



Analysis Of Organization Leadership As An Implementation Strategy Of Performance Of National Social Security Fund, Kenya

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Abstract

One of the most important factors that determine the success of business endeavors is the organizational leadership that is both focused and effective. For the purpose of inspiring teams and directing efforts toward the accomplishment of organizational objectives, this leadership is absolutely necessary. The study purpose was to analyze organization leadership as an implementation strategy of performance of National Social Security Fund, Kenya. The researcher identified three theories for the study; Economic Theory of wealth creation, Social cognitive Theory and Systems Theory. The study philosophy was interpretivism with explanatory and descriptive research design espoused. The target population of the study was 365 employees of the National Social Security Fund at the head quarters. The population was stratified or categorized according to their cadres, then purposive sampling was used on the predetermined senior management cadre while simple random sampling techniques was used on the middle management and non-management staff who had equal chances of being selected for analysis. Questionnaires were administered to be completed by respondents for primary data while document analysis helped the researcher to secure secondary data. The sample size was 186 and this was determined using Krejcie and Morgan table. Data was analyzed using inferential and descriptive statistics. Under inferential statistics the researcher used regression while under descriptive statistics; the mean and the standard deviation were used for measures of central tendency and measures of dispersion respectively. The outcome was presented by the use of frequency tables. The study demonstrated a strong positive correlation ($R = 0.793$) between leadership and performance, with approximately 62.9% of the variability in performance explained by the model ($R\text{ Square} = 0.629$). ANOVA results indicated that the regression model is statistically significant ($F = 9.168, p < .001$), suggesting that





leadership contributed to explaining the variability in performance. The coefficient revealed significant influences of leadership on performance ($p < .05$). Specifically, a one-unit change in each of these factors led to significant percentage changes in NSSF's performance; leadership scoring 0.192 or (19.2%). Based on these results, recommendations were made to enhance organizational effectiveness, leadership programs should be implemented to empower managers and executives, fostering a culture of strong leadership within NSSF. Further studies should explore the mediating role of technology on the influence of strategy implementation processes.

Key words: leadership, System Theory, strategy implementation

1. INTRODUCTION

Leadership is defined as the capacity to inspire other people to alter their behavior willingly and to serve as an agent of change. This ability is what is meant by the term: leadership. Saleemi (2013) illustrates the notion of leadership by using the example of a soccer coach. This is done in order to accentuate the topic that he is discussing. His definition of leadership is the capacity of a manager to instill confidence and excitement in subordinates, as well as the ability to motivate or inspire them.

During times of transition, it is not suitable for deputy leaders to assume that they have a grasp of the strategies that were deployed by the leader who is leaving their position. 2011 Salemi Research. While the article by Kinoti (2015), stresses the temporal character of leadership, the piece by Nyaga (2015), underscores the need of noticing important milestones for new leaders. Both of these articles were published in 2015. In order to guarantee that transitions are carried out without any problems, it is necessary to record organizational structures in great detail (Kinoti, 2015).

In order to effectively manage change, leaders need to make informed decisions about who they will collaborate with and maintain appropriate information control. (2016) According to Albaum. It is essential for leaders to emphasize the importance of establishing trust, confidence, and values, and they should not be afraid to empower people (Meem & Guttel, 2020). Egocentrism is something that leaders should avoid, and they should also pay attention to warnings about frequent failures, such as shifting their focus, having bad communication, avoiding risks, making ethical mistakes, having poor self-management, and losing their enthusiasm. Specifically, Martinich and Garzoni (2023) and Morris (2012). There is a correlation between emotional intelligence and effective leadership, which is defined as





the ability to comprehend and control one's own emotions as well as the sentiments of others. The year 2016 (Armstrong).

There are three distinct forms of leadership that are identified by Sherlekar (2017): authoritarian, democratic, and laissez-faire. When it comes to integrating ideas, the democratic method is more encouraged, while the autocratic style places more emphasis on adhering to tight rules. Topping (2012), places a strong emphasis on the significance of having a positive mentality and being optimistic, Oakland (2014) makes the observation that excellent leadership is essential to the achievement of operational excellence. (Dransfield, 2015)underscores the importance of leadership in a business and warns that leadership failure destroys the future of any entity, squanders trust and credibility. He proposes three things' leaders must do; lead, innovate and carry out changes. Being stuck in the status quo will never transform any business.

The objective of the study was to examine the influence of organization leadership as a strategy of performance of National Social Security Fund, Kenya, while the hypothesis stated that there was no statistically significant influence of organization leadership as a strategy of performance of National Social Security Fund, Kenya.

2. Theoretical Review

Muturi & Njeru (2019) defines a theory as a system that explains a phenomenon by identifying constructs and the laws that interrelate these constructs with one another. Theories help us to come up with an adequate explanation of what is known in the field. This research was guided by an Economic Theory of Wealth Creation that can assist the reader to appreciate the rationale behind this study. The Economic Theory of Wealth Creation focuses on how wealth is generated within an economy, relevant to strategic management for understanding value creation in organizations (Porter, 1985).

2.1 Economic Theory of Wealth Creation.

The economic theory of wealth creation asserts that the accumulation of resources and the generation of value by individuals, businesses, and nations are pivotal for understanding economic growth and development (Smith, 1776). This theory, as articulated by Adam Smith in his seminal work "The Wealth of Nations" published in 1776, underscores the significance of productive activities and the efficient allocation of resources in fostering prosperity and enhancing living standards.





According to Smith (1776), the division of labor, specialization, and free market mechanisms are key drivers that enable societies to harness their productive potential and generate wealth. Additionally, Smith (1776) argues that the pursuit of self-interest within a competitive market framework can lead to positive outcomes for society as a whole, as individuals strive to innovate, produce goods and services efficiently, and respond to consumer demands. Therefore, the economic theory of wealth creation highlights the importance of fostering an environment conducive to entrepreneurship, investment, and market exchange to promote economic prosperity and societal well-being.

The National Social Security Fund (NSSF) in Kenya plays a pivotal role in the economic stability and security of its citizens by providing social security services to the working population. As with any large organization, the successful implementation of strategic initiatives is crucial to fulfilling its mandate effectively. In this context, understanding the relationship between strategy implementation processes and organizational performance is vital. This essay explores this relationship through the lens of the Economic Theory of Wealth Creation, positing that a rigorous, theory-informed approach to strategy implementation can significantly enhance the NSSF performance and, by extension, contribute to national wealth creation.

Despite the fact that it was first conceived of by the Scottish economist Adam Smith in 1776, the idea of wealth creation continues to be an essential component of contemporary economic thinking. The ideas that Smith provided, which were detailed in his landmark book "The Wealth of Nations," have had a significant impact on the way that we comprehend the functions of the economy and the concept of entrepreneurship. According to this idea, money is generated via entrepreneurial endeavors that are centered on the fulfillment of society needs through the supply of commodities, services, and job opportunities. These entrepreneurial actions, which are largely motivated by self-interest and the desire of profit, accidentally lead to larger society advantages such as greater employment possibilities, innovation, and overall economic development (Buchholz, 1999). This is the most important point that Smith makes in his thesis.

The economic theory of wealth creation is based on the idea that wealth is created by effectively allocating and using resources in order to produce commodities and services that have value in the market. This principle is the foundation of the theory. In order to drive economic development and improve living standards, this theory places an emphasis on the significance of productivity, innovation, and investment (Smith, 1776; Marshall, 1890). The development of wealth in the framework of the National Social Security Fund, (NSSF) entails





not only the protection of contributions but also the strategic investment of these money in ways that provide considerable returns. This helps to ensure the fund's continued viability over the long term and also increases the wealth of the fund's members.

The concept of self-interest as the driving force behind economic activity is the foundation upon which Adam Smith's view on the production of wealth depends. In the process of achieving their own personal prosperity, he contended that people unintentionally contribute to the broader economic development and success of a society without even realizing it. According to Smith, this process results in the development of commodities, services, employment, and ideas, so translating efforts that are self-directed into larger social and economic advantages. Based on Heilbroner and Milberg (2012), this concept has played a significant role in the formation of the economic landscape in nations such as the United States of America, Europe, and Japan. These countries have seen unprecedented levels of wealth creation as a result of entrepreneurial activity.

According to Smith's perspective, the success of an entrepreneur is not just about personal wealth but also about making a positive contribution from a societal standpoint. As a result of their efforts to fulfill unfulfilled need or enhance pre-existing solutions, entrepreneurs ultimately discover that they have created value that goes beyond their own personal goals. This process of creating value is essential to the expansion and development of the economy since it results in the production of new jobs, greater innovation, and higher productivity. Entrepreneurs play a crucial role in the advancement of the economy because they are able to connect their own self-interest with the requirements of the market. In addition to fostering a dynamic corporate climate, their endeavors result in the creation of new goods and services, which in turn boosts competitiveness. As Smith elucidates, the process of wealth creation via entrepreneurial endeavors highlights the symbiotic link that exists between individual desires and the welfare of society (Schumpeter, 2018).

The ability to properly execute their ideas requires entrepreneurs to have leadership that is both focused and effective. For the purpose of inspiring teams and directing efforts toward the accomplishment of organizational objectives, this leadership is absolutely necessary. According to Armstrong (2014), communication is an essential component of this process, as it assists in the coordination of work and contributes to the alignment of team members with the goals of the business.

Providing effective leadership in the realm of entrepreneurship requires not only the establishment of a vision and a course of action, but also the cultivation of an atmosphere that is conducive to the growth of creativity and invention. Leaders need to be skilled in the





management of a wide variety of abilities, the ability to motivate their people, and the ability to navigate the complexity of the corporate environment. The leaders of a company may increase the likelihood of their entrepreneurial ventures being successful by encouraging open communication. This allows them to guarantee that the efforts of their team are coherent and aligned with the strategic objectives of the firm, which in turn increases the odds of success.

2.2 Empirical Review.

2.2.1 Organization Leadership and Performance.

For the purpose of inspiring teams and directing efforts towards the accomplishment of organizational objectives leadership is absolutely necessary. Leadership is therefore defined as the capacity to inspire other people to alter their behavior willingly and to serve as agents of change. This ability is what is meant by the term leadership.

Saleemi (2013) illustrates the notion of leadership by using the example of a soccer coach. This is done in order to accentuate the topic that he is discussing. His definition of leadership is the capacity of a manager to instill confidence and excitement in subordinates, as well as the ability to motivate or inspire them.

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In their 2009 article, Heifetz and colleagues presented the idea of adaptive leadership, which places an emphasis on the ability of leaders to navigate and adapt to settings that are constantly changing. Within the context of the modern global economy, which is characterized by fast change and unpredictability, this approach has become more significant. One of the primary goals of adaptive leadership is to steer businesses through difficult changes and to solve difficulties that are systemic in nature.

In the realm of leadership, the importance of cultural awareness is underscored by research such as the GLOBE study (Guthey & Jackson, 2011). As a result of the results of this research, it is clear that successful leadership styles differ from culture to culture. It is necessary for leaders on a global scale to be able to successfully handle these differences at all times. In today's interconnected world, it is essential for leaders to have a deep understanding of and appreciation for the complexities of various cultures. This is because leaders often oversee teams that are made of individuals from a variety of nations.

The concept of sustainable leadership was first presented by Avery and Bergsteiner (2010). This concept revolves on the incorporation of concepts related to sustainability into leadership practices. The notion of sustainable leadership, which is characterized by ethical decision-making, long-term strategic thinking, and a devotion to social and environmental duties, is a reflection of a trend toward leadership methods that are more conscientious and focused on the future. This tendency is represented in the concept of sustainable leadership. In his explanation, Petry (2016) states that the emergence of digital leadership is evidence of the impact that digitization has had on leadership. The capacity to utilize technology for strategic purposes is not the only need for effective leadership in the digital age; one must also possess the skills necessary for digital communication and have an understanding of the impact that digital transformation has on the culture of an organization.

Recent research by Silva, Duarte, and Oliveira (2023) expands on the exploration of authentic leadership, particularly focusing on the authenticity of leaders and their





connections with followers. Their study, titled "How Does Authentic Leadership Boost Work Engagement? Exploring the Mediating Role of Work Meaningfulness and Work–Family Enrichment," delves into how authentic leadership enhances work engagement through work meaningfulness and work-family enrichment, fostering trust-based relationships that boost employees' dedication and involvement in organizational life. This kind of leadership, characterized by guiding principles of being genuine, behaving ethically, and being honest, helps followers establish trust in the leader and become more involved with the leader. In today's world, where honesty and integrity are held in high esteem, this method continues to gain recognition (Silva et al., 2023).

Recent advancements in leadership theories continue to underscore the importance of leaders who inspire and motivate followers beyond their immediate self-interests. Among these developments, transactional leadership, characterized by a straightforward exchange process between the leader and followers, remains a critical area of focus. Martinez and Leija (2023), provide a systematic review that distinguishes servant leadership from transactional and transformational leadership theories. This differentiation aids stakeholders in human resource development and organizational behavior in making informed decisions about applying leadership theories (Martinez & Leija, 2023). This evolution of leadership theories highlights the dynamic nature of leadership and its adaptation to contemporary organizational needs, contrasting with earlier models that emphasized transactional exchanges for short-term goals.

Goleman (2018), extended on the concept of emotional intelligence in leadership, stating that leaders who are able to recognize and regulate their own emotions, as well as empathize with those around them, are more effective. He also said that leaders who are able to empathize with people around them are more likely to be successful. Over the course of many different industries and cultural situations, this concept has acquired a significant amount of acceptance.

Within the context of Africa, the concept of leadership is often linked to the values of the community as well as the connections that exist between individuals. The relevance of Ubuntu, an African philosophy that lays an emphasis on communalism and connectivity, in the construction of African leadership styles is stressed from the point of view of Nkomo (2011). Ubuntu is distinguished by its focus on interconnection and communalism.

Some of the attributes that Mbigi (2015), identified as being connected with outstanding leadership in Africa include a sense of community, spirituality, and respect for elders and traditions. Mbigi came to this conclusion after doing research on the topic. This





approach is somewhat different from Western models, which often put a larger focus on individualism and competition. This is a key distinction between the two philosophies.

According to Louw (2012), there is a growing propensity in the African corporate sector to embrace global leadership practices while yet maintaining a distinctively African identity and value system. This is seen in the context of the African corporate sector. It is possible to see this tendency within the framework of the African business sector. Utilizing the benefits that are provided by both local and global methods is the objective of this synthesis, which aims to capitalize on those positive aspects.

Studies of leadership have shown a unique blend of traditional and modern behavioral patterns, with a special focus on Kenya as the country of study. The authors Ndemo and Maina (2014) emphasize the manner in which Kenyan leaders often incorporate traditional African values while also making use of current leadership theories and practices. In the complex arena of Kenyan politics, where ethnic affiliations and regional dynamics have historically played a pivotal role in shaping leadership styles, there has been a marked shift towards a more issue-based approach that emphasizes national unity and development. Kanyinga (2013) explores this evolution in the context of land rights and ethnicity, particularly in relation to the post-2007 election violence, in his chapter "The Legacy of the White Highlands: Land Rights, Ethnicity and the Post-2007 Election Violence in Kenya". This work sheds light on how these historical and socio-political underpinnings have influenced current political strategies and leadership approaches that strive to bridge ethnic divides and focus on collective national progress. This pivot from traditional ethnic politics to a more unified, development-oriented political discourse underscores a significant transformation in the political landscape of Kenya.

Otieno (2018) draws attention to the growing influence that global business practices are having on Kenyan leadership styles specifically in the context of the business sector. The relational and community qualities that are distinctive of African leadership models continue to get a large amount of attention, despite the fact that this is the case.

To summarize, while there are significant differences in leadership styles and practices around the globe, in Africa, and in Kenya, there is a common thread of adapting to change and leading in environments that are complex and dynamic. This is the case even when there are enormous inequalities. The use of both traditional and modern approaches, together with a focus on emotional intelligence, community values, and adaptability, may prove to be advantageous for leaders, irrespective of the culture in which they are employed.





Because of this all-encompassing approach, it is possible to have a more nuanced understanding of leadership in a range of different cultural and geographical circumstances.

3. RESEARCH METHODOLOGY.

In this chapter, the researcher delved into the comprehensive aspects of the research process. This includes an exploration of the research philosophy, which outlines the underlying beliefs and assumptions guiding the investigation, and the research design, detailing the methodology and techniques.

The study area, specifying the geographical or subject-based focus, was defined, followed by an identification of the target population and the accessible population, a subset available for study. The chapter also addressed the sample size and sampling instruments, along with an assessment of their reliability and validity. Furthermore, the techniques utilized for data analysis and the manner in which the results were presented were discussed. Lastly, the chapter evaluated the ethical considerations associated with the research, ensuring adherence to principles that guarantee integrity and respect for participants.

3.1 Interpretivism Research Philosophy.

The chosen philosophical framework for this study was interpretivism, which serves as a comprehensive approach within the realm of qualitative research. Embedded within the broader discipline of epistemology, interpretivism holds the fundamental premise that researchers are integral participants in the research process. Rooted in subjectivity, this philosophical perspective is significantly influenced by social phenomena, emphasizing a focus on situational details and the subjective meanings they hold.

Gray (2014), underscores the significance of epistemology as a philosophy concerned with the origins of knowledge, stemming both from the external world and the minds of individuals. The notion that knowledge derived from the external world is inherently complex and not always as it appears underscores the idea that true reality is not immediately discernible. This suggests that a mere visual perspective is insufficient to fully comprehend the essence of things; a deeper understanding requires thorough investigation. Understanding the thoughts of others is equally intricate. As Martinich (2023), observes, comprehending the inner workings of another person's mind remains an elusive endeavor. While scientific inquiry can provide insights into the human mind, individuals often resist





external probing. This underscores the ethical importance of obtaining informed consent from respondents during the data collection process.

Meem (2020), elaborates on the objectives of interpretivism, highlighting its role in illuminating the fundamental components of knowledge and the ways in which knowledge is acquired through distinct avenues. Scientific inquiry facilitates the acquisition of intuitive knowledge, authoritarian knowledge is garnered through meticulous literature reviews, logical knowledge is derived from reasoned argumentation as commonly seen in the study's significance section, and empirical knowledge is demonstrated through established research facts in the study's summary and conclusion.

The interpretivism philosophy is pivotal in delving into the various forms of knowledge, understanding how they manifest during the research process, and identifying their manifestation within the study's final report. This philosophical stance offers a nuanced lens through which researchers can explore and uncover the intricacies of different knowledge types, thereby enriching the research endeavor and contributing to a more comprehensive understanding of the subject matter.

3.2 Research Design.

A research design is the plan and structure of an investigation involving what the researcher did in terms of data collection. In this study, the researcher adopted a hybrid research design where both quantitative and qualitative research designs were employed in a process referred to by Creswell (2014), as triangulation which means seeking convergence across qualitative and quantitative methods of research designs.

Similarly, Denzin (2020), confirms that triangulation help researchers to use the two research designs to complement each other and come up with the best findings of the study. The use of structured questionnaires skewed the study towards quantitative research design. While descriptive aspect of data analysis, provided a bias of the study towards qualitative research design. In light of the aforementioned context, the researcher employed a hybrid research design. The hybrid approach enables the formulation of research protocols by incorporating multiple perspectives sequentially, thereby accommodating diverse ways of interpreting a given situation. This methodology facilitates the comprehensive exploration of the subject matter by capturing a range of viewpoints and enabling triangulation (Alsarraf, Ebrahim & Almutairi, 2022).





3.3 Target Population.

According to Saunders and Lewis (2012), the target population refers to the specific group of individuals or instances to which a researcher aims to generalize the findings of a study. This population is distinguished by certain characteristics that set it apart from others. Often, it is impractical to study the entire target population due to various constraints. Therefore, researchers identify and define a subset of this population that is experimentally accessible.

This subset is sometimes referred to as a survey population or sample frame, a concept described by Aaker et al. (2015). By focusing on this accessible population, researchers can make inferences about the broader target population, provided the subset is representative. For the purposes of this study, a total population comprised of all employees of National Social Security Fund in Kenya. According to HR (2020), all employees of National Social Security Fund are 1260. Out of these, 365 employees work at the headquarters, Nairobi. Target population therefore was the 365 employees at the headquarters where unit of enquiry or sample size was drawn from for the purpose of this study.

Table 1: Target Population and sample size.

Category	Number	Sample	Percentage
Managing trustee	1	1	0.27
Managers	11	6	3.01
Supervisors	10	5	2.74
Benefit officers	80	41	21.92
Clerks	203	103	55.62
Support staff	60	30	16.44
Total	365	186	100

Source: NSSF. HR (2023)

3.4 Sampling Procedure and Sample size

Sampling is the process of selecting a number of individuals, also known as unit of analysis for a study in such a way that the individuals selected represent the large group, or sample frame from which they were selected. The individuals selected is what is known as





sample size while the larger group from which the sample size is drawn is known as the target population.

The method used to get a sample from a population is what is known as sampling technique (Mugenda,2003).Sampling allows researchers to explore groups of people, organizations and events that simply could not be accessed in totality. The study adopted a stratified, simple random, and purposive sampling technique. The technique is random in the sense that the selection of sample is random and each element of population has equal chances of being selected for inclusion in the sample. Purposive sampling is a predetermined choice of unit of analysis while stratified sampling is the grouping of samples from which respondents were drawn.

According to Aakeret. al. (2015), a sample size can be determined by using a statistical technique or through some adhoc method. Adhoc methods constitute; first, the rules of thumb where the sample should be large enough to be divided into groups of about one hundred each. Secondly, budget constraints where data collection and analysis require huge amount of money, the sample size should be restricted to reasonably accommodate the budget. Finally, Comparable studies approach which uses similar studies and uses their sample sizes as a guide.

According to O'Leavy (2014), there are no strict rules governing sample size, as it hinges on various factors. For qualitative research, data analysis approaches are not contingent on a large sample size. Similarly, Smith (2014) asserts that determining the most suitable sample size involves a cost-benefit evaluation. In alignment with this notion, the sample size for this study was primarily guided by Smith's (2014), approach—a cost-benefit analysis technique employing a Morgan table.

Consequently, the sample consisted of 186 units of analysis drawn from a sample frame of 365 workers at the National Social Security Fund's head office. This accounts for 51% of the accessible population and 14.7% of the total population.

3.5 Construction of Research Instruments.

Pelto and Pelto's (2017) scholarly observation underscores the nuanced complexity inherent in crafting research methodologies, emphasizing the non-existence of one-size-fits-all sample instruments. This principle, foundational to multi-instrument research tools, posits the field worker as the primary research apparatus, with various investigative methods serving as complementary techniques. This approach necessitates a dynamic and





adaptable research design, where the selection and utilization of diverse methodologies are tailored to the specific requirements and contexts of the study at hand.

Wallingman (2012) further delineates the dichotomy between primary and secondary data collection, noting the subject-specific nature of primary data gathering in contrast to the universal applicability of secondary data across all domains of social science. This distinction highlights the pivotal role of secondary data as an indispensable element in the construction of a robust research framework, providing a critical contextual backdrop against which new findings can be evaluated.

In the context of the referenced study, the adoption of structured questionnaires as a sampling tool exemplifies a meticulous approach to ensuring construct validity. The division of the questionnaire into distinct sections facilitates a comprehensive assessment of the respondent's personal background and insights pertaining to the variable under investigation. Such a stratified design not only enhances the clarity and focus of the questionnaire but also supports a systematic exploration of the research questions.

The preliminary testing of the questionnaire through a pilot study served as a critical step in validating its effectiveness. This phase allowed researchers to gauge the respondents' comprehension of the questionnaire's content and their ability to accurately respond, thereby ensuring the reliability and relevance of the data collected. This iterative process of testing and refinement is essential in establishing the validity and reliability of the research instrument.

Documentary analysis, as employed in the study, represented another pivotal tool in the researcher's arsenal, enabling the assimilation of both primary and secondary data. This methodological approach facilitated a holistic understanding of the research topic, allowing for the integration of empirical data with existing literature and theoretical frameworks. The dual focus on primary and secondary sources through documentary analysis underscored the study's commitment to a comprehensive and nuanced examination of the subject matter.

3.6 Piloting, Validity and Reliability Of sample instruments.

In the methodological framework of the study conducted at the National Social Security Fund, Kisii Branch, the researcher implemented a sophisticated approach to evaluate the reliability of the sample instruments through the use of pilot testing. This involved the application of both the test-retest and split-half methods, each serving a distinct purpose in the assessment of the instruments' consistency and reliability over time and across different subsets of the sample population.





It is necessary for the instruments used to gather data to provide the kind of information that can adequately respond to the questions posed by the researcher. While recent research by Muthoni et al. (2021) highlights the significance of improving reliability and validity in research, it also underscores the importance of ensuring that the acquired data aligns with the study objective. In order to correctly measure the idea in issue, a suitable instrument is required.

The validity of the questionnaire was determined by ensuring that it adhered to the features of self-evident measures. Validity of face and content refers to the amount to which the instruments measure what they are intended to measure. These measurements demonstrate the extent to which the instruments measure them. The content validity assesses whether a test is representative of all aspects of the construct.

To produce valid results, the content of a test, survey or measurement method must cover all relevant parts of the subject it aims to measure. If some aspects are excluded from measurement, the validity will be threatened and the research is likely to suffer from omitted variable bias. The content validity of the sample instruments was therefore ascertained by consulting research supervisors. An opinion of accomplished researchers was also sought.

In line with recent scholarship (Gakuru et al., 2021), reliability refers to the extent to which a research instrument yields consistent results upon repeated testing. If a tool is able to accurately quantify a variable and provide results that are similar over a period of time, then it may be considered trustworthy. When we talk about the reliability of research instruments, we are referring to their internal reliability. Reliability is the capacity of research tools to provide results that are comparable every time and under settings that are similar.

The test-retest method is a classical approach to reliability testing, predicated on the principle of temporal stability. This method entails administering the same instrument to the same group of subjects on two separate occasions, with a predetermined interval between the two administrations. The essence of this approach lies in its ability to measure the consistency of responses over time, thus providing an empirical basis for evaluating the reliability of the instrument. The assumption underlying the test-retest method is that the construct being measured remains stable across the testing period, and any significant variation in responses is attributed to the instrument's inconsistency.

Conversely, the split-half method offers an alternative measure of reliability, focusing on the internal consistency of the instrument within a single testing session. This method





involves dividing the subjects into two groups and administering the instrument to each group independently.

The core of the split-half method lies in comparing the scores obtained from the two groups. The rationale is that if the instrument is reliable, both halves of the split sample should yield similar results, indicative of the instrument's internal consistency. This method effectively circumvents the temporal dimension addressed by the test-retest method, offering a complementary perspective on reliability.

To further solidify the reliability assessment, the researcher employed Cronbach's alpha, a statistical measure used to evaluate the internal consistency of a set of items or scale. Cronbach's alpha provides a quantitative measure of the degree to which related items in a test measure the same underlying construct. The acceptance benchmark set by the researcher, a Cronbach's alpha value of 0.7 or 70% and above was an acceptable threshold. This criterion reflects a commitment to ensuring that the instrument achieves a standard of consistency deemed sufficient for the purposes of the study.

3.7 Diagnostic Tests.

To address various forms of bias that might affect research outcome accuracy and validity, the study used diagnostic tests to ensure that there is no violation of assumptions before inferential statistics analysis:

Tests for normality were employed to investigate the distribution of the scores associated with the dependent variable. This involves utilizing statistical methods to evaluate whether the distribution of these scores aligns with the normal distribution, which is often assumed in many statistical analyses.

Normal distribution was tested using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. If the data is found to follow a normal distribution, it lends credibility to employing parametric statistical methods. Otherwise, non-parametric methods might be more suitable. Ensuring that the dependent variable is normally distributed is a critical step in validating the assumptions of many statistical models and in obtaining reliable and valid results.

Heteroscedasticity test was used to evaluate the regression model's ability to accurately predict the dependent variable relationship with the study under investigation. The consistency of this relationship across the entire range of the dependent variable was ascertained using a specific test.





Heteroscedasticity, or the unequal dispersion of the residuals, is a concern in regression analysis that this test aims to address. It can influence the efficiency of the regression estimates and lead to incorrect inferences. The test included a visual examination of the squared residuals, providing insights into any patterns that may signal issues with homoscedasticity.

A scatter plot was used to visualize the relationship between the standardized predicted dependent variable and the standardized residuals, as suggested by Daryanto (2020). A random pattern in this plot indicates that the variance of the residuals is constant across levels of the explanatory variables, supporting the assumption of homoscedasticity. If this assumption is met, it enhances the reliability of the regression model and adds to the robustness of the conclusions drawn from the analysis.

Autocorrelation testing measured regression correlation analysis which assumes that autocorrelation which, when violated the model would be deemed unreliable and therefore unacceptable in estimating the population parameters. Durbin-Watson's (DW) Statistics was used to test autocorrelation based on OLS residual.

Lastly Multicollinearity and Singular test was used. Multicollinearity is a situation in which two or more independent variables in a regression model are highly correlated, meaning that one variable can be linearly predicted from the others (O'Brien, 2007). This condition can cause difficulties in estimating model parameters and lead to unreliable results (Dormann et al., 2013).

A specific case of multicollinearity, referred to as singularity, occurs when an independent variable is a precise linear combination of other independent variables in the model (Kutner et al., 2004). To assess the presence of multicollinearity among independent variables, researchers often utilize Tolerance and the Variance Inflation Factor (VIF). Tolerance, calculated as $1 - R^2$ for each independent variable, indicates the proportion of variance in the variable that is not explained by other independent variables (Menard, 2015). A Tolerance value below 0.10 suggests that multicollinearity might be an issue. The Variance Inflation Factor, the reciprocal of the Tolerance value, quantifies how the variance of an estimated regression coefficient increases when predictors are correlated (Hair et al., 2014). A VIF value greater than 10 is typically considered indicative of multicollinearity (Kleinbaum et al., 2013), pointing to a potential problem in the model that may require addressing through the removal or combination of variables. These techniques help in creating a more reliable and interpretable regression model and guide the researcher in avoiding the pitfalls associated with multicollinearity.





3.8 Data Collection and analysis.

The researcher sought authority in writing from the NSSF management to be allowed to conduct an enquiry at the NSSF headquarters with a commitment that the purpose of the study was for the partial requirement of the award of PhD Degree of Mount Kenya University. Ethical certificate was obtained from Mount Kenya University and finally a permit from NACOSTI to allow the researcher conduct a study was obtained.

Once allowed, the researcher visited the premises and administered the questionnaires using a simple random sampling to identify respondents. Purposive sampling method was predetermined to collect data from senior management staff. The respondents were given one day to complete the questionnaire before they were collected. Secondary information was obtained by documentary analysis before the analysis process began.

O Leary (2014), has identified several software programs that researchers may choose from: Statistical Program for Social Science (SPSS), Minitab and excel. He nevertheless suggests SPSS for its user-friendly interface compared to other statistical software packages. Recent research by Kariuki and Njoroge (2022) underscores the complexity of raw data collected from research activities, emphasizing their lack of immediate interpretability.

The data must undergo a process of cleansing, coding, and keying into a computational system for analysis. It is through the outcomes of this analytical process that researchers can discern meaningful insights from their studies. To achieve that, the data was subjected to normality testing using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. It is also relevant for descriptive statistics data. It helps to determine whether sample data was drawn from a normally distributed population.

The research design adopted by the study was hybrid with a bias towards qualitative side, this means that qualitative analysis method prominently featured during data analysis. In this case the researcher was interested in analyzing information in a systematic way in order to come to some useful conclusions and recommendations Qualitative analysis aspect attempted to summarize the data using both inferential and descriptive statistics.

According to Frost T (2020), descriptive statistics used the standard statistical tools like measure of central tendency, dispersion and skew ness or symmetric to show the behavior of data on the graph, while the inferential statistic use hypothesis testing, confidence interval and regression analysis to analyze data. The regression model is as presented below and it shows the relationship between organization performance as





dependent variable and leadership as independent variable that guided the study in terms of specific objective.

$$Y = \alpha + \beta_1 X_1 + e$$

Y	=	NSSF performance.
α	=	Constant.
β_1	=	Regression coefficients.
X_1	=	Organization leadership.
e	=	Error term.

Analyzed data was then presented inform of percentages, using frequency distribution tables, bar charts, graphs and pie charts. Stanton (2015), contends that the aforementioned data presentation methods serve the purpose of capturing the reader's attention, efficiently conveying a substantial amount of information, and facilitating the perception of data relationships, trends, and tendencies.

4. RESEARCH FINDINGS AND DISCUSSIONS.

In this pivotal chapter, the researcher embarked on a detailed exploration and analysis of the data gathered, unraveling the insights garnered from the study. This chapter serves as the crucible where raw information is transformed into meaningful knowledge, laying the groundwork for informed conclusions and practical implications. The systematic approach employed in research methodology converges here, revealing the patterns and relationships in relation to the study objectives and hypothesis.

4.1 Descriptive Statistics.

Descriptive statistics were employed to summarize and analyze the responses related to the variables. Descriptive statistics provide a comprehensive overview of the central tendency and variability of responses.

The mean and standard deviation were the key metrics that were calculated and analyzed. These statistics may help researchers and stakeholders understand the overall sentiment and consensus among respondents regarding the variables within the National Social Security Fund. For each statement, the descriptive statistics offer insights into the average level of agreement, the dispersion of opinions, and the presence of any significant trends or patterns.



Table 2. Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.615	0.557		4.694	0.000
Leadership	0.192	0.081	0.166	2.370	0.038

A one-unit change in organization leadership, while holding other predictor constant is associated with B value of 0.192 or 19.2% change in the performance of National Social Security Fund. Organization leadership has a significant impact on performance, as its p-value (Sig.0.013) is less than 0.05. This means that leadership as a strategy influence performance of NSSF.

4.2 Simple regression Analysis

Regression Analysis between organization leadership and performance of National Social Security Fund, Kenya

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470 ^a	.221	.207	.47492

a. Predictors: (Constant), Leadership

The correlation coefficient (R) of 0.470 indicates a moderate positive relationship between leadership and performance. This suggests that as leadership within the organization improves, performance tends to increase as well. The coefficient of determination (R²) of 0.221 signifies that approximately 22.1% of the variance in performance can be explained by variations in leadership. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 20.7%.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.668	1	2.668	11.827	.001 ^b
	Residual	33.832	150	.226		

Total	36.499	151			
a. Dependent Variable: performance					
b. Predictors: (Constant), Leadership					

Moving to the ANOVA table, it becomes evident that the regression model is statistically significant. The small p-value of 0.001 indicates that the relationship between leadership and performance is unlikely to be due to random chance. Furthermore, the F-value of 11.827 corroborates the significance of the regression model, suggesting that it explains a significant amount of variance in performance.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.504	.175		25.810	.000
Leadership	.163	.047	.270	3.439	.001
a. Dependent Variable: performance					

The intercept, represented by the constant value of 4.504, signifies the estimated performance score when leadership is at zero. The coefficient for leadership, 0.163, suggests that for every one-unit increase in leadership, performance is expected to increase by 0.163 units. With a low p-value of 0.001, the coefficient for leadership is statistically significant, reinforcing the notion that leadership plays a crucial role in predicting organizational performance within the NSSF of Kenya.

4.3 Organization Leadership.

The study aimed to measure the perceptions of respondents regarding various statements related to organizational leadership. Participants were asked to indicate the extent to which they agree or disagree with these statements

Table 6: Statements on Organization Leadership

	N	Min	Max	Mean	Std. Dev
NSSF leaders are change driven	152	1.00	5.00	3.78	1.04
NSSF leaders have mobilization ability	152	1.00	5.00	3.68	.82



NSSF leaders think rationally and openly (Globally)	152	1.00	5.00	3.55	.93
NSSF leadership has integrity issues	152	1.00	5.00	3.51	1.07
NSSF leadership has good communication skills	152	1.00	5.00	3.74	1.11
NSSF leaders have entrepreneurial spirit – take reasonable risk	152	1.00	5.00	3.70	1.07
NSSF leadership is focused and objectives	152	1.00	5.00	3.71	1.05
NSSF leadership motivates personal and organization growth	152	1.00	5.00	3.62	1.07
NSSF Leadership is flexible and accommodative of staff’s opinion.	152	1.00	5.00	3.37	1.05
NSSF Leadership is resilient at time of crisis	152	1.00	5.00	3.42	1.14
Valid N (listwise)	152				

Source: Field Data (2023)

With a mean of 3.78 and a standard deviation of 1.04, there is a general agreement among participants that NSSF leaders are change-driven, though the high standard deviation indicates varied opinions. The leadership's communication skills are viewed positively (mean: 3.74), but the high standard deviation (1.11) suggests diverse viewpoints among respondents. Focused and objective leadership at NSSF is acknowledged (mean: 3.71), yet the responses (standard deviation: 1.05) vary significantly, indicating differing perceptions. There's an agreement on the leadership having an entrepreneurial spirit and taking reasonable risks (mean: 3.70), but opinions differ considerably (standard deviation: 1.07). The ability of leaders to mobilize is agreed upon (mean: 3.68), with responses being more consistent (standard deviation: 0.82) compared to other attributes. Motivating personal and organizational growth is another area of agreement (mean: 3.62), but the diversity in responses (standard deviation: 1.07) is noteworthy.

Rational and open thinking by the leaders is generally agreed upon (mean: 3.55), with some variation in responses (standard deviation: 0.93). The statement regarding integrity issues in leadership shows a mild level of agreement (mean: 3.51) but is met with diverse opinions (standard deviation: 1.07). Resilience of the leadership during crises has a near-neutral mean of 3.42, with the highest standard deviation (1.14) in the set, indicating highly diverse views. The leadership’s flexibility and accommodation of staff opinions are





somewhat agreed upon (mean: 3.37), with a notable range of opinions (standard deviation: 1.05).

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

This chapter summarizes the key findings of the study, draws conclusions from the analysis, and provides recommendations for future research and practice. The study examined the influence of organization leadership, organization structure, organization culture, organization communication, organization resources allocation and technology on performance of National Social Security Fund, Kenya.

5.1 Summary of the Findings.

5.1.1 Influence of Organization Leadership on Performance of National Social Security Fund, Kenya

The participants generally agreed that NSSF leaders are change-driven. The leadership's communication skills are positively viewed and focused and objective leadership at NSSF is acknowledged though responses vary significantly.

There was an agreement on the leadership having an entrepreneurial spirit and taking reasonable risks, and the ability of leaders to mobilize was acknowledged with more consistent responses. Motivating personal and organizational growth was another area of agreement and rational and open thinking by leaders was generally agreed upon. The statement regarding integrity issues in leadership shows a mild level of agreement. The findings revealed a low extent of resilience of leadership during crises and leadership's flexibility and accommodation of staff opinions.

The regression analysis indicates that leadership has a statistically significant impact on performance, with a p-value (Sig.) of 0.038, less than 0.05. The rejection of the null hypothesis (Ho1) suggests that there was a statistically significant influence of organization leadership on the performance of the National Social Security Fund in Kenya.

6 CONCLUSIONS

In conclusion, while there was a general agreement on positive attributes such as change-driven leadership, effective communication skills, and an entrepreneurial spirit, there exists considerable variability in opinions across various leadership dimensions. The regression analysis underscores the significance of leadership, indicating that a statistically significant influence of organization leadership on the performance of the National Social





Security Fund in Kenya. The study suggests that fostering consistent and positive leadership qualities, particularly in areas with diverse perceptions, could contribute to enhancing the overall performance of the National Social Security Fund in Kenya.

7. RECOMMENDATIONS.

Given the diverse views on leadership resilience during crises, there is need for the organization to provide training and resources to enhance leaders' ability to navigate challenging situations. This can contribute to organizational stability and maintain employee confidence during turbulent times. The organization should address the mild level of agreement on integrity issues in leadership by implementing training programs that emphasize ethical conduct and integrity. Reinforce a culture of trust and transparency within the organization.

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