R squared and Adjusted R squared values. The value of R squared demonstrates how well independent variables explain dependent variable changes through the Coefficient of determination. A model achieves better fit when R squared value increases. The calculation of adjusted R squared modifies the R squared value through predictor variables to avoid model overfitting. The following display shows the model summary results;

Table 11: Model Summary

Model	R	R²	Adjusted R²	Std. Error of the Estimate
1	0.840	0.705	0.695	0.315

Source: Field Data (2025)

The studied strategic management practices in this research account for 70.5% of the total organizational performance variations as indicated by the R squared value.

4.4.2 Regression Analysis

A Regression Analysis evaluated the relationship between independent variables and organizational performance at the Labour Ministry through regression Coefficients (B) to determine variable direction and magnitude. The research regression model takes the following form;

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

Where;

Y=Organizational Performance of the labour Ministry

X₁=Organizational Agility

X₂=Knowledge Management,

X₃= Employee Engagement

X₄=Strategic leadership

B₀= Constant,

β₁, β₂, β₃, β₄ Coefficients for the independent variables

ε = Error term.

Table 12:Regression Coefficients

Variable	B	Std. Error	t	Sig.
Constant	1.120	0.230	4.870	0.000
Organizational Agility	0.350	0.089	3.930	0.001

Variable	B	Std. Error	t	Sig.
Knowledge Management	0.290	0.085	3.412	0.002
Employee Engagement	0.280	0.092	3.043	0.004
Strategic leadership	0.260	0.080	3.250	0.003

Source: Field Data (2025)

From the regression coefficients demonstration above, All the independent variables are positively and significantly affecting organizational performance of the labour Ministry.

Secondly Organizational Agility has the highest influence on the performance of labour Ministry (B=0.350), followed by Knowledge Management at (B=0.290), Employee Engagement(B=0.280) coming third and Strategic leadership at (B=0.260) Respectively.

4.4.3 Correlation

The relationship strength between independent variables and Organizational performance is analyzed through Correlation Analysis. The correlation Coefficients(r) exist between -1 and +1 where positive values show positive relationships and negative values show negative relationships while values near zero show no relationship.

Table 13: Correlation Matrix

Variables	Organizational Knowledge Agility	Employee Management Engagement leadership	Strategic leadership	Organizational Performance
Organizational Agility	1.000			

Variables	Organizational Knowledge Agility	Employee Management Engagement	Strategic leadership	Organizational Performance
Knowledge Management	0.654	1.000		
Employee Engagement-	0.594	0.613	1.000	
Strategic Leadership	0.604	0.607	0.579	1.000
Organizational Performance	0.716	0.685	0.677	0.640
				1.000

Source: Field Data (2025)

The strongest positive relationship is between Organizational Agility and Organizational Performance ($r=0.716$), followed closely by Knowledge Management and Organizational Performance ($r=0.685$).

4.4.4 ANOVA

ANOVA served to determine if the regression model demonstrated significant effects from all independent variables when combined to affect organizational performance. Table 14 below provides the F-statistic together with its p-value which served as the primary indicators;

Table 14: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.752	4	4.188	22.752	0.000
Residual	6.978	95	0.073		
Total	23.730	99			

Source: Field Data (2025)

Statistical significance exists in the model because the p-value reached 0.000. The research demonstrates that Organizational Agility and Knowledge Management and Employee Engagement together with Strategic leadership effectively predict the performance levels of the Ministry of Labour in Kenya.

Inferential analysis demonstrated that Organizational Agility together with Knowledge Management and Employee Engagement and Strategic leadership produced positive and significant effects on organizational performance. The model demonstrates a strong fit with performance data and its variables show direct relationships to the dependent measure of Organizational Performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Building upon the data analysis and findings presented in Chapter Four, this chapter offers a comprehensive interpretation of the results in relation to the study objectives. The research explored the influence of strategic management practices on the performance of public organizations, with a focus on the Ministry of Labour, State Department for Labour and Skills Development. This chapter synthesizes the key findings, highlighting specific areas where strategic management practices have significantly impacted operational efficiency and effectiveness. Based on these insights, targeted recommendations are proposed to address identified challenges and enhance performance. Additionally, the chapter outlines opportunities for further research and provides valuable guidance for policymakers and public sector administrators seeking to implement effective strategic management frameworks.

5.2 Summary of Findings

5.2.1 Organizational Agility and performance

The study found that strategic management practices, particularly organizational agility and knowledge management positively influence the performance of the Ministry of Labour and Social Protection. The Ministry's strong ability to adapt its structure to new opportunities (mean = 4.763) and its commitment to core values that support innovation and responsiveness (mean = 4.347) significantly enhance service delivery. Formal communication mechanisms between leadership and staff (mean = 3.663), as well as effective internalization of external information (mean = 3.546), were also noted as important contributors. Additionally, the

Ministry's emphasis on rewarding performance over seniority (mean = 3.449) supports accountability and motivation. These findings align with previous research, confirming that strategic agility and knowledge-focused practices are critical drivers of improved public sector performance.

5.2.2 Knowledge Management and Organizational performance

The research measured the impact of knowledge management on the ministry of labour in Kenya through its second main goal. The employees of the labour ministry develop suitable knowledge through work duties while participating in internal training initiatives that advance organizational performance significantly within the public sector of Kenya as evidenced by a mean of 4.603 in the analysis. The staff members participate in training sessions that teach them multiple tasks across different positions for knowledge exchange purposes as evidenced by a mean of 4.546. State department in the public sector of Kenya benefits from mentorship programs which enable organization members to exchange practical knowledge when working together in groups thus enhancing departmental performance as shown by mean of 4.400.

5.2.3 Employee Engagement and Organizational performance

The research aimed to evaluate how Employee Engagement affects the performance levels of Labour Ministry in Kenya. With a mean of 4.173, employees at the ministry of labour operate effectively as a team and demonstrate mutual support with other departments within the Ministry. Additionally, each employee individually is cognizant that their role correlates to the Organizations performance and ultimate success in its service to the Kenyan citizenly as shown by a mean of 4.506. Moreover, the study revealed that Deputy Directors and Directors in the Ministry are critical to their staff as they coach them to succeed in their

various positions through creating an enabling environment for them to work in (mean of 4.483). This engagement creates emotional attachment to their jobs leading to excellence in their individual performance. This leads to overall performance of the ministry. With a mean of 3.894, the Ministry's Top Management shows genuine interest in staffs' careers, which fundamentally improves staff career progress and management at workplace. This greatly improves performance of labour Ministry to a very large extent. Moreover, with a mean of 2.776, the employees in the Ministry affirmed that though their jobs were challenging, they found them quite exciting meaning they were emotionally fully engaged and attached to their jobs. This is instrumental in improving organization's service delivery to the Kenyan public.

5.2.4 Strategic Leadership and Organizational performance

The research evaluated how Strategic leadership affects labor Ministry performance. The research showed with a mean of 4.173 that the ministry maintains effective channels to deliver strategic plans across all staff while actively seeking strategic thinking throughout their organization. Furthermore, before the top management effects major changes in the ministry the top management communicates to employees seeking their feedback and inputs on the same as demonstrated by a mean of 4.347. Additionally, with a mean of 4.606, employees' inputs are valued when major decisions are being made meaning that the bosses recognize their contribution to the success of the Ministry. Top management are cognizant that agile leaders ensure that their organizations benefit from others apart from themselves, hence they encourage departmental managers to take appropriate action in solving strategic issues in the ministry More importantly as demonstrated by a mean of 4.244, the Unionizable staff and their members are incorporated at the strategy formulation and implementation stages as critical to the success of the organization as

they are seen as contributing to planning and implementing feasible and strategic actions in the Ministry. Which is highly commendable. to a large extent. The study revealed that there is ethical commitment by the Top management in ensuring that all staff adhere to acceptable ethical and moral standards within the Ministry as shown by a mean of 4.894.

5.2.5 Performance of Ministry of Labour, State Department for Labour and Skills Development

The research evaluated the public sector ministry performance trends across multiple indicators during the previous three-year period. The research showed that citizen services have grown better throughout the past three years while the state department successfully achieved its established mandate every year as evidenced by means of 3.346 and 3.192 respectively. With a mean of 4.164 the state department showed improved efficiency throughout different departments while executing its mandate during the past 3 years.

5.3 Conclusion

Organizational Agility demonstrates a positive direct connection that impacts the performance outcomes of the labour Ministry. Formal training programs that generate new organizational knowledge demonstrate a positive relationship with the operational success of state corporations throughout Kenya. Workers who understand the importance of knowledge creation to survive receive higher ratings from the organization while it promotes cross-department collaboration for information management. The organizational design creates knowledge for long-term advantages which results in positive and significant performance improvements within state corporations across Kenya. Knowledge Management practices

generate positive effects that significantly enhance the performance levels of the Kenyan Labour Ministry. The ministry employees develop knowledge through their daily work tasks and participate in customized training programs that distribute important information to achieve better performance both individually and organization-wide. The ministry trains its employees to handle different tasks across different job positions for the purpose of expertise sharing. The organization connects new employees with mentors who provide practical experience while the mentors also work with other departments through job rotation to teach their skills. The performance of the Ministry experiences positive effects from these practices. Employee Engagement produces positive and significant performance results at the labour Ministry through employees developing emotional job commitment from working closely with their supervisors who help them achieve work success. The research demonstrates that employees face exciting challenges because supervisors create an enabling workplace environment with positive ambience which enables employees to see how their roles contribute to organizational success. The process of acquiring information from all departments combined with knowledge management to enhance workplace staff management leads to better performance in Kenyan state corporations. The organization delivers superior services because employees perform their tasks well and actively participate in all aspects needed by the ministry for peak performance. The organization elevates teamwork between different departments to achieve success. The study confirmed that strategic leadership creates a positive effect on the performance levels of the labour ministry. The study demonstrated that top management shows ethical commitment toward staff suggestions about strategy formulation analysis and implementation methods because this approach leads to substantial organizational success through ethical culture. The ministry engages in essential communication with Top management before implementing major

changes affecting staff members because they prioritize individual and collective feedback. Staff who feel valued through this approach achieve their targets effectively which results in organizational success. The strategic plan undergoes feedback evaluation from all personnel including union members who participate actively in decision-making processes that strongly influence Ministry performance.

5.4 Recommendations

The researcher offers the following suggestions about variables affecting performance at the Ministry of labour in Kenya based on study conclusions. The system includes four components which are Organizational Agility, knowledge Management, Employee Engagement and Strategic leadership.

5.4.1 Strengthening Organizational Agility:

- **Formalize and Enhance Communication Channels:** While formal communication exists (mean = 3.663), the Ministry should invest in strengthening these channels, perhaps through regular all-staff briefings, digital platforms for information sharing, and feedback mechanisms to ensure strategic plans are effectively disseminated and understood across all levels.
- **Embed Innovation and Responsiveness in Culture:** Build upon the existing commitment to core values (mean = 4.347) by establishing dedicated innovation hubs or teams, and by creating platforms for staff to propose and pilot new ideas. Recognize and reward innovative solutions and proactive problem-solving.
- **Enhance External Information Internalization:** Given the importance of internalizing external information (mean = 3.546), the Ministry should develop systematic processes for gathering, analyzing, and disseminating relevant external data (e.g.,

labor market trends, policy changes, citizen feedback) to inform strategic decision-making.

- Reinforce Performance-Based Recognition: Continue to prioritize performance over seniority in reward systems (mean = 3.449) and explore expanding the types of performance-based incentives to further motivate high-achieving individuals and teams.

5.4.3 Enhancing Knowledge Management:

- Formalize Internal Knowledge Sharing Platforms: Capitalize on the existing knowledge development through work duties (mean = 4.603) by creating formal platforms for knowledge sharing, such as internal wikis, communities of practice, and knowledge repositories.
- Expand and Diversify Training Programs: Continue to invest in internal training initiatives (mean = 4.603) and explore opportunities for cross-training across different positions (mean = 4.546) to enhance knowledge exchange and build a more versatile workforce.
- Strengthen and Formalize Mentorship Programs: Recognize the value of mentorship (mean = 4.400) by formalizing mentorship programs with clear guidelines, training for mentors, and mechanisms for matching mentors and mentees across different departments and levels.

5.4.4. Fostering Employee Engagement:

- Maintain and Enhance Teamwork and Support: Build on the existing effective teamwork and mutual support (mean = 4.173) by promoting team-building activities,

cross-departmental projects, and platforms for inter-departmental communication and collaboration.

- Reinforce Individual Contribution Awareness: Continue to emphasize the link between individual roles and organizational performance (mean = 4.506) through regular communication, performance feedback, and by showcasing the impact of employees' work on citizen services.
- Empower and Support Deputy Directors and Directors: Acknowledge the critical role of Deputy Directors and Directors as coaches (mean = 4.483) by providing them with leadership development opportunities focused on coaching, creating enabling environments, and fostering team growth.
- Actively Engage with Staff on Career Development: Given the positive impact of Top Management's interest in staff careers (mean = 3.894), formalize career development pathways, provide career counseling services, and ensure transparent processes for promotions and advancement.
- Address the "Exciting but Challenging" Aspect: While employees find their jobs exciting (mean = 2.776), the Ministry should explore strategies to mitigate the challenges and ensure a healthy work-life balance to sustain emotional engagement. This could involve workload management initiatives or employee well-being programs.

5.4.4 Leveraging Strategic Leadership:

- Sustain Effective Communication of Strategic Plans: Maintain and enhance the effective channels for delivering strategic plans (mean = 4.173) through consistent

communication, visual aids, and regular updates to ensure all staff are aligned with the Ministry's strategic direction.

- **Continue Fostering Strategic Thinking:** Encourage strategic thinking at all levels by providing training on strategic planning, creating forums for strategic discussions, and recognizing staff contributions to strategic initiatives.
- **Maintain Inclusive Decision-Making Processes:** Continue to value employee input in major decisions (mean = 4.606) and ensure that feedback mechanisms are robust and that employees see how their input influences outcomes.
- **Empower Departmental Managers in Strategic Issues:** Reinforce the practice of encouraging departmental managers to address strategic issues (mean = 4.244) by providing them with the necessary autonomy, resources, and training in strategic problem-solving.
- **Uphold Ethical Commitment:** Maintain the strong ethical commitment of Top Management (mean = 4.894) through consistent communication of ethical standards, regular ethics training, and by fostering a culture of accountability and integrity at all levels.

5.4.5 Sustaining Performance Improvements of Labour Ministry:

- **Continue Monitoring Performance Indicators:** The Ministry should continue to track the positive trends in citizen services, mandate achievement, and efficiency (means of 3.346, 3.192, and 4.164 respectively) through consistent data collection and analysis.
- **Regularly Evaluate the Impact of Strategic Initiatives:** Implement mechanisms to evaluate the effectiveness of the policies and initiatives related to organizational

agility, knowledge management, employee engagement, and strategic leadership on overall performance.

- **Seek Continuous Improvement:** Foster a culture of continuous improvement by regularly seeking feedback from employees and stakeholders, conducting internal audits, and adapting strategies based on performance data and evolving needs.

5.5 Areas for Further Research

Using the Ministry of Labor as a case study, this study has sought to determine the influence of strategic management practices on the performance of the labor ministry in Kenya. The study recommends further research into other factors influencing Strategic Management practices in the labor Ministry in Kenya by incorporating other variables that have not been covered in this study, like Technology innovation, given the rapidly changing technology that has really overtaken some of the technology evident in the ministry like monitors and increase the pace in technology innovation. Secondly another critical area of study is in the role played by the Kenyans themselves in ensuring that these practices translated to better Organizational performance government.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Wilbroda N. Oduor

P. O. Box 20194,

NAIROBI.

To,

The Director HRM,

State Department for Labour and Skills Development,

P.O. Box 40326-00100,

NAIROBI.

Date: December, 2024

Dear Sir/Madam,

I am a student at Mount Kenya University, Nairobi campus studying for a Master of Business Administration degree in strategic management. I am carrying out research study on Influence of strategic Management practices on performance of public organizations in Kenya; Case of the Ministry of Labour and social Protection. Am collecting data for the purpose of the research project.

The purpose of this letter therefore is to request for permission to collect data in your institution. I wish to confirm that all the information provided will be treated with maximum privacy, utmost good faith, and will be used for purpose of this study only.

I enclose herewith a questionnaire to be completed by respondents at your organization.

Yours faithfully,

Student: Oduor N.Wilbroda

Supervisor: Dr Jeniffer Wanjiru Muriuki.



Secondary

Bachelor's Degree

College Certificate

Masters' Degree

College Diploma

Doctoral

SECTION B: ORGANIZATIONAL AGILITY

Please indicate the accuracy level of statements related to Organizational Agility and its impact on organizational performance through the provided table. Please rate the following statements on a scale from 1 (strongly disagree) through 2- (disagree) to 3- (neutral) and 4- (agree) to 5- (strongly agree)..

No.		5	4	3	2	1
1.	Our ministry has core values that reflect a change-ready organization.					
2.	Our Ministry is capable of shifting its structure quickly to address new opportunities					
3.	Our ministry rewards seniority more than performance					
4.	Our ministry allows information to flow freely from outside to units and groups where it is most valuable					
5.	Our ministry has formal mechanisms to connect senior management with people with people at all levels of the organization					

List down any other ways that Organizational Agility has contributed to the Labor Ministry in carrying out its Mandate.....

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SECTION C: KNOWLEDGE MANAGEMENT

Use the provided table to indicate the accuracy of each statement about Knowledge Management and organizational performance. Please rate the following statement using a scale from 1 (strongly agree) to 5. The scale uses numbers 1 through 5 with "strongly disagree" at 1 and "strongly agree" at 5.

No.		5	4	3	2	1
1.	Employees at the ministry share expertise through group Motivation					
2.	Employees take part in internal customized training programs to spread much needed knowledge.					
3.	Our mentors share practical knowledge and the necessary staff induction of newly employed staff members.					

4.	Employees in the ministry gain knowledge while performing their duties, like on job training and customized in-house training					
5.	Employees receive training on various tasks related to various jobs in different departments through Job rotation order to share expertise.					

List down any other ways that the labor Ministry has used Knowledge Management to effectively carry out its Mandate

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SECTION D: TECHNOLOGY INNOVATION

No.		5	4	3	2	1
1.	All Departments are fully automated					
2.	Most of the day-to-day communication is through emails.					

3.	Our improved service delivery is because we have embraced the latest technology					
4.	All staff have been trained on latest technology					
5.	Our ministry has a fully-fledged ICT department as custodians of the organizational data					

List down any other ways in your opinion that the Ministry has used Technology Innovation to effectively carry out its Mandate

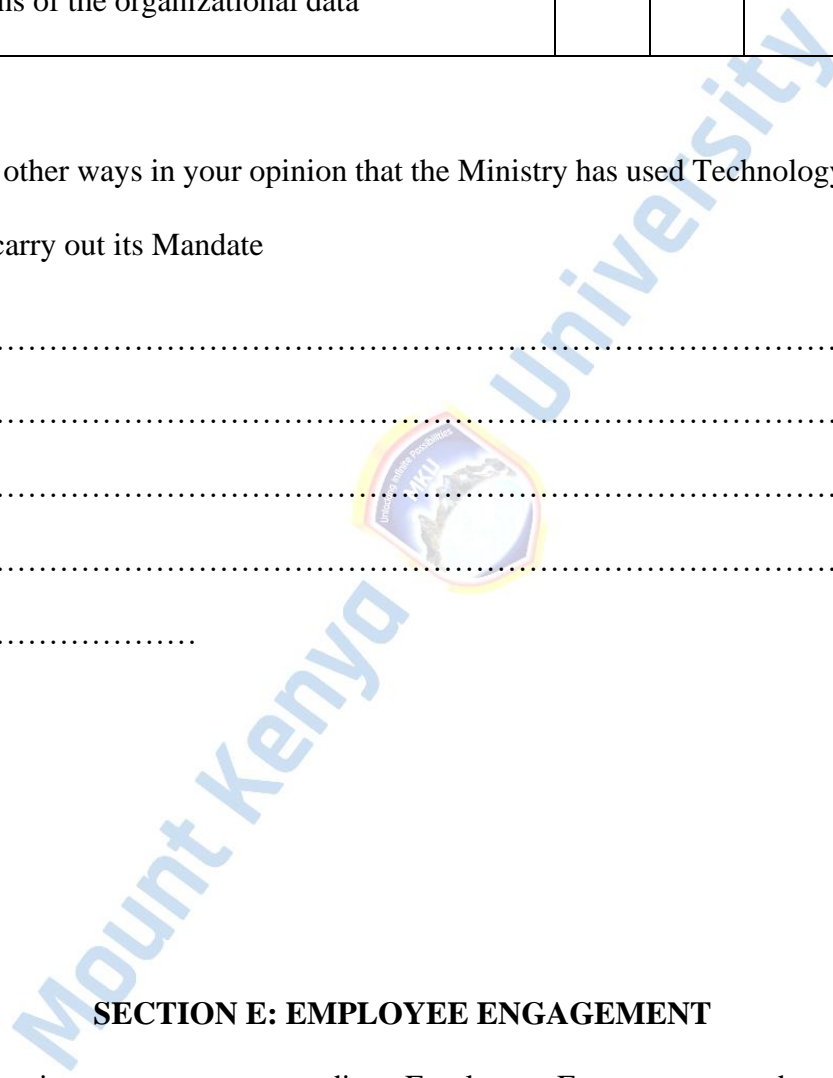
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SECTION E: EMPLOYEE ENGAGEMENT

Rate the following statements regarding Employee Engagement and organizational performance through the provided table. Please rate each statement from 1 (strongly agree) to 5 using the provided comment (strongly agree). A five-point scale should be used where 1 represents "strongly disagree" and 5 five represents "strongly agree."

No.		5	4	3	2	1
1.	In the ministry we work well as a team and with the other teams					
2.	I understand how my role correlates to the organization's success					
3.	The ministry management and top leadership show genuine interest in my career goals					
4.	My job role is exciting and challenging					
5.	My supervisor helps me to succeed in my position					

List down any other ways, in your opinion, that the Ministry has used Employee Engagement to effectively carry out its Mandate.

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SECTION F: STRATEGIC LEADERSHIP

Examine the extent to which the following statements about Strategic Leadership influence organizational success based on the provided table. Rate each statement on a scale from 1 (strongly agree) to 5 using the provided comment (strongly agree). The rating scale uses numbers from 1 to 5 where 1 stands for "strongly disagree" and 5 indicates "strongly agree."

No.		5	4	3	2	1
1.	The strategic plan has been shared with all employees					
2.	Your inputs are sought and valued when major decisions are being made					
3.	There is Top-down communication before the ministry effects major changes					
4.	Unions and there are incorporated at the strategy formulation stage					
5.	There is ethical commitment on suggestions made in strategy implementation					

List down any other ways, in your opinion, that the Ministry had used Strategic Leadership to effectively carry out its Mandate.

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SECTION G: ORGANIZATIONAL PERFORMANCE

Rate the accuracy of the statements regarding Labor Ministry performance for the previous five years based on the table information. Please rate each statement on a scale from 1 (strongly agree) to 5 using the provided comments (strongly agree). The survey uses a 1 to 5 rating system where 1 stands for "strongly disagree" and 5 stands for "strongly agree."

No.		5	4	3	2	1
1.	The service provided to citizens and the general public has improved					
2.	The Ministry has consistently and effectively met its mandate in the last five years					
3.	The Top management has improved its efficiency levels in delivering the ministry's mandate					

Thank you very much for your participation



Mount Kenya University

APPENDIX VI: INTRODUCTION LETTER

I currently study masters of strategic management at Mount Kenya University. I am currently conducting research about INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC ORGANIZATIONS IN KENYA: A CASE OF LABOUR MINISTRY. Your truthful answers to all questions in the questionnaires aim to develop new findings about strategic management practices in Kenyan public Organizations. Your responses will receive complete privacy and confidentiality.

Your cooperation is highly appreciated.

Thank you in advance.

Yours Sincerely,

WILBRODA N. ODUOR



APPENDIX VII: INFORMED CONSENT FORM

Study Title: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC ORGANIZATIONS IN KENYA: CASE OF LABOUR MINISTRY.

Researchers Name: WILBRODA NAMUNAPA ODUOR

PROGRAMME: MASTER OF BUSINESS MANAGEMENT

Purpose of research: Purely Academic

What you will be asked to do in research: You will be asked to fill in a questionnaire or answer questions drawn from an interview schedule.

Risk/benefits of participation in the study: no risks at all. The findings will help state corporations, institutions to know how best they can manage knowledge for better performance.

Voluntary participation: your participation in the study is completely voluntary and you may choose to stop participating if you strongly feel so. Your decision not to volunteer will not in any way affect the relationship you may have with the researcher or with Mount Kenya University.

Withdrawal from the study: you may out of your own volition stop participating in the study at any time for any reason if you decide to do so.

Confidentiality: confidentiality will be provided to the extent possible by law.

I have read and understood the information provided and the nature of the study. I understand that my participation is voluntary and I am free to withdraw at any time without giving reason and without any costs. I understand that I will be given a copy of this consent form. I, therefore, voluntarily consent to participate in this research.

Participant's Signature..... **Date**.....

Investigator's Signature..... **Date**.....

In case of any queries regarding ethical issues in this study, contact:

The Chairman, MKU ERC,



Mount Kenya University



REF: MKU/ISERC/4505
TO: ODUOR N. WILBRODA

Date: 29 October 2024

REG: MBA/2019/52147

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC ORGANIZATIONS IN KENYA; CASE OF LABOUR MINISTRY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3227**. The approval period is **29/10/2024 - 28/10/2025**.

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



Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MBA/2019/52147

29th October, 2024

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

Dear Sir/Madam,


RE: ODUOR N. WILBRODA - REGISTRATION NO. MBA/2019/52147

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 "**Influence of Strategic Management Practices on Performance of Public Organizations in Kenya; Case of Labour Ministry.**" 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 **November, 2024 and January, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


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



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 768058

Date of Issue: 13/December/2024

RESEARCH LICENSE



This is to Certify that Ms. Wilbroda Namunapa Oduor 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 Nairobi on the topic: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC ORGANIZATIONS IN KENYA; CASE OF LABOUR MINISTRY for the period ending : 13/December/2025.

License No: NACOSTI/P/24/414557

768058

Applicant Identification Number

Handwritten signature

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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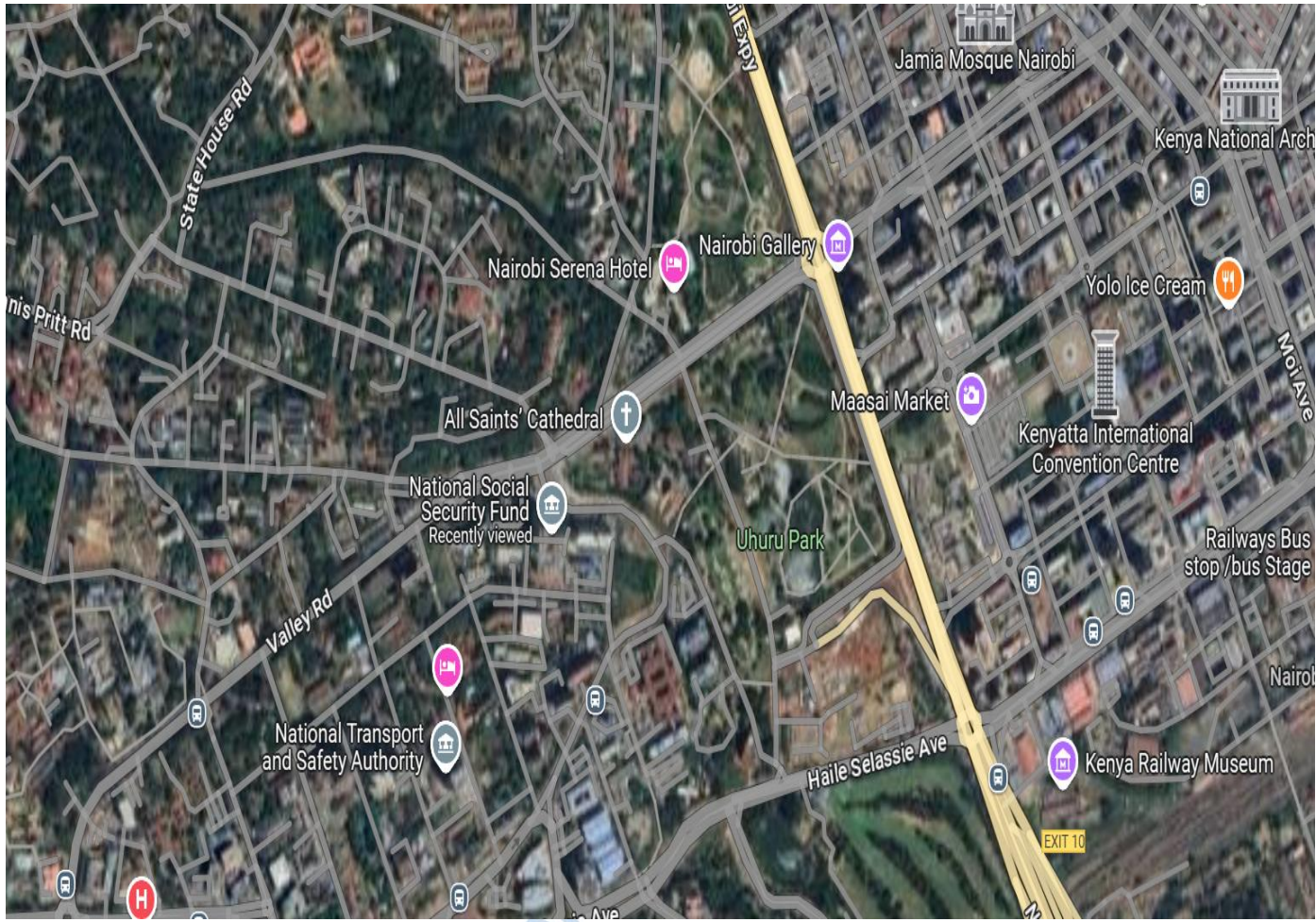
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