

**EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON LEADERSHIP  
EFFECTIVENESS AT EQUITY BANK, RIFT VALLEY REGION KENYA.**

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## DECLARATION AND APPROVAL

### DECLARATION AND APPROVAL

#### Student Declaration

I declare that this project is my original work and has not been presented to any other institution of higher learning other than Mount Kenya University for examination.

Signature.....

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#### Approval by the University Supervisor

This project has been submitted for examination with my approval as the University Supervisor.

Signature.....

Date.....12/5/25

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## DEDICATION

I dedicate this project to God, my husband Joseph Komen, children Lynne, Osteen and Ozzy for their love. God bless.



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## LIST OF ABBREVIATIONS

**KPIs** Key Performance Indicators

**LMX** Leader-Member Exchange

**PESTEL** Political, Economic, Social, Technological, Environmental and Legal

**PMS** Performance Measurement Systems

**ROI** Return on Investments

**SWOT** Strengths, Weaknesses, Opportunities and Threats



## ABSTRACT

Strategic management serves as a foundational element in strengthening leadership effectiveness by offering a coherent framework for setting goals and guiding organizational decision-making. The application of strategic tools—such as planning, resource allocation, performance measurement, and competitive analysis—was observed to have a notable impact on leadership performance within institutions. This research sought to examine the influence of strategic planning, resource allocation, competitive intelligence, and performance management systems on leadership effectiveness within Equity Bank Limited, Rift Valley Region. The study was anchored in transformational leadership theory and utilized a descriptive research design to evaluate the hypothesized relationships among variables. Using the Taro Yamane formula, a sample size of 324 was drawn from a target population of 1,945 employees. Participants were selected through simple random sampling to ensure representativeness. The analysis revealed a strong and positive correlation between the elements of strategic management and leadership effectiveness. Regression analysis confirmed that strategic planning, resource allocation, competitive analysis, and performance evaluation systems significantly contributed to leadership performance. Descriptive statistics, reflected through high average scores and minimal variability, demonstrated consensus among the respondents. The data collection process relied on a structured questionnaire, and analysis was conducted using both descriptive and inferential statistical methods. Multiple regression was employed to assess the influence of the independent variables on leadership outcomes. Based on these insights, the study concluded that strategic management practices play a key role in enhancing both leadership capability and employee performance. The study recommends that Equity Bank should adopt a holistic and dynamic strategic management approach to enhance leadership outcomes. Efforts should be directed toward developing adaptable strategies that align with evolving institutional needs. Furthermore, regular reviews and updates of leadership development programs should be implemented to ensure alignment with organizational objectives and workforce expectations. Ultimately, the effective deployment of strategic management tools will not only elevate leadership capacity but also drive organizational success across the region.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Strategic management significantly contributes to effective leadership by offering a systematic approach to decision-making and organizational planning (Samimi, Cortes, Anderson & Herrmann, 2022). By guiding the development of a clear vision and mission, analyzing industry trends and competitors, and implementing tools to assess business performance, leaders are better equipped to align team efforts and drive progress toward achieving the organization's objectives.

Equity Bank's roots in the Rift Valley region of Kenya can be traced back to its founding as Equity Building Society (EBS) in 1984, with a focus on providing mortgage financing to low-income customers. The bank's initial struggles, including being declared technically insolvent in 1993 due to asset-liability mismatch, led to a significant transformation and eventual shift towards microfinance in the 1990s. This period, known as Equity 1.0, marked a turning point for the bank, leading to rapid growth and a conversion from a building society to a fully fledged bank in 2004. The Rift Valley region, with its diverse agricultural activities and communities, has been a key focus for Equity Bank's expansion and service offerings, including access to financial services through mobile banking and alternative channels. This makes accountability another advantage since all the personnel know that they work under one umbrella, and that leadership is held responsible for overseeing performance and encouraging innovation. In addition to this, strategic management enhances flexibility and prepares the leaders to provide a timely counter response to changing markets and other emerging issues. Consequently, organizational objectives and strategies are more likely to be met, organizational processes make the necessary improvements and receive high levels of leadership quality and organizational success (Schaedler, Graf-Vlachy & König 2022).

Globally and in the USA, a study by Rothaermel (2019), found that strategic management practices, such as goal setting and resource allocation, significantly influenced the performance of leaders. However, the challenge arises when leaders fail to effectively implement these practices, leading to poor decision-making, disengaged subordinates, and reduced organizational performance.

The need for this study stems from the persistent gap in leadership effectiveness, where many leaders struggle to align strategic objectives with workforce engagement. Without a structured strategic management approach, organizations face inefficiencies, low employee morale, and stagnation. Therefore, this research underscores the urgency for leaders to adopt strategic management as a tool for not only improving organizational outcomes but also strengthening leadership-subordinate relationships to enhance performance.

In Latin America, a study by Bianchi, Mingo & Fernandez (2019), revealed that strategic decision-making processes, particularly those that involve stakeholder engagement, were crucial for improving leadership effectiveness. Templates like SWOT and PESTEL structures indicated that the leaders who engage in such strategic management techniques were in better positions to address the various emergent problems and opportunities in the given market. The core issue arises from a lack of structured strategic management practices, leading to weak decision-making, reduced trust, and disengaged employees. Without clear stakeholder engagement, leaders face difficulties in addressing market challenges and capitalizing on opportunities. This study underscores the pressing need for organizations to strengthen strategic management frameworks, ensuring leaders not only make informed decisions but also foster a culture of collaboration and trust, ultimately improving overall organizational performance.

Ojogiwa (2021) identified that despite the benefits of strategic management practices, many organizations in Nigeria struggle with weak strategic planning and ineffective performance management systems, leading to poor leadership effectiveness. The core issue arises from

leaders' limited responsiveness to external and internal changes, hindering innovation, employee engagement, and overall organizational performance. Without a structured strategic management approach, organizations fail to adapt to competitive pressures, resulting in stagnation and inefficiency. This study highlights the urgent need for Nigerian organizations to integrate strategic management into leadership practices to foster adaptability, innovation, and sustained competitive advantage.

Brouwers and Paltu (2020) highlighted that despite the proven benefits of strategic management, many leaders in South Africa, particularly in the public sector, struggle with ineffective stakeholder analysis and poor strategic alignment. This issue arises from a lack of clear goal definition, inefficient resource distribution, and limited staff involvement in decision-making, which weakens leadership effectiveness and organizational performance. The study underscores the need for leaders to adopt structured strategic management practices to enhance decision-making, teamwork, and adaptability in addressing the complexities of public sector governance. Without such measures, organizations risk inefficiency, misallocation of resources, and weakened institutional capacity.

Muriithi, Louw, and Radloff (2018) identified that despite the significance of strategic management in leadership effectiveness, many county governments in Kenya struggle with inadequate stakeholder engagement and poor performance monitoring. The core issue stems from limited resources and the pressing need for public accountability, which, without effective strategic management, results in weak governance, low transparency, and inefficient service delivery. The lack of structured strategic frameworks hinders leaders' ability to address emerging challenges, reducing public trust and employee productivity. This study emphasizes the urgent need for Kenyan public sector leaders to adopt strategic management practices to enhance governance, optimize resource utilization, and improve overall service delivery.

Banking studies indicate that poor strategic leadership is a significant issue in the banking industry, with 70% of employees reportedly demotivated due to weak strategic management practices (Rianto, Jasfar & Arafah, 2021). Despite its recognized importance, it remains disconnect between strategic planning and leadership execution in many banking institutions, leading to inefficiencies and stagnation.

## **1.2 Statement of the Problem**

Strategic management is a critical driver of leadership effectiveness and organizational success, particularly in highly competitive and dynamic sectors such as banking (Kabetu & Iravo, 2018). Despite its recognized importance, it remains disconnect between strategic planning and leadership execution in many banking institutions, leading to inefficiencies and stagnation. Studies indicate that poor strategic leadership is a significant issue in the banking industry, with 70% of employees reportedly demotivated due to weak strategic management practices (Rianto, Jasfar & Arafah, 2021). Additionally, a PwC (2021) executive pulse check found that 63% of organizations struggle with a lack of strategic leadership, highlighting a widespread gap in the integration of strategic management into leadership practice.

Equity Bank Limited, despite being a dominant player in the East African banking sector, has experienced a decline in annual growth to 5% over the past three years (Equity Bank Annual Report, 2022). This stagnation suggests a potential misalignment between strategic management practices and leadership effectiveness, necessitating further investigation into how these factors influence the bank's performance.

While previous studies have explored strategic management in the banking sector, they primarily focus on different geographical contexts or industries. For instance, Otache (2019) examined the role of strategic management in Nigeria's banking sector but did not extend the findings to Kenya, leaving a contextual gap. Similarly, Gure and Karugu (2018) analyzed the impact of strategic management on SMEs in Kenya, identifying leadership competence as a



moderating factor but failing to address the banking industry, particularly large financial institutions like Equity Bank Limited. These studies provide valuable insights but do not comprehensively examine how strategic management affects leadership effectiveness in Kenya's banking sector. This gap in knowledge presents a crucial need for research focusing specifically on Equity Bank Limited, which faces increasing competition, regulatory pressures, and leadership challenges affecting its growth trajectory.

This study aims to fill this gap by investigating the effect of strategic management on leadership effectiveness within Equity Bank Limited. It assessed how strategic planning, stakeholder engagement, and performance monitoring influence leadership efficiency and organizational outcomes. By focusing on a leading Kenyan bank, this research provided practical insights into the relationship between strategic management and leadership performance in the banking sector. The findings contributed to bridging the knowledge gap and offer recommendations for strengthening leadership effectiveness through strategic management, ultimately enhancing Equity Bank's competitiveness and sustainability in the financial sector.

### **1.3 purpose and Objective of the Study**

The main objective of the study was to establish the effect of strategic management on leadership effectiveness at Equity Bank Limited, Rift Valley Region Kenya.

#### **1.3.1 Specific Objective of the Study**

- i. To establish the effect of strategic planning on leadership effectiveness at Equity Bank Limited, Rift Valley Region Kenya.
- ii. To assess the impact of resource allocation on leadership effectiveness at Equity Bank Limited, Rift Valley Region Kenya.
- iii. To analyze on the effect of competitive analysis on leadership effectiveness at Equity Bank Limited, Rift Valley Region Kenya.

iv. To evaluate the effect of performance measurement systems on leadership effectiveness at Equity Bank Limited, Rift Valley Region Kenya.

#### **1.4 Research questions**

- i. How does strategic planning affect leadership effectiveness at Equity Bank Limited, Rift Valley Region?
- ii. To what extent does resource allocation affect leadership effectiveness at Equity Bank Limited, Rift Valley Region? iii. What is the effect of competitive analysis on leadership effectiveness at Equity Bank Limited, Rift Valley Region?
- iv. To what extent do performance measurement systems affect leadership effectiveness at Equity Bank Limited, Rift Valley Region?

#### **1.5 Significance of the Study**

The study theoretically adds to and broadens previous research on the effectiveness of leadership management at the Equity Bank Limited, Rift Valley Region Kenya. Empirically, the study would assist the organization's management in comprehending the significance of strategic management for effective leadership and the necessity of cultivating good leadership through the establishment and upkeep of a sustainable culture. In order to develop and nature, decision makers, researchers, and policy makers needed to grasp the critical role that strategic management plays in enhancing leadership effectiveness. In particular, the findings made a substantial contribution and served as a standard for organizations that had not adequately handled strategic management effectively.

**Decision-makers and policymakers:** To create policies that encourage awareness of the critical roles that strategic management and leadership effectiveness play in enhancing and revolutionizing the banking sector. By acting as a standard for banking organizations that have

not successfully addressed strategic management, by offering insights on the essential capabilities.

**Academicians Scholars and professionals** the study adds to the body of knowledge regarding the significance of leadership effectiveness, as well as to improve and open up new study directions in the future on areas strategic management.

**Equity Bank** management and employees benefits a lot on strategic leadership constructs by enhancing leadership effectiveness within the management levels to facilitate good and efficient management practices.

### **1.5.1 Strategic Leadership at Equity Bank Rift Valley Region**

Equity Bank's Rift Valley region, a key area of operation, focuses on strategic leadership that aligns with the bank's overall goals of financial inclusion, customer satisfaction, and sustainable growth. This leadership involves managing various aspects, including branch operations, digital initiatives, and community engagement within the region.

### **1.6 Scope of the Study**

This study examined how employees of equity bank responded to strategic management in terms of their work performance. The findings reflected only the strategic management practices and leadership effectiveness. By enhancing leadership effectiveness and strategic management issues that are embedded in the banking service values and principles. Out of 1945 employees, 324 were selected as a sample unit (HR database 2025). The study was limited only to four constructs of strategic planning, resource allocation competitive analysis and performance measurement systems. The study was carried out for a period of 2 months from April-May 2025.

### **1.7 Limitations of the Study**

To ensure richer and more detailed data, the researcher invited participants to share supplementary information, assuring them that all responses would be treated with strict confidentiality and used solely for academic purposes, without holding them personally responsible for their input. Acknowledging that participants might have demanding schedules and limited availability, the researcher opted to use questionnaires for data collection. This method provided a more flexible and efficient way for participants to respond at their convenience, thereby minimizing hesitation caused by time limitations.

### **1.8 Delimitations of the Study**

This study was confined to examining the effects of strategic management on leadership effectiveness. It specifically focused on the following objectives: assessing how strategic planning, resource allocation, and competitive analysis influence leadership effectiveness, as well as evaluating the impact of performance measurement systems on leadership outcomes.

### **1.9 Operational Definition of Terms**

**Competitive analysis-** is the process of assessing and evaluating the strengths and weaknesses of current and potential competitors within a specific market (Adom, Nyarko & Som 2016).

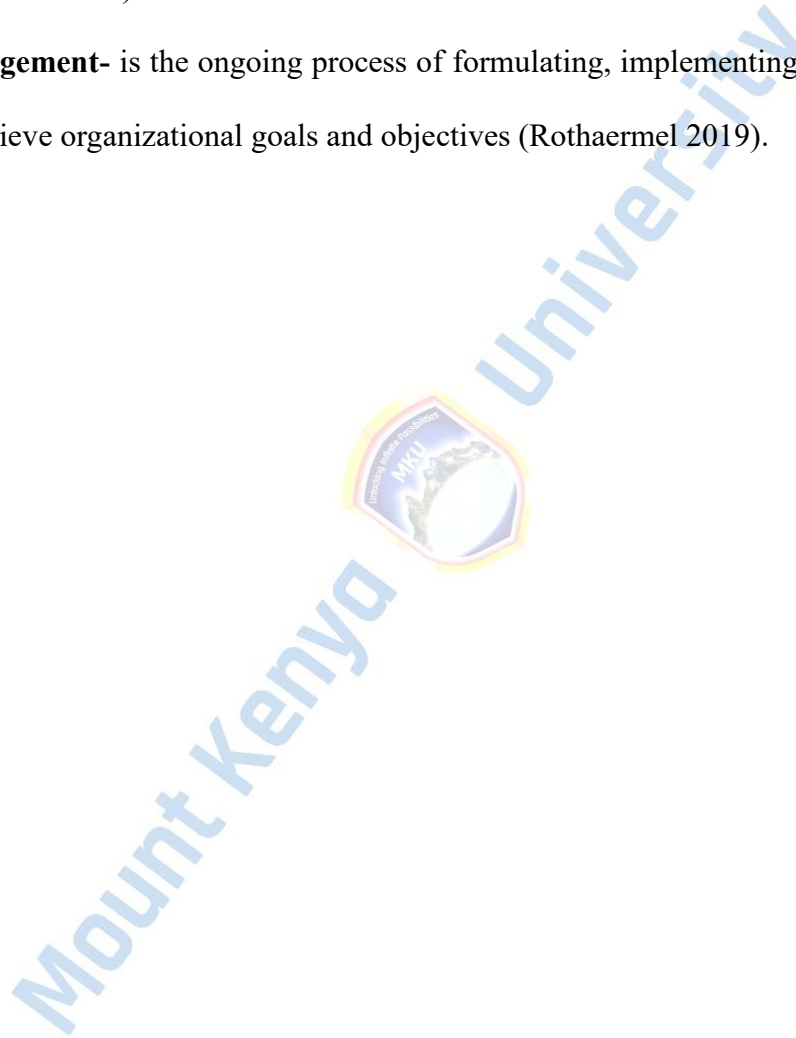
**Leadership effectiveness-** refers to the ability of a leader to achieve desired outcomes, influence and motivate followers, and foster a productive and positive organizational environment (Madanchian, Hussein, Noordin & Taherdoost 2017).

**Performance measurement systems-** are structured frameworks and tools used by organizations to evaluate and assess the efficiency, effectiveness, and progress of their operations, strategies, and employee performance (Franceschini, Galetto, and Maisano & Neel 2019).

**Resource allocation-** refers to the process of distributing and assigning available resources such as financial, human, technological, and physical assets among various departments, projects, or initiatives within an organization (Maritan & Lee 2017).

**Strategic planning-** is a systematic process that organizations use to define their long-term goals and objectives and to determine the best strategies and actions required to achieve them (Thomas & Thomas 2021).

**Strategic management-** is the ongoing process of formulating, implementing, and evaluating strategies to achieve organizational goals and objectives (Rothaermel 2019).



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section presents theoretical and empirical review, research gaps and theoretical and conceptual frameworks.

#### 2.2 Empirical literature Review

The effectiveness of strategic leadership in government has been extensively analyzed in various contexts and frameworks. Truong (2024) provides insight into how strategic leadership arrangements in Vietnam's 13th Politburo, characterized by a high representation of public security figures, have influenced citizens' willingness to engage in grassroots activism. This arrangement appears to suppress extra-institutional political participation, indicating that strategic leadership can significantly impact democratic development and civic engagement. Similarly, Pillay and Scheepers (2020) highlight the response of the South African Department of Transport to the COVID-19 crisis, demonstrating strategic leadership through agile stakeholder engagement and strategic communication. This case underscores the importance of adaptive leadership in crisis situations to maintain public services and stakeholder relations.

Additionally, Asrin et al. (2024) discuss strategic leadership in the context of university administration in Indonesia, where leadership quality significantly improved lecture performance and institutional management. The interplay between strategic leadership and policy transfer is another crucial area of study. Bainbridge (2021) explores the role of Police and Crime Commissioners (PCCs) in England and Wales, illustrating how these local strategic leaders engage in international-subnational policy transfers to address crime and justice issues. This example reveals the potential for strategic leadership to innovate through the adoption of successful policies from other jurisdictions. In local government, Mulvaney and Heaser (2023) investigate the impact of appraisal frequency on executive directors' job satisfaction, perceived board support and organizational commitment. Their findings suggest that frequent performance appraisals can enhance these aspects, thereby improving overall strategic leadership effectiveness.

Torfining et al. (2024) examine metagovernance in city-university partnerships, revealing that effective strategic leadership is necessary to align various actors and levels for successful public value co-creation. The role of strategic leadership in large-scale urban and technological projects is also significant. Kessy (2022) analyzes the strategic leadership behind Tanzania's capital relocation from Dar es Salaam to Dodoma, emphasizing the importance of political commitment and strategic vision in overcoming long-standing implementation challenges. Fenwick and Johnston (2020) discuss the strategic leadership roles of directly-elected mayors in England's combined authorities, assessing their capacity to drive local government reforms and engage with external partners effectively. Cao and Zhang (2024) provide an analysis of the evolution of American science and technology policies, highlighting how strategic leadership in policy formulation and R&D investment is crucial for maintaining technological competitiveness.

Strategic leadership is essential in driving progress and strengthening organizational dedication within the education sector. For instance, Böse and Brauckmann-Sajkiewicz (2021) studied how principals in underprivileged areas of Germany formulated goals and improvement strategies suited to their unique school environments, emphasizing the importance of leadership tailored to specific contexts. In a separate study, Tahili et al. (2022) looked into basic education in Indonesia and found that strategic leadership played a key role in promoting collaboration and fostering innovation in educational delivery. Similarly, Tieku (2021) analyzed how the African Union Commission exercised strategic leadership on the international stage, particularly in shaping policies and setting the political agenda across Africa.

Beyond education, strategic leadership proves equally vital in healthcare and organizational effectiveness. Alrashidi et al. (2023) examined Saudi hospitals and concluded that leadership committed to continuous learning contributed significantly to improved institutional performance. Sengupta (2023) highlighted the leadership of the National Research Development Corporation's executive in India, revealing how strategic vision and decisive leadership actions helped transform and revitalize the organization.

Özdemir et al. (2020) investigated how 21st-century competencies among school principals—particularly information and technological literacy—relate to their effectiveness as strategic leaders. The study revealed that these modern skill sets significantly influence strategic leadership behaviors. In a related study, Ucar and Dalgic (2021) examined how the strategic leadership traits of school principals in Turkey impact teachers' commitment to their institutions. Their research showed a strong positive connection, suggesting that when

principals demonstrate strategic leadership, it fosters greater dedication and engagement among teaching staff.

### **2.2.1 Effect of Strategic planning on leadership effectiveness**

According to Ojogiwa (2021), strategic planning is crucial to advancing the concept of practical leadership effectiveness by providing an outline of the decision-making process. In turn, the analysis showed that the leaders who participate in strategic planning are more likely to establish realistic and appropriate objectives for their subordinates and guarantee that they work towards the Company's long-term goals and objectives. This alignment enables task delegation, control of resources and organizational performance to be enhanced, varied and improved. Based on Johnson's conclusion, the author supposes that strategic planning helps leaders to forecast different difficulties and construct corresponding action plans to improve leadership. Kemp (2024) revealed the crucial role that strategic planning guidance plays in enhancing the leadership impact of common development goals by enhancing communication and cooperation in any organization. The outcome inference was that if leaders embrace their teams in formulating strategic plans, employees take personal responsibility for their tasks. More importantly, because of this inclusive approach, morale is improved besides the fact that strategic objectives are well understood and implemented at all organizational levels. Altogether, Smith pointed out that strategic planning is a very effective leadership tool, which enables leaders to effectively build cohorts and foster shared success. Smith (2020) discovered that strategic planning has shown a positive influence on leadership outcomes in terms of innovation and adaptability. The study established that firms that implement strategic planning are more likely to manage external environmental changes like market force or technology forces. He further pointed out that the same process of reflection and reinforcement of strategies guarantees organizational sustainability at strategic levels.



Based on the study, this showed that strategic planning enhances the adaptability and effectiveness required in cultivating organizational culture that supports a culture of improvement hence assists leaders in the management of complex and ever evolving business environments.

As stated by Alosani, Yusoff & Al-Dhaafri (2020), in their recent studies, strategic planning improves leadership performance through establishing a benchmark that can diagnose operational efficiency. This study showed that when leaders set aside strategic plans as the yardstick by which to measure progress, they can swiftly pinpoint problem areas and take corrective action. The precise approach in performance evaluation enables the leaders to focus on the strategic goals and objectives and check the organization to be on the right track in achieving its objectives. The study made it clear that the aspect of strategic planning is equally important in leadership as it fosters the use of data and quotas.

A study conducted by Kemp (2024), found that leaders who use risk assessment in a strategic management capacity are in a stronger position to deal with uncertainties and threats. It not only has a preventive measure for various obstacles that may come in the way of the organization but also relieves the stakeholders of worry. This paper has established that strategic planning fosters risk taking and credible decision-making among leaders and hence their ability to achieve more for their organizations.

According to Smith (2020), one of the ways in which overall leadership effectiveness is advanced is using strategic planning because of the focus on the future and sustainability. It was crucial for the study to highlight the fact that leaders who engage in strategic planning are inclined to think about the consequences in terms of time and develop projects that foster future-oriented business development. This forward-looking perspective creates a vision that assists leaders in creating organizations that are future proof for change. The work done ended up

asserting the role of strategic planning as crucial for leaders in keeping a view to both short term and long-term goals with regard to company sustainability.

Sonmez Cakir & Adiguzel (2020), found out that strategic planning helps in the improvement of leadership effectiveness due to better planning of resources and optimization of operations. The results suggested that leaders who are involved in strategic planning are better placed to define the key focal points that require investment, and where best to direct resources. This strategic focus helps to reduce the spending of organizational resources and increase the effectiveness of organizational actions. According to the study, strategic planning helps managers and other leaders to plan the best ways of increasing the performance of their operation to produce the best results.

According to Ojogiwa (2021), leaders who employ strategic planning as a tool of managing change are likely to be more effective in managing change and reducing resistance. Perhaps the simplest and most effective demonstration of the leaders' competence is the support of the notion that change is necessary and the engagement of the stakeholders in the planning of the change. The study also found that effective strategic planning is an important asset for leaders when it comes to responding to change and improvement.

#### **2.4.2 Effect of Resource allocation on leadership effectiveness**

Based on Gibbs (2022), resources go a long way to define leadership productivity since they define who and how a leader can support his or her team and accomplish organizational objectives. Management, the authors stated, that those who distribute time, money, and people are in a better position to look at the needs of a unit and to ensure that plans are implemented as envisaged. This research noted that many companies make poor resource management decisions, and the result is overstretched workers, low motivation levels and underachievement of goals. Drawing from the study, it was found that efficiency in resource management is one

of the core leadership competencies that empowers leaders to enhance organizational performance.

According to Mazzetti & Schaufeli (2022), in research they carried out, managers who harmonized resource decisions with organizational objectives are likely to better regulate projects and activities. Such an alignment guarantees that the important facets are provided with adequate resources, while the less important areas are neglected. The further noted down that effective resource management prevents wastage and increases ROI, this way, leaders can optimize value gained from resources available to them. Furthermore, it is also observed that when resources are managed wisely, innovative capability can be encouraged, as leaders direct the funds and energy toward research and development, for sustaining and achieving competitive advantage. Accordingly, as the study outlined, strategic resource allocation improves the leadership quality by ensuring the right priority is placed on high leverage activities positively impacting organizational performance.

Ruben, De Lisi & Gigliotti (2023) also noted that resource allocation distils leadership effectiveness based on decision making processes. Managers who are fully informed on the supply chain and the number and types of resources available are better equipped to make the right decisions and give reasonable estimates. The research showed that inefficient resource utilization results in slippage, increased costs, and unfulfilled goals. The studies used in this work revealed that leaders who can manage resources effectively can meet challenges while sustaining organizational stability, which in turn increased the efficiency of leadership.

Moreover, in AlAjmi's (2022) research, resource management strengthens leadership for enhancing timely flexibility when facing changes in environments. This research proved the hypothesis that the ability to allocate resources in a more fluid manner provides an opportunity to swiftly respond to changing environmental conditions such as market shifts or other obstacles. Loosely coupled organizational structures also enable organizations to sustain

competitiveness of systems and to meet emergent needs. The study further found that resource management is a dynamic process that necessitates periodic appraisal of the strength, weakness, opportunities and threats that surround organizations to ensure that resources can be put to best use in order to realize organizational goals.

Kruse, Hackmann, & Lindle (2020) discovered that a significant focus on innovation is characterized by group resources, including research and development or training, whereby leaders foster creative organizations. Leadership can go the extra mile to make sure they offer the innovations needed for improved products and services. The study also stressed the fact that continuous investment in innovation creates a sustainable competitive advantage for organizations within industries characterized by high dynamism and volatility. In addition, it is observed that investment in innovation helps to motivate employees, lift organizational performance and improve flexibility, which should be fundamental to management competence. The study found out that resources are a critical function for achieving the necessary changes since they form the basis for guaranteeing better results for the leader when cultivating the right innovative mind-set required in the long run.

Mazzetti & Schaufeli (2022) defined that leadership functioning is highly related to HR and other resources whereby leaders are expected to allocate in developing their employees. It was established that organizations that effectively allocate resources for training, personal development, and other related organizational health enhancement programs succeeded in motivating and acquiring competent middle management teams. Such an investment in human capital is good for improving satisfaction, staff retention, and increased performance. The research established that training and development expenditure is a critical determinant of leadership effectiveness since it determines the ability of the human resources in an organization to deliver optimal results.

The relationship between resource allocation and leadership effectiveness has been a focal point of scholarly inquiry, particularly in how leaders utilize available resources to enhance performance and drive organizational goals. Effective leadership often depends on access to and control over critical resources, such as finances, personnel, time, and infrastructure. According to Al Jasimee and Blanco-Encomienda (2023), when managers are actively involved in resource planning, particularly through participatory budgeting processes, it leads to improved managerial performance and reduces budget inefficiencies. This suggests that involving leadership in resource-related decision-making enhances not only their operational efficiency but also their influence over organizational outcomes. Resource allocation, therefore, becomes a foundational tool through which leaders can enact strategies, motivate teams, and implement policies successfully.

Empirical research further illustrates that strategic resource allocation is not merely a budgeting activity but a reflection of leadership capability and foresight. Kusnaya, Lukman, and Syafrizal (2023) examined the relationship between resource distribution, leadership, and employee engagement in Indonesian organizations. Their findings indicated that while leadership significantly impacted strategy execution, resource allocation did not directly influence performance unless accompanied by high employee commitment and a clear strategic direction. This highlights the interdependence between leadership practices and resource management, where resources alone are insufficient without visionary leadership and staff buy-in to translate inputs into tangible outcomes.

In the education sector, resource allocation has been shown to directly affect the operational capacity and leadership effectiveness of school heads. A study conducted in Germany found that principals operating under Weighted Student Funding schemes in under-resourced schools were still able to improve school performance through innovative use of limited resources. By redirecting funds toward experiential learning and staff development, these leaders

demonstrated how strategic allocation of funds—when guided by clear priorities—can offset structural limitations and enhance institutional growth (Böse & BrauckmannSajkiewicz, 2021). This suggests that even in resource-constrained settings, leadership effectiveness can be realized through thoughtful and strategic allocation practices.

In contrast, studies from sub-Saharan Africa, particularly Kenya, reveal that severe limitations in resource availability significantly hinder leadership effectiveness in public secondary schools. In Machakos County, school leaders reported chronic shortages in financial, human, and infrastructural resources, which compromised their ability to implement school development plans. These constraints diminished the autonomy and strategic capacity of leaders, leaving them unable to meet organizational goals or foster an environment conducive to academic excellence (Ngure & Njuguna, 2021). The study concluded that resource inadequacy stifles innovation and undermines leadership legitimacy, thereby impeding effective decision-making and stakeholder engagement.

Further evidence from Bungoma County supports the assertion that strategic resource allocation is closely linked to leadership success. Schools that received adequate funding and had autonomy in determining how to utilize those resources showed notable improvements in academic performance and teacher satisfaction. Leaders in these institutions were able to invest in infrastructure, teaching materials, and professional development—critical components of school improvement. In contrast, schools with poorly managed or insufficient resources lagged behind despite having qualified and experienced leadership (Were, Simatwa & Ayodo, 2018). This suggests that the availability and proper deployment of resources can either amplify or restrict a leader's ability to influence outcomes.

In corporate and institutional settings, resource allocation has been shown to influence strategic plan implementation. Muthoni (2018), in a study of the Kenya Tea Development

Agency, found that effective implementation of strategic plans was heavily dependent on how well resources were allocated and aligned with the organization's goals. Leaders who were able to prioritize resource use based on strategic needs, while fostering a culture of accountability and inclusiveness, experienced higher implementation success. This demonstrates that beyond the physical presence of resources, leadership effectiveness is determined by how those resources are managed, distributed, and aligned with long-term vision.

The literature also emphasizes that resource allocation decisions must be participatory and transparent to enhance leadership impact. When leaders involve employees and other stakeholders in determining how resources are allocated, it not only increases trust but also creates shared ownership of organizational goals. This inclusive approach has been associated with higher motivation levels and reduced resistance to change, which are key elements of effective leadership (Ucar & Dalgic, 2021). Leaders who operate in environments where resources are distributed without consultation or fairness may struggle to earn the cooperation necessary for successful program execution.

Lastly, resource allocation has implications for long-term leadership development and succession planning. When leaders are empowered to control and allocate resources effectively, they build managerial competence and credibility, which is essential for institutional stability and continuity. Conversely, when leaders operate under conditions of persistent scarcity and external control over resources, they may become demotivated or lose legitimacy among subordinates. Over time, this can result in leadership fatigue, reduced innovation, and an inability to respond effectively to emerging challenges (Ozdemir et al., 2020). As such, empowering leaders through strategic resource allocation is not only essential for short-term performance but also for sustainable leadership development.

### **2.4.3 Effect of Competitive analysis on leadership effectiveness**

Ali & Anwar (2021) affirmed that competitive analysis is essential in developing leadership suitability because it enables leaders to understand the market environment and competitors. In particular, the observation of competitive activities enables leaders to make strategic decisions that create a favorable position of their organization in the market. Competitive analysis allows leaders to notice the areas that need to be exploited for differentiation and value creation. The outcome of this research could be correlated with the fact that competitive analysis enables leaders to manage change and sustainability, improve strategic positioning, and strengthen effectiveness, ultimately separating effectiveness into its elements as well as charting its content.

According to the survey conducted by Higgs & Dulewicz (2024), it was established that leaders who use competition analysis activities in their strategic management routines are better placed to link the strategic objectives of their organizations to those of the market environment. The alignment also assists in establishing achievable goals and creation of programs, which exploit possibilities within the market. The study found that competitive analysis fosters leaders' strategic relevance and insulated purposes, thereby enhancing the leadership results. Furthermore, the research highlighted that leaders who engage in competition analysis are more adept at adapting to market changes, ensuring that their organizations remain competitive and resilient in dynamic environments.

In a study done by Andersen, Buch & Kuvaas (2020), competitive analysis has proven to improve leadership effectiveness because of its focus on value creation at the organizational level. Among all the leadership styles, the study pointed out that those who are capable of constantly evaluating rivals are those who are also likely to put into practice and instigate positive internal changes. This proactive approach proves advantageous in positioning the organization to implement better solutions and makes it easier for the organization to deliver



value added products and services. The authors posited that when it comes to strategic decision-making in a competitive environment, leaders need to foster a competitive mentality in organizations to thrive as they strive to push their organizations over the edge.

Ojogiwa (2021) established that competitive analysis improves leadership outcomes as it provides a customer insight into market positioning. It was revealed by the study that leaders who use competitive data can position themselves to making their offerings more relevant to the needs of customers which leads to an increase in satisfaction and customer loyalty levels. This paper found that active competitiveness analysis is one of the critical facets of leadership as it provides leaders with valuable insights into the market, relevant organizational goals and objectives and thereby fosters business growth and results.

Smith (2020) noted that competitiveness of interventions depends on leadership and the ability to conduct competitive analysis and use of results therein. The work argued that when leaders approach the assessment of the competitors' detailed, they may be able to see opportunities that call for filling the gaps in the marketplace. This is strategic foresight that enables leaders to have their organizations as market leaders and agent of change. Competitive analysis was shown to be mandatory for leaders who want to configure a strong competitive edge and improve the abilities of decision-making.

Research carried out by Sonmez, Cakir & Adiguzel (2020) posited that leaders have stronger risk management frameworks when insights are drawn from competition; this results in leaders being more ready to deal with possible risks. The analysis of the competitors allows leaders to apply countermeasures when things go wrong and protect their organizations from market fluctuations. Overall, it explained that competitive analysis is a very important block in the leadership process as it increases a leader's ability to function amid risk and guarantee stability.

According to Mazzetti & Schaufeli (2022), competitive analysis affects leadership effectiveness in that it makes it possible for leaders to compare their performance with the usual standards in the industry. The study also noted that leaders who benchmark their organization to competitors in terms of performance can be able to perceive gaps that exist that they mark future performance objectives that create organizational performance. This benchmarking process makes leaders observe high standards and creates a culture of excellence and organizational development. The study also showed that competitive analysis is an especially significant tool for leaders to increase their overall effectiveness through the encouragement of best practices in the management domain.

Gibbs (2022) has noted that competitive analysis hinders leadership effectiveness by its involvement in decision making and resource management. This study noted that leaders who apply competitive insights tend to write efficient financial plans as well as focus on activities that bring the most revenue. This means that through fitting the use of organizational resources in the competitive opportunities currently available, performance and goals could be actualized. The study established that competitive analysis is a crucial step that would enable the leaders, who lead organizations, to make informed decisions that would improve on their efficiency and overall performance of the organization.

#### **2.4.4 Effect of Performance measurement systems on leadership effectiveness**

Murphy (2020) pointed out that the PMS can improve leadership effectiveness, as they have access to the accurate and relevant performance data needed to make decision and implement strategies. This is the study conclusion that proved that organizations that adequately adopt sound PMS can monitor the performance of the organization in real-time for effective realignments. Such a responsiveness is useful in enhancing organizational congruence and performance with organizational objectives. The study also found out that PMS are useful tools to ensure that any team led by a person ensures that team members are concentrating on

performance indicators and organizational goal is accomplished in the most efficient way possible.

Frederico, Garza-Reyes, Kumar & Kumar (2021), conducted a study and found out that leaders' performance measurement systems enhance transparency and accountability. The study revealed that when leaders employ PMS to define performance expectations and measure performance, there is an organizational culture of expectation, and the workers actually appreciate what they are expected to do. This clearing makes work to be easier in the sense that it removes confusion and ensures that organizational objectives and goals are kept as focal points. The research also found that apart from be of assistance regarding performance monitoring, PMS also assist leaders in achieving trust and engagement in employees resulting to better leadership.

Zaim, Demir & Budur (2021) on their part carried a study that concluded that through PMS leaders can obtain holistic information that can be used in trend analysis and thus provide outcomes and make right decisions. It facilitates means leaders to reduce risks and exploit gains to their advantage hence enhancing a better approach towards strategic direction and management. Equally, the study also pointed out that PMS enable leaders to monitor KPIs in a progressive manner, as they adapt to changes in circumstances in their respective organizations. As a result of the study, it was determined that PMS are useful for leaders that may be interested in generating innovation and prosperous growth in a challenging climate.

More recent work done by Kaydos (2020) has described performance measurement systems as being key tools to enhance leadership effectiveness, given that they facilitate improvement. The study revealed that behaviours that are effective to develop in leaders include: Leaders who frequently feedback on performance can locate the root cause and fix errors quickly. These proactive measures prove useful in making improvements to core business activities, increasing

business output and attaining greater business efficiency. Also, the study provided underlining information that PMS enable a leader to monitor performance and objectives that are strategic, thus realigning the performance to the strategic plan of the organization. From this study, it was deduced that PMS are essential for leaders to entrench improvement culture as well as the competitiveness of their organizations.

According to the study done by Ali & Anwar (2021), the result showed that performance measurement systems improve leadership efficiency by relating organizational goals with personal performance. The study also recommended that because PMS helps leaders define objectives and relay them to staffs, leadership can drive the staffs towards targeted performance levels. This is true as the authors have argued that through proper feedback and understanding the worker's accomplishments, a leader can create a proper working environment. In the end of the study, it was revealed that PMS are vital when it comes to creating unity, morale, and commitment of a teams that a leader requires to enhance organizational performance.

A study that was done by Murphy (2020), found that leaders who point to resource utilization data on PMS can better direct resource utilization and resource optimization. Through benchmarking and allocation of resources effectively, the company leaders can improve organizational performance. Also, the study reinforced that PMS offer important information on where equipment or personnel may be underutilized or overutilized granting managers a chance to seize resources and change strategies in real time. Thus, the study found out that PMS are crucial for leaders to have a handle on resources and for the organization to function optimally.

Zaim, Demir & Budur (2021) found that positive effects of performance measurement systems on leadership relates to the alignment and achievement of strategic goals. It pointed out that when leaders use PMS in development of their strategic options, the organization can guarantee

that all its activities are in line with the organizational mission and vision. This alignment is useful in the sense that it eases in the creation of a single and common direction and therefore focuses in the long run. Thus, the study agreed with the hypothesis that PMS are effective in providing leadership with the means to coordinate organizational processes and to achieve performance outcomes that are relevant to strategy.

A study conducted by Higgs & Dulewicz (2024) showed that Performance measurement systems work for leadership impact by promoting communication. This study identified that leaders who engage PMS in providing performance data and information to their subordinates would enhance group communication and problem-solving efforts. If it is done right, performance appraisals also harness existing workforce to ensure that goals are owned by all, and not merely delegated to a specific person or department. The study showed that PMS should be used to support leaders in developing collaborative teams and communicating ways to improve enterprise performances.

## **2.3 Theories of the study**

### **2.3.1 Transformational Leadership Theory**

Transformational Leadership Theory was developed in 1978 by James MacGregor Burns. According to the Causal Actor of Change model of the Transformational Leadership Theory, leaders help followers change from their previous status of willingness and ability to do more than what is possible. The idea here is that leaders can motivate people to change and think differently within an organization by appealing to self-actualization. The key attributes include vision communication, encouragement of creative and innovative ideas, and employee focused consideration from the part of the transformational leader (Korejan & Shahbazi 2016).

According to Transformational Leadership Theory, the major aspects are emotional and motivational, thus leading to a high level of performance among the employees. The

applicability of the theory on followers draws enthusiasm in view of current organizational requirements of flexibility and creativity. The main detractors have attributed that the theory is often generalized and imprecise in its application and therefore cannot be easily practiced. I also see risks as regards the possibility of negative instances of use, since the transformational appeal may be harnessed to personal agendas rather than for the overall good of the organization (Berkovich, 2016).

Based on the strategies of strategic management, Transformational Leadership Theory is quite helpful because it reminds one that change is only achievable through visionary leadership. Such organizational culture and practices can be altered by leadership thereby improving leadership efficiency and organizational performance.

Savovic (2017) and Wood (2019) emphasize that a key element of transformational leadership is the ability to build strong engagement between leaders and their teams, particularly through shared motivation and aligned values. This leadership approach not only raises followers' awareness of challenges but also equips them with the emotional and developmental support needed to navigate complex issues. Transformational leaders are expected to cultivate followers' creative problem-solving abilities and provide a compelling vision that energizes and empowers them. By offering consistent encouragement and guidance, leaders increase followers' commitment to their roles, enabling them to adapt to change and contribute more effectively to organizational goals. The overall goal is to influence the beliefs and attitudes of team members so that they align more closely with the broader mission of the organization.

Burns proposed that transformational leadership is evident when both leaders and followers stimulate one another to attain higher levels of ethical standards and motivation. This type of leadership is deeply rooted in the ability to use vision and personal influence to shift the aspirations, beliefs, and behaviors of team members toward collective goals. For this dynamic

to be effective, leaders must clearly articulate a forward-looking vision that resonates with their followers. In turn, followers must recognize the authenticity and inspirational qualities of their leaders. Gunawan (2020) notes that transformational leaders often take on a strategic role, prioritizing the needs of their followers and encouraging them to go beyond personal interest for the benefit of the organization. This includes motivating others to take on ambitious challenges and supporting them as they strive to fulfill the long-term vision.

In a rapidly changing organizational landscape, the ability of administrative leaders to guide transformation becomes especially crucial. Modern organizations are constantly evolving, and as such, they require leaders who not only adapt to change but actively manage and direct it. Transformational leaders are characterized by a continuous commitment to self-improvement and learning. They are proactive in enhancing their capabilities to address new and emerging global trends. Those who aim to achieve results beyond conventional expectations must remain informed about advancements in both management practices and technology. Equipping themselves with new competencies allows them to anticipate changes and lead their organizations effectively into the future.

Yukl (2013) offers a more critical view of transformational leadership by acknowledging that its success is not universal and may vary depending on several factors. These include the traits of the leader, the characteristics of their followers, and the specific context or challenges at hand. While Yukl recognizes the value of transformational leadership, he argues that the concept is often discussed in theoretical terms and lacks robust empirical backing. His work encourages a more cautious and context-sensitive application of transformational leadership principles, suggesting that their effectiveness may not always be consistent across different environments or leadership scenarios.

### **2.3.2 Situational Leadership Theory**

Developed in 1969 by Paul Hersey and Kenneth Blanchard, Situational Leadership Theory emphasizes that effective leadership is adaptable and should be based on the readiness and capability of the followers. Rather than applying a fixed style, the theory advocates for a flexible approach where leaders adjust their behavior according to the development level of their team members. According to Thompson and Glasø (2018), successful leaders assess the needs of their employees and apply an appropriate mix of directive and supportive strategies—such as guiding or coaching—to improve individual and group performance.

One of Situational Leadership Theory's advantages is the flexibility that it supports. Whereby enhancing proper communication and flow of healthy relations between subordinates and their superior, leaders can adjust the methods of their operation in response to the needs and characteristics of the followers. They are useful when applied to environments that might exhibit a high degree of variability in terms of imposed workload on the team. One weakness that can be earmarked with the theory is that the theory can easily become cumbersome in real life application. Some followers may be on a higher developmental level than others, which might be difficult for leaders to identify and change their leadership behavior to match the follower's level. Also, within the theory, the adaptability is not depicted across a range of situations hence the applicability of the theory in some organizations might be restricted (Daniëls, Hondeghem & Dochy 2019).

Understanding Situational Leadership Theory is vital for recognizing how leaders can effectively engage with teams that possess varying degrees of competence and dedication to their responsibilities. Within the realm of strategic management, this theory highlights the importance of adaptable leadership styles as a key factor that can significantly improve the outcomes of strategic initiatives. Rather than relying on a single, universal approach, the theory



suggests that successful leadership involves adjusting one's style based on the specific dynamics and readiness levels of the group being led.

Situational Leadership blends both guiding and supportive elements, with each aspect applied as needed depending on the context. Leaders using this approach are expected to evaluate the willingness and ability of their team members to carry out specific tasks. Based on this assessment, they determine how directive or supportive their actions should be. According to Kindle (2009), this form of leadership requires constant adaptation of both instruction and encouragement to match the motivation and capability of individual team members. The leader's responsiveness to these changing conditions directly influences their effectiveness.

The core of this theory lies in the interaction between task orientation, employee engagement, and the quality of interpersonal relationships. Research has shown that the effectiveness of situational leadership depends on the appropriate blending of these elements. When leaders achieve this balance, it not only fosters open communication between them and their teams but also promotes a sense of independence and confidence among employees (Farmer, 2012). A key responsibility of a situational leader is to understand the unique characteristics of each follower. By doing so, they can tailor their approach to best support and develop the individual, thereby improving team performance.

In addition to offering tailored support, situational leaders are expected to provide relevant guidance that helps their teams stay aligned with organizational goals. Their leadership involves anticipating challenges and addressing them promptly and creatively. Cnaff and Wright (2013) note that leaders who adopt this adaptive style are more likely to see improvements in their team's overall productivity and problem-solving capabilities. These leaders not only help employees grow in their roles but also ensure that tasks are completed efficiently through a leadership style that aligns with each employee's development level and task understanding.

### 2.3.3 Path-Goal Theory

Robert House introduced the Path-Goal Theory in 1971, as noted by Bans-Akutey (2021).

This leadership model emphasizes the leader's responsibility to guide, support, and equip their team with the necessary resources, direction, and strategies to achieve set objectives. The theory identifies four distinct leadership styles—directive, supportive, participative, and achievement-oriented—each of which is applied based on specific circumstances. The effectiveness of these leadership behaviors is influenced by three main factors: the type of task, the characteristics of the followers, and the surrounding work environment. A key strength of the theory lies in its focus on how leaders influence their followers' motivation and job satisfaction. Accordingly, this cross-sectional survey study aims to explore how organizational leadership styles can be aligned with the unique needs of individual teams to foster productive relationships and support goal attainment.

Likewise, the alignment can gauge high productivity of the workers and probable job contentment. It has been said that Path-Goal Theory may be more directive than is desirable and may not adequately capture the dynamics of people within organizations. Furthermore, the theory presumes that leaders possess high maneuverability and vision to change the style in a certain situation, and this cannot be so all the time (Farhan, 2018).

In path-goal theory knowledge is achieved in strategic management in relation to how leaders can help their teams to accomplish strategic goals. Thus, any work on optimizing leadership processes on the elimination of barriers and on the improvement of follower motivation should eventually contribute to predicted improvements in the achievement of strategic objectives and hence should be expected to lead to enhanced leadership outcomes.

The effectiveness or failure of any organization is closely tied to the quality of its leadership. Leaders carry the primary responsibility for ensuring that tasks are executed successfully or

otherwise (Miftah Thoha, 2004). Rauch and Behling describe leadership as the act of guiding the efforts of a group toward the accomplishment of shared objectives. This underscores the vital role that leadership plays in shaping an organization's ability to meet its targets (Triguna, 2021). Every organization requires a strong leader who can inspire enthusiasm among employees, coordinate efforts across teams, and cultivate a positive and cohesive work environment. This collaborative atmosphere is essential for achieving organizational goals (Machali, 2012). When morale is high, employees are more likely to reach their performance targets, ultimately contributing to the institution's overall success (Prof. Dr. Abd. Haris, 2013).

To enhance employee performance, it is essential to adopt a leadership approach that resonates with staff, fostering job satisfaction and commitment to the organization's objectives. Against this background, the current study focuses on examining the path-goal leadership model (Sarta et al., 2023). This model, originally introduced by Robert House, suggests that effective leaders must offer direction, motivation, and support tailored to their followers' needs (Bhayapradesita & Sudiro, 2019). The model identifies four core leadership styles—directive, supportive, participative, and achievement-oriented—each designed to empower employees and encourage progress toward organizational objectives. Leadership that successfully adapts these styles to the context and needs of the workforce can significantly influence institutional productivity (Nur Azizah, 2021).

Empirical studies have demonstrated the impact of path-goal leadership in various sectors. For example, research by Ronald and Gusti explored how school principals employed this leadership style to enhance teacher performance. Their findings revealed that by adopting the path-goal approach, school leaders were able to foster improved teaching outcomes (Puspitasari et al., 2022). Similarly, a study by Yussy examined how path-goal leadership influences the level of organizational commitment among staff. Results indicated that when leaders implement this model effectively, it contributes to stronger employee commitment. The study

recommended that leaders focus on guiding their teams and addressing employee welfare to ensure the realization of goals (Bhayapradesita & Sudiro, 2019).

Nur Azizah (2021) also supports the notion that a performance-focused leadership style significantly boosts employee output. When leaders align their guidance and motivational strategies with performance objectives, employees are more driven and productive. Despite these valuable insights, existing research still lacks a comprehensive exploration of the evolving applications and functions of the path-goal leadership model across different contexts. This presents a gap in the literature, which the current study seeks to address by offering a fresh theoretical perspective and identifying areas for further development.

### **2.3.4 Leader-Member Exchange (LMX) Theory**

The concept of Leader-Member Exchange (LMX), introduced by George Graen and Fred Dansereau in 1975, emphasizes the individualized relationships between leaders and their team members. Rather than treating all subordinates identically, LMX theory proposes that leaders form unique, dyadic relationships with each follower, which can vary in quality and significantly impact employee outcomes (Martin et al., 2018). These relationships often result in categorizing employees into “in-groups” and “out-groups,” where those in the former receive greater trust, communication, and access to resources, while those in the latter may experience more limited interaction. This disparity in relationship quality can lead to differences in motivation, satisfaction, and performance among employees.

One of the core strengths of the LMX approach lies in its focus on the interpersonal connection between leaders and followers, which can enhance trust and build loyalty. By recognizing these dynamics, LMX theory provides a useful lens for managing a diverse workforce, especially by illustrating how perceived inequities in leader treatment can affect morale. However, the approach is not without criticism. For example, when leaders are seen to favor some team members over others, this may result in perceptions of bias, leading to dissatisfaction and reduced cohesion among those outside the favored group.

LMX theory holds particular relevance in strategic leadership, where establishing strong leader-follower relationships can support innovation and goal alignment. Leaders who develop high-quality exchanges with their subordinates are often more effective in influencing behavior,

fostering commitment, and guiding teams through strategic initiatives. These relationships, when managed well, become a channel for mutual influence that promotes both individual and organizational development (Gerstner & Day, 1997).

The foundational idea behind LMX is that leadership effectiveness is shaped by the quality of interpersonal exchanges, and this relationship evolves differently with each team member (Illies et al., 2007). Unlike traditional leadership theories that focus primarily on the leader's traits or actions, LMX emphasizes a two-way interaction where both leader and follower contribute to the relationship's development and maintenance (Dulebohn et al., 2012). High-quality LMX relationships are marked by trust, respect, and shared commitment, whereas low-quality relationships tend to be more transactional and limited to formal job roles and responsibilities (Graen & Uhl-Bien, 1995).

To evaluate the quality of LMX relationships, researchers often use standardized tools such as the LMX-7 questionnaire. This scale assesses followers' perceptions of their leader's trustworthiness, recognition, and support. A more nuanced version, the LMX-MDM, measures four distinct dimensions: affect, loyalty, contribution, and professional respect (Liden & Maslyn, 1998). These tools have been widely used to capture the depth of leader-member interactions and are strongly correlated, demonstrating their reliability in assessing LMX quality.

Although LMX is typically assessed from the follower's point of view, researchers have adapted these instruments for use from the leader's perspective. This allows for a comparative analysis of how both parties perceive their relationship. However, consistency between the two perspectives is often only moderate, potentially due to self-perception biases or differences in interpretation of the relationship (Sin et al., 2009). Leaders, for instance, may rate themselves more favorably, especially when interpreting LMX items as evaluations of their own leadership behaviors.

Another important aspect of LMX research is the study of "LMX differentiation," which refers to the variation in relationship quality across a leader's subordinates. Scholars have examined this variation using measures of average LMX quality, the distribution or spread of LMX scores within a team, and how individual LMX scores compare to others on the same team (Yu et al., 2018). These differences can influence team dynamics and perceptions of fairness, which in turn affect performance and cooperation.

Empirical findings have consistently shown that high-quality LMX relationships are positively linked to desirable employee behaviors and attitudes. Employees who enjoy strong relationships

with their supervisors tend to report higher levels of job satisfaction, commitment to the organization, and proactive behaviors such as helping others or taking initiative (Dulebohn et al., 2012; Eisenberger et al., 2019; Martin et al., 2016). These relationships are also associated with stronger performance and greater willingness to go beyond assigned duties.

Finally, research suggests that several factors influence the development of strong LMX relationships. These include personal traits of both leaders and followers, such as emotional intelligence, trustworthiness, and communication style, as well as the specific behaviors leaders use. For instance, when leaders offer individual attention, set high performance expectations, and exhibit a clear and inspiring vision—hallmarks of transformational leadership—LMX quality tends to be stronger (Dulebohn et al., 2012). Interpersonal elements such as mutual respect, shared values, and perceptions of similarity also play a significant role in shaping these exchanges.

## **2.4 literature concepts**

### **2.4.1 Concept of leadership effectiveness**

Leadership effectiveness refers to a leader's capacity to guide, motivate, and influence others toward the realization of collective objectives (Cicero et al., 2010). It plays a vital role in shaping how employees align their efforts to achieve common goals (De Cremer et al., 2004). In this regard, Manamela et al. (2016) highlight that competent leaders are skilled in identifying the strengths and weaknesses of their team members and leveraging them effectively to fulfill organizational missions. Similarly, Weaver (2015) underscores the positive influence that capable leadership exerts on employee outcomes.

Dorfman et al. (2012) argue that leaders who meet the expectations of their roles tend to be the most successful, while Bjurstedt (2007) maintains that those who prioritize personal influence over formal authority—and who can adapt their leadership approach as needed—are especially effective. Manning (2003) further emphasizes that leaders operating in multicultural settings require "relational competence," meaning they must be capable of establishing emotional connections and fostering inclusive relationships across diverse groups.

Research also links leadership effectiveness to cognitive and emotional capacities. For example, Mesterova et al. (2015) found a strong correlation between a leader's intellectual capabilities and their overall leadership success. Self-awareness is another important factor; leaders who are conscious of their own behaviors and attitudes tend to be more effective (Butler, Kwantes, & Boglarsky, 2014). According to Cicero et al. (2010), a leader's ability to match team expectations—particularly in ambiguous roles—can enhance perceptions of effectiveness through a concept known as leader prototypicality.

Additionally, the dynamics between leaders and individual subordinates—often framed as leader-member exchange quality—play a significant role in determining leadership impact (Alabi, 2012). Various leadership styles have also been shown to affect how effectiveness is perceived, with transformational, transactional, empowering, and ethical leadership approaches all contributing positively to how leaders are evaluated (Hassan et al., 2013).

To succeed on the global stage, leaders must not only understand the nature of leadership but also align their approach with the expectations specific to each cultural context (Ulrich & Smallwood, 2012). Leadership perceptions and requirements vary significantly across cultures, and as such, individuals from different backgrounds often hold diverse views about what makes a good leader. Because many traditional leadership models stem from Western, individualistic ideologies, their universal relevance is increasingly being questioned. For instance, Japanese leadership practices diverge from Western norms, shaped by distinct cultural values and business protocols (Takahashi et al., 2012). To build leadership practices that endure over time, international leaders must demonstrate a deep understanding of crosscultural dynamics. This includes not only recognizing the significance of leadership expectations across cultures but also developing strategies that foster sustainable, long-term organizational growth (Ulrich et

al., 2012). Mastery of global leadership is essential for navigating multicultural teams and facilitating meaningful organizational transformation.

As organizations expand into international markets, they encounter growing challenges in managing personnel across different cultures, geographies, and structural complexities. This heightened level of complexity calls for advanced leadership competencies that support organizational resilience and adaptability (Rahman & Castelli, 2013). In the healthcare sector, for example, leaders have been found to struggle with articulating a compelling vision, mobilizing others, and cultivating strong followership. The limited capacity for vision development, in particular, remains a critical gap. Variables such as education level, job role, emotional intelligence, and leadership style were identified as major influences on leadership success in healthcare settings (Teame et al., 2022).

Research on various forms of intelligence—cognitive, emotional, and social—suggests that these capacities are strong predictors of effective leadership. However, as organizational demands grow more complex, the expectations placed on leaders have evolved (Gage, 2016). Transformational leadership, for instance, has been shown to encourage employees to identify more closely with their leaders, which in turn fosters creativity, commitment, and reduced turnover. This identification plays a mediating role, linking transformational leadership to increased emotional attachment to the organization and a lower intention to leave (Zhu et al., 2012).

Among the many qualities that contribute to effective leadership, emotional intelligence stands out as a critical factor. It enables leaders to connect with team members, manage interpersonal dynamics effectively, and respond appropriately to emotional cues within the workplace (Prati et al., 2006). This emotional awareness is especially important in multicultural environments



where understanding and navigating interpersonal nuances can significantly influence team cohesion and productivity.

Effective leadership lies at the core of successful organizational management. Leaders, whether consciously or unconsciously, influence employee attitudes and behaviors through their own actions and mindset (Erkutlu, 2008). In the context of social identity theory, leadership effectiveness is often linked to how well a leader embodies the shared identity of their group—this concept is referred to as leader prototypicality, where alignment with group values strengthens leadership influence (Cicero et al., 2010). Additionally, perceptions of leadership success are shaped by cultural norms and expectations, suggesting that different societies may define and evaluate leadership effectiveness based on unique contextual factors (Kwantes & Boglarsky, 2007).

Leadership effectiveness generally refers to a leader's ability to achieve desired outcomes related to organizational performance, including productivity, quality, and overall employee satisfaction. Dubrin (2008) outlines four core variables that contribute to this effectiveness. First are the personal attributes and traits of the leader, such as confidence and the ability to solve problems—qualities that help leaders adapt across diverse scenarios. Second is the behavior and leadership style exhibited by the individual. Leaders who encourage the use of new communication technologies and foster knowledge creation, sharing, and application can significantly improve organizational performance, intellectual capacity, cost-efficiency, and innovation, thus promoting long-term sustainability (Samanta et al., 2023).

Moreover, Tariku Ferew et al. (2020) identify several additional determinants of leadership effectiveness. These include professional competence, intrinsic motivation, familiarity with leadership principles and models, practical experience, and the presence or absence of corrupt

practices within the leadership framework. These elements are pivotal in shaping how effectively leaders can guide and influence their teams.

While numerous studies have addressed the concept of leadership effectiveness, some methodological challenges have limited the breadth of findings. For example, the selection of research databases may have restricted access to all relevant literature. Moreover, variations in the keywords and search terms used during literature reviews might have caused some studies to be overlooked. Additionally, the inclusion criteria—particularly when limited to abstracts—could have unintentionally excluded applicable research. As Herrmann and Kara (2017) point out, any systematic review of literature inevitably involves subjective judgments regarding the relevance and value of the material included. Given these gaps, the present study intends to explore the variables influencing leadership effectiveness across various sectors, offering insights into how leadership is practiced and evaluated in different organizational and cultural environments.

#### **2.4.2 Concept of strategic management**

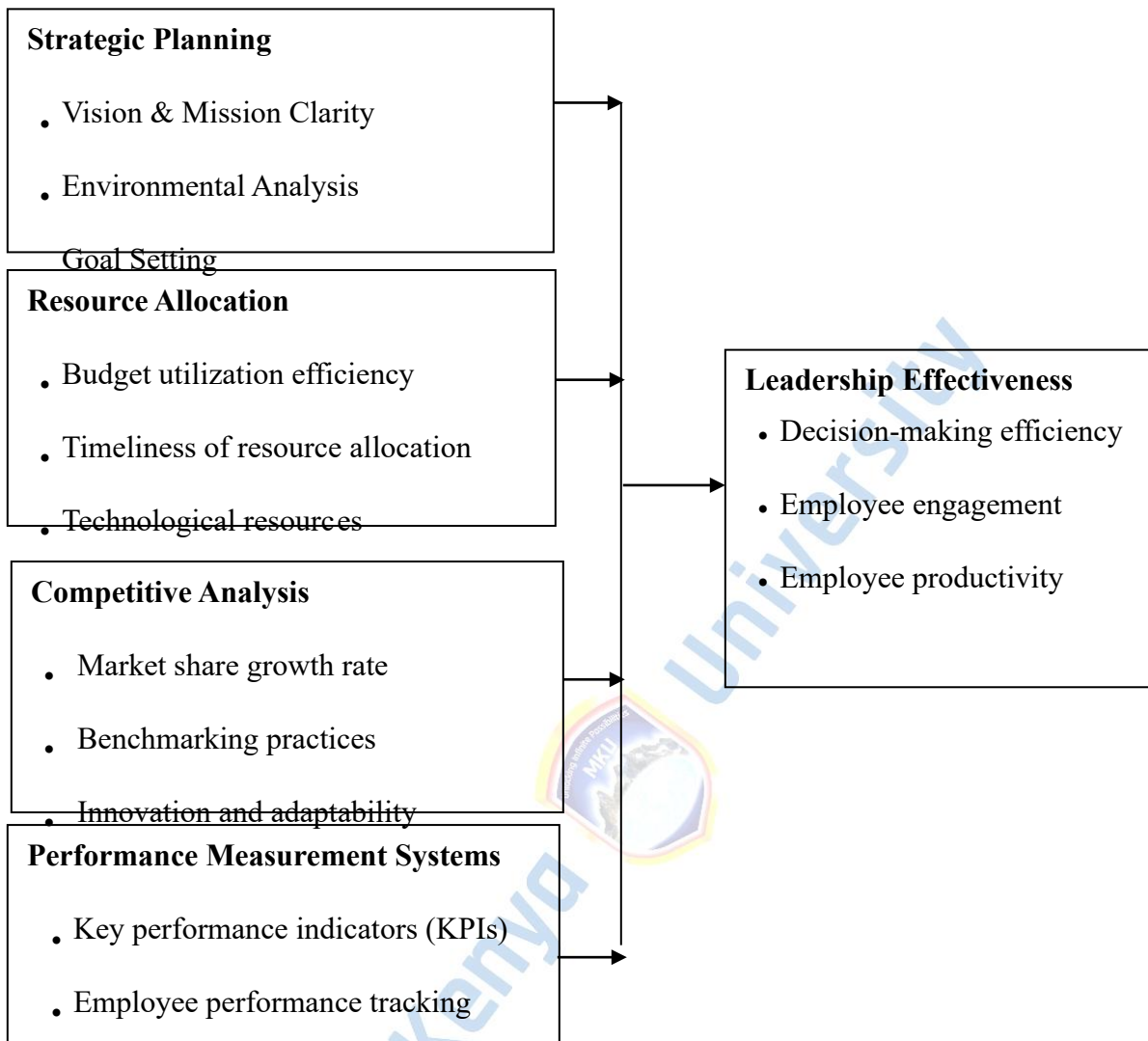
Strategic management plays a crucial role in enhancing leadership effectiveness by providing a structured framework for decision-making and goal setting within an organization (Samimi, Cortes, and Anderson & Herrmann 2022). Strategic decision-making processes, particularly those that involve stakeholder engagement, were crucial for improving leadership effectiveness. Templates like SWOT and PESTEL structures indicated that the leaders who engage in such strategic management techniques were in better positions to address the various emergent problems and opportunities in the given market. The core issue arises from a lack of structured strategic management practices, leading to weak decision-making, reduced trust, and disengaged employees. Without clear stakeholder engagement, leaders face difficulties in addressing market challenges and capitalizing on opportunities.

This study underscores the pressing need for organizations to strengthen strategic management frameworks, ensuring leaders not only make informed decisions but also foster a culture of collaboration and trust, ultimately improving overall organizational performance. Through managing strategic practices like fostering and setting a vision and mission for the organization, undertaking industry and competitor analyses, as well as using business performance measurement practices, the leaders of organizations foster unity of effort even as they work towards the realization of organizational goals.

## **2.5 Research Gaps**

Kemp (2024) highlighted the significance of strategic planning in strengthening leadership by fostering communication and cooperation within organizations, leading to greater employee ownership, improved morale, and clearer implementation of strategic objectives. Similarly, Mazzetti and Schaufeli (2022) found that aligning resource decisions with organizational goals enhances project regulation, optimizes ROI, and fosters innovation by directing resources toward research and development. However, both studies present research gaps that warrant further exploration. Kemp's study does not examine how strategic planning effectiveness varies across industries or its long-term sustainability in dynamic business environments, while Mazzetti and Schaufeli's research lacks analysis on how different organizational structures impact strategic resource allocation and the challenges leaders face in resource-constrained settings. Additionally, neither study explores how external factors such as economic fluctuations and regulatory changes influence leadership strategies. These gaps highlight the need for further research on how strategic planning and resource management contribute to leadership effectiveness across diverse industries and evolving business landscapes.

**2.3 Conceptual Framework Independent Variables  
Dependent Variable**



**Figure 2. 1: Conceptual Framework**

**Source: Author (2025)**

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter focuses on outlining the methods and strategies used to collect and analyze data for the study. It provides a comprehensive description of the research approach, identifies the target population, explains the sampling framework and procedures, and details the tools used

for data collection. Additionally, it discusses how the gathered data were analyzed and how the findings are presented.

### **3.2 Research Design**

A research design serves as a structured plan that outlines how a study will be conducted, including the techniques for gathering and interpreting data to answer research questions or test hypotheses. In this study, a descriptive research design was employed, as it was most suitable for exploring and illustrating the specific features of the issue being investigated. This approach allowed for a comprehensive understanding of the current circumstances, including aspects such as drug availability, procurement processes, and the difficulties faced by patients. Moreover, it enabled the collection of information from multiple locations, enhancing the breadth and depth of the study (Davidavičienė, 2018).

### **3.3 Research Methodology**

This research adopted an explanatory design using a cross-sectional approach, relying on questionnaires to obtain predominantly quantitative data. This method was suitable for the study as it allowed for the organized collection of numerical information within a specific time frame, providing a snapshot of key characteristics within the population (Creswell & Creswell, 2018). By using a cross-sectional design, data could be drawn from a representative portion of the population, which enhanced the ability to extend the results to the larger group being studied (Bryman, 2016). Questionnaires were used as the data collection instrument to ensure consistency and reliability in obtaining respondents' numerical responses (Fowler, 2014). Furthermore, descriptive cross-sectional studies are effective for identifying patterns and relationships without manipulating variables, which aligned well with the research objectives (Babbie, 2016). Earlier foundational research by Shajahan (2005), Sekaran (2007), and Cooper and Schindler (2008) had highlighted the suitability of descriptive designs and questionnaire

surveys in allowing for extrapolation from samples to populations. This has been corroborated by more recent studies emphasizing the robustness and applicability of this design in social science research contexts (Leedy & Ormrod, 2020; Saunders et al., 2019).

### **3.4 location of the study**

Equity Bank's roots in the Rift Valley region of Kenya can be traced back to its founding as Equity Building Society (EBS) in 1984, with a focus on providing mortgage financing to low-income customers. The bank's initial struggles, including being declared technically insolvent in 1993 due to asset-liability mismatch, led to a significant transformation and eventual shift towards microfinance in the 1990s. This period, known as Equity 1.0, marked a turning point for the bank, leading to rapid growth and a conversion from a building society to a fully fledged bank in 2004. The Rift Valley region, with its diverse agricultural activities and communities, has been a key focus for Equity Bank's expansion and service offerings, including access to financial services through mobile banking and alternative channels. This makes accountability another advantage since all the personnel know that they work under one umbrella, and that leadership is held responsible for overseeing performance and encouraging innovation. In addition to this, strategic management enhances flexibility and prepares the leaders to provide a timely counter response to changing markets and other emerging issues. Consequently, organizational objectives and strategies are more likely to be met, organizational processes make the necessary improvements and receive high levels of leadership quality and organizational success (Schaedler, Graf-Vlachy & König 2022).

### **3.5 Target Population**

Patel & Patel (2019) define the target population as a group, an individual; an object, or an item out of which samples are derived and measured in research. The target population was 1945 employees of Equity Bank Limited, Rift Valley Region as shown in table 3.1.

**Table 3. 1: Target Population**

Category	Frequency	Percentage
Top Level Managers	80	4
Middle Level Managers	600	31
Subordinate Staff	1265	65
<b>Total</b>	<b>1945</b>	<b>100</b>

**Source: Equity Bank Limited, Rift Valley Region (2025)**

### 3.6 Sample Size and Sampling Technique

#### 3.7 Sample Size

A sample refers to a selected portion of a larger population, chosen for the purpose of analysis, with the goal of making inferences about the entire population (Omair, 2025). To determine the appropriate sample size for this study, the Yamane formula was employed. This method is grounded in the assumption of a normal distribution and allows researchers to calculate a sample that accurately reflects the population. It also incorporates specific confidence and margin of error levels, ensuring that the sample size is statistically valid and representative. The Yamane formula used in this study is as follows:

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

Where n is the target population's sample size, N is the population size, e is the sampling error or precision/error limit at the 95% confidence level, and 5% precision is needed (Yamane, 1967). The intended sample size, calculated using the aforementioned calculation and a 5% precision level, was  $n = 1945 / 1 + (1945 * 0.05 * 0.05)$ ;  $1945 * 0.0025 = 4.86$ ;  $1 + 4.86 = 5.86$ ;  $1945 / 5.86 = 331.91$ . Consequently, 332 people made up the study's sample size. Simple random sampling was utilized as the sampling method in this research.

**Table 3. 2: Sample Size**

<b>Category</b>	<b>Sample Size</b>	<b>Percentage</b>
Top Level Managers	13	4
Middle Level Managers	100	14
Subordinate Staff	211	82
<b>Total</b>	<b>324</b>	<b>100</b>

**Source: Researcher Data (2025)**

### **3.8 Data collection instruments and Procedures**

Questionnaires were used to obtain and gather data from the participants according to the work of the researcher. By this method, the process of data collection becomes easier. The questionnaires were designed without complicated language, health, political or otherwise to increase the validity of the responses received and the responsiveness of the participants yet keeping anonymity to a maximum to ensure that the participation of the respondents was active and healthy (Pandey & Pandey 2021).

### **3.9 Pilot Study**

The questionnaires were piloted where 10 questionnaires which represented 10% of sample size was given to selected 10 employees from equity bank as suggested by Connelly (2008) that 10% of the project sample size should be used as sampling respondents for pilot study.

The study choice of rift valley region is because of the similar characteristics.

#### **3.9.1 Instrument Reliability**

Reliability is the degree of agreement in measurements that are made when the same measuring instrument is used time after time. Researchers have a concern that various observers or different instruments and methods show consistent results. This consistency was very important since, major inferences were made as well as ensuring generality in the findings made in



research. To determine the internal consistency of the questionnaire, pilot test was performed, and the Cronbach alpha coefficient threshold obtained. This ensured the questionnaire produced standardized responses or not (Pandey & Pandey 2021).

### **3.9.2 Instruments Validity**

Validity of research instruments can be defined as the degree to which an instrument is useful for its intended purpose of measuring the phenomenon of interest for the identified objectives of a given research (Garg, 2016). The researcher ensured increased content validity of data collected so that the researcher can capture all the information needed to help him/her address the study objectives and achieve the intended results.

### **3.10 Data analysis and Presentation**

The data collected for this study were first cleaned and coded using Microsoft Excel, after which they were imported into SPSS statistical software for analysis. As noted by Kothari (2004), data analysis involves computing relevant statistical measures and identifying potential patterns or relationships within the dataset. Mugenda and Mugenda (2013) emphasize that careful data preparation—through coding and cleaning—is crucial to ensure that all necessary information is accurately captured and available for effective comparison and analysis of variables. Descriptive statistics were initially applied to help determine the appropriate structure of the model to be tested.

To assess the influence of strategic management on leadership effectiveness, regression analysis was conducted. The study utilized a linear regression model, which is expressed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where;  $\beta_0$  is a coefficient constant;  $X_1$ = strategic planning;  $\beta_1$  = Standardized Beta value for strategic planning;  $X_2$  = resource allocation;  $\beta_2$  = Standardized Beta value for resource

allocation;  $X_3$  = competitive analysis,  $\beta_3$  = Standardized Beta value for competitive analysis;  $X_4$  = performance measurement,  $\beta_4$  = Standardized Beta value for performance measurement.

### **3.11 Ethical Considerations**

To maintain ethical standards in the study the researcher obtained an introductory letter from Mount Kenya University's School of Business and Economics to facilitate data collection from equity Bank. A permit was also obtained from NACOSTI and ethics review committee letter. Both the letter and permit was presented at equity Bank offices to serve as identification. This study prioritized ethical considerations such as informed consent, confidentiality, privacy, and anonymity. The researcher adhered to the principle of voluntary participation, allowing respondents to complete the questionnaire freely without any coercion.



## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This section outlines and showcases the results of the research. The findings were discussed in relation to the study's objectives within this section as well. Furthermore, the causal relationship was analyzed.

#### 4.2 Response rate

In this study, 300 (or 92.59%) of the 324 questionnaires that were given to the participants were returned. With a higher response rate of 92.59%, this study was judged adequate.

Sekaran and Bougie (2010).

#### 4.3 Pilot Study Findings

The questionnaires was piloted where 10 questionnaires which represented 10% of sample size was given to selected 10 employees from equity bank as suggested by Connelly (2008) that 10% of the project sample size should be used as sampling respondents for pilot study.

The study choice of rift valley region is because of the similar characteristics.

##### 4.3.1 Reliability Findings

According to Leech *et al.*, (2014), a Cronbach alpha coefficient value of 0.90 is considered excellent, a value of 0.80 is considered very good, and a value of 0.70 is considered adequate.

The study employed Cronbach alpha to examine the variables for reliability. As a general guideline, a pilot test should comprise no more than 10% of the sample (Creswell, 2014).

Competitive analysis had the greatest Cronbach alpha value (0.92) according to table 4.1, while strategic planning had the lowest at (0.71). Resource allocation and performance management had 0.82, and 0.85, respectively. In this study, all values were greater than 0.70.

This decision was consistent with previous studies by Sekeran and Bougie (2010). The results also supported the validity of the research tool and the suitability of the data that had been gathered for further analysis. Table 4.1 below shows the findings of all items which were included in the study instrument.

**Table 4. 1: Reliability Analysis**

<b>Variables</b>	<b>Gronbach Alpha</b>	<b>Remarks</b>
Strategic planning	0.71	Adequate
Resource allocation	0.82	Adequate
Competitive analysis	0.92	Adequate
Performance management	0.85	Adequate

*Source: Research Data (2025)*

#### **4.4 General Information**

In order to provide researchers with important information about the research topic, background data or characteristics are essential. They aid in recognizing and characterizing the historical background and nature of a well-articulated research problem by referencing earlier works. This information can assist in elucidating the course of the interaction between the primary elements being studied.

##### **4.4.1 Strategic planning**

The respondents were requested to indicate the extent to which strategic planning relates to leadership effectiveness. The findings are presented in table 4.2 which reveals that equity bank rift valley region adhere to strategic planning based on the respondents.

Very Low Extent at only 1.8%, followed by Low Extent with 23.2%, Fairly Moderate Extent with 21.4%, and Moderate Extent with 21.418.8% and a majority of the respondents responded with High Extent with 34.8%.

#### 4.5 Demographic Information

The study gathered demographic data from respondents, focusing on variables such as gender, age, educational attainment, and length of job experience. This background information provided valuable insight into factors that, while not the core focus of the study, could influence or interact with the primary variables under examination. Understanding these characteristics helps identify possible confounding elements that may impact the relationship being studied. The summarized demographic results are displayed in Table 4.2.

According to the data in Table 4.2, male participants comprised 54% of the sample, while females accounted for 46%. Although the data reflects a slight male dominance, the representation of women was still significant, indicating a relatively balanced gender distribution at Equity Bank. Additionally, most respondents were Kenyan nationals, with a large proportion falling within the 30 to 50-year age range.

In terms of educational background, 58% of respondents held a bachelor's degree, followed by those with a master's degree. Only a small portion (2%) had attained post-doctoral qualifications. This diversity in academic qualifications enhanced the richness of perspectives provided on the study topic. Regarding work experience, the largest group of participants had been employed for between 6 and 10 years. A smaller segment of the sample had over 20 years of experience, indicating that while the workforce includes seasoned professionals, the majority are mid-career employees.

**Table 4. 2: Demographic Information**

		Frequency	Percent
Gender	Male	89	54
	Female	77	46
	Total	166	100
Age bracket	Below 30 yrs	33	20
	31-40 yrs	63	38
	41-50 yrs	44	27
	51- 60 yrs	17	10
	Above 60 yrs	9	5
	Total	166	100
		Doctorate degree	13
	Post-doctoral degree	3	2

	Master's degree	54	33
	Undergraduate	96	58
	Total	166	100
Job experience	5 years or less	38	23
	6 -10 years	58	35
	11 -15 years	46	28
	16- 20 years	16	10
	Over 20 years	8	5
	Total	166	100

*Source: Research Data (2025)*

## 4.5 Descriptive Statistics

### 4.5.1 Descriptive Statistics for Strategic planning

As highlighted by Ojogiwa (2021), strategic planning plays a key role in enhancing effective leadership by offering a framework that guides decision-making. The analysis from this study indicated that leaders who actively engage in strategic planning are better positioned to define attainable and meaningful objectives for their teams, thereby ensuring alignment with the organization's broader mission and long-term vision. The outcomes of this analysis are illustrated in Table 4.3.

According to the results in the table, strategic planning significantly contributes to a leader's capacity to articulate a clear and motivating vision for the future, as reflected by a mean score of 3.157 and a standard deviation of 1.362. Similarly, strategic planning equips leaders with a methodical process for making well-informed and impactful decisions (mean = 3.211, SD = 1.489). Additionally, it facilitates the alignment of team activities with the organization's long-term goals (mean = 2.693, SD = 1.163). Leaders who take part in strategic planning are also more capable of navigating unforeseen challenges and emergencies (mean = 2.687, SD = 1.348). On the other hand, the ability of leaders to effectively communicate and involve employees in organizational goal achievement appears to benefit less from strategic planning, with a lower mean score of 2.464 and a standard deviation of 1.382.

Overall, the aggregate findings on strategic planning yielded a mean of 2.8424, a standard deviation of 0.530, a skewness value of -1.071, and a kurtosis of -1.113. These results suggest

that strategic planning plays a meaningful role in enhancing leadership capabilities and influencing employee engagement within the workplace.



**Table 4. 3: Strategic Planning**

	N	Mean	Std. Deviation	Skewness	Kurtosis
Organization's strategic planning process enhances leaders' ability	300	3.157	1.362	-0.084	-1.215
Strategic planning provides leaders with a structured approach to making informed and effective decisions	300	2.693	1.163	0.178	-0.712
strategic planning process helps leaders align team and organizational goals	300	3.211	1.489	-0.178	-1.417
Leaders who engage in strategic planning are better prepared	300	2.464	1.382	0.543	-0.978
Effective strategic planning improves leadership's ability to communicate and engage employees	300	2.687	1.348	0.227	-1.113
<b>Strategic Planning</b>	<b>300</b>	<b>2.8424</b>	<b>0.530</b>	<b>-1.071</b>	<b>0.478</b>

#### 4.5.2 Descriptive Statistics for Resource allocation

Based on Gibbs (2022), resources go a long way to define leadership productivity since they define who and how a leader can support his or her team and accomplish organizational objectives.

Table 4.4 presents the results related to resource allocation and its effect on leadership effectiveness. The findings indicate that when resources are allocated effectively, leaders are better positioned to make well-informed and strategic decisions, as reflected by a mean score of 3.361 and a standard deviation of 1.349. Similarly, efficient resource distribution enhances a leader's ability to meet organizational objectives, supported by the same mean (3.361) and a slightly lower standard deviation (1.145).



In addition, respondents noted that leaders who manage resources efficiently help foster a work environment that supports employee motivation and productivity (mean = 3.139, SD = 1.348). Leaders who demonstrate effectiveness in managing resources are also more equipped to respond to unforeseen challenges or crises (mean = 3.012, SD = 1.326). Moreover, those who prioritize strategic allocation of resources contribute positively to the organization's long-term stability and growth (mean = 3.066, SD = 1.246).

Overall, the analysis yielded an average mean of 3.187 with a standard deviation of 0.475, skewness of -0.081, and kurtosis of -0.097. These results underscore the importance of effective resource allocation in strengthening leadership effectiveness and highlight the continued need for strategic resource management within organizations.

**Table 4. 4: Resource Allocation**

	N	Mean	Std. Deviation	Skewness	Kurtosis
Effective resource allocation enhances a leader's ability to make informed and strategic decisions	300	3.361	1.349	-0.413	-0.973
Proper allocation of resources improves leadership effectiveness	300	3.139	1.348	-0.180	-1.005
Leaders who allocate resources efficiently create an environment that enhances employee productivity	300	3.012	1.326	-0.165	-0.940
Effective leadership in resource allocation ensures better preparedness	300	3.361	1.145	-0.329	-0.901
Leaders who prioritize strategic resource allocation contribute significantly to the sustainable growth of the organization	300	3.066	1.246	-0.279	

### 4.5.3 Descriptive Statistics for Competitive Analysis

Ali & Anwar (2021) affirmed that competitive analysis is essential in developing leadership suitability because it enables leaders to understand the market environment and competitors. Basing on the findings in table 4.5, conducting competitive analysis helps leaders make wellinformed and strategic decisions. (Mean = 3.289, SD = 1.275). As well, Leaders who actively analyze competitors are more effective in positioning the organization for market success. (Mean = 3.108, SD = 1.201). Similarly, Competitive analysis enables leaders to drive innovation and improve products or services. (Mean = 2.952, SD = 1.245). Moreover, Leaders who engage in regular competitive analysis are better at identifying and mitigating potential business risks. (Mean = 3.000, SD = 1.221). Also competitive analysis enhances leadership effectiveness in identifying growth opportunities for the organization. (Mean = 3.100, SD = 1.200). Overall, the items on competitive analysis summed up to a mean of 3.087, standard deviation 0.470, skewness -0.573 and kurtosis -0.097. The findings suggest that there is a strong need for competitive analysis in order to achieve leadership effectiveness in organizations today.

**Table 4. 5: Competitive Analysis**

	N	Mean	Std. Deviation	Skewness	Kurtosis
The job I do involves employees of all ages	300	3.289	1.275	-0.452	-0.973
The tasks I do on my job are age friendly	300	3.108	1.201	0.001	-1.005
My job requires me to interact with people of all ages	300	2.952	1.245	0.054	-0.940
I use a number of complex age skills on this job	300	3.000	1.221	0.101	-0.901

Competitive analysis enhances leadership effectiveness in identifying growth opportunities for the organization	300	3.100	1.200	0.103	-0817
Competitive Analysis	<b>300</b>	<b>3.087</b>	<b>0.470</b>	<b>-0.573</b>	<b>-0.097</b>

#### 4.5.4 Performance Measurement Systems

Murphy (2020) pointed out that the PMS can improve leadership effectiveness, as they have access to the accurate and relevant performance data needed to make decision and implement strategies. Basing on the findings in table 4.6, Effective performance measurement systems enhance a leader’s ability to make data-driven and strategic decisions (mean = 2.880, SD = 1.278), Leaders who implement structured performance measurement systems are more effective in aligning organizational goals with team performance. (Mean = 2.855, SD = 1.280), A well-defined performance measurement system helps leaders improve employee motivation and engagement. (Mean = 3.175, SD = 1.270), Performance measurement systems enhance leadership effectiveness by promoting accountability among employees and teams. (Mean = 3.108, SD = 1.211) Leaders who utilize performance measurement data effectively drive continuous improvement and innovation within the organization. (Mean = 3.223, SD = 1.114). Overall, the findings on PMS summed up to a mean of 3.048, standard deviation of 0.559, skewness -0.440 and kurtosis -0.672.

**Table 4. 6: Performance Management System**

	N	Mean	Std. Deviation	Skewness	Kurtosis
Effective performance measurement systems enhance a leader’s ability Leaders who implement structured performance measurement systems are	300	2.880	1.278	0.228	-1.026

more effective	300	2.855	1.280	0.239	-0.981
A well-defined performance measurement system helps leaders					
improve employee motivation	300	3.175	1.270	-0.154	-1.038
Performance measurement systems enhance leadership effectiveness Leaders who utilize performance measurement data effectively drive	300	3.108	1.211	-0.148	-0.971
continuous improvement	300	3.223	1.114	-0.372	-0.614
Performance Management System	<b>300</b>	<b>3.048</b>	<b>0.559</b>	<b>-0.440</b>	<b>-0.672</b>

#### 4.5.5 Leadership Effectiveness

This part of the analysis presents the results related to leadership effectiveness. As illustrated in Table 4.7, respondents generally agreed that their supervisor fosters an inclusive and supportive work environment for individuals from diverse backgrounds, with a mean rating of 3.536 and a standard deviation of 1.168. Participants also acknowledged that their leader possesses substantial leadership expertise (mean = 3.458, SD = 1.273) and demonstrates a clear vision for the organization's future (mean = 3.446, SD = 1.183). Additionally, the leader was perceived to have strong delegation capabilities, as reflected by the highest mean score in this section (mean = 4.187, SD = 0.693).

Further responses indicated that the leader is committed to continuous learning, particularly in matters related to diversity (mean = 3.536, SD = 1.168). Interestingly, some participants noted that their leader appears to downplay the importance of diversity initiatives, though this was not quantified. Meanwhile, opinions were mixed regarding the extent to which their manager engages in participative decision-making, with a moderate mean score of 3.145 and a standard deviation of 1.108.

Overall, the aggregated scores on leadership effectiveness resulted in an average mean of 3.538, with a standard deviation of 0.527, skewness of -0.386, and kurtosis of -0.575. These figures suggest a generally positive perception of leadership within the organization, though certain areas such as participative leadership and views on diversity initiatives may require further attention.

**Table 4. 7: Leadership Effectiveness**

	N	Mean	Std. Deviation	Skewness	Kurtosis
My leader has participative decision-making style	300	3.145	1.108	-0.101	-0.596
My manager creates a comfortable working environment for all types of people.	300	3.536	1.168	-0.596	-0.348
My job has great leadership Knowledge	300	3.458	1.273	-0.610	-0.616
My job has a vision for the future	300	3.446	1.183	-0.413	-0.589
My job has delegation skills	300	4.187	0.693	-0.820	2.002
My manager focuses on continuous learning about diversity	300	3.536	1.168	-0.596	-0.348
My boss thinks diversity initiatives are a waste of time	300	3.458	1.273	-0.610	-0.616
<b>Leadership effectiveness</b>	<b>300</b>	<b>3.538</b>	<b>0.527</b>	<b>-0.386</b>	<b>-0.575</b>

#### 4.6 Relationship between Strategic Management and Leadership Effectiveness

To evaluate the significance, strength, and direction of the association between various pairs of variables, Pearson Product Moment correlation analysis was used. The goal of this analysis was to determine how much the independent variable, strategic management, would influence the dependent variable, leadership effectiveness. Along with their association with the dependent variable, the independent variables themselves were also compared in the analysis.

#### 4.7 Correlation analysis

**Table 4. 8: Summary of Pearson’s Correlation Analysis**

leadership effectiveness	Strategic planning	Resource Allocation	Competitive Analysis	Performance Management Systems

leadership	Pearson					
effectiveness	Correlation	1				
	Sig. (2-tailed)	1				
Strategic	Pearson					
planning	Correlation	.780**	1			
	Sig. (2-tailed)	0.000				
Resource	Pearson					
Allocation	Correlation	.719**	.759**	1		
	Sig. (2-tailed)	0.000	0.000			
Competitive	Pearson					
Analysis	Correlation	.658**	.530**	.521**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Performance						
Management	Pearson					
Systems	Correlation	.666**	.650**	.499**	.621**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

According to the results presented in Table 4.8, there is a strong and statistically significant positive correlation between strategic planning and leadership effectiveness, as indicated by a correlation coefficient of  $\rho = 0.780$  and a p-value of 0.000. This implies that improvements in strategic planning are closely associated with enhanced leadership outcomes. Additionally, a significant positive relationship was observed between resource allocation and leadership effectiveness, with  $\rho = 0.719$  and  $p = 0.000$ , suggesting that effective distribution of resources contributes meaningfully to leadership success.

The analysis further revealed a significant positive correlation between competitive analysis and leadership effectiveness ( $\rho = 0.658$ ,  $p = 0.000$ ), demonstrating that leaders who actively engage in evaluating market competition tend to perform better in guiding their teams. Similarly, the relationship between performance measurement systems (PMS) and leadership effectiveness was also positive and statistically significant, with a correlation coefficient of  $\rho = 0.666$  and  $p = 0.000$ , highlighting the importance of tracking and assessing performance in enhancing leadership practices. Lastly, the study established that all inter-factor relationships examined were both positive and significant, indicating a consistent and mutually reinforcing association among the strategic management components and their collective influence on leadership effectiveness.

## **4.8 Inferential Statistics**

The researcher performed inferential statistics by using the multiple linear regression as shown by the model summary table, ANOVA table and coefficients table respectively.

### **4.8.1 Model Summary**

Table 4.9 presents the summary of the multiple regression model used in the study. The findings indicate that the combined influence of the four independent variables—strategic planning, resource allocation, competitive analysis, and performance measurement systems

(PMS)—accounts for 72.2% of the variance in leadership effectiveness, as reflected by the coefficient of determination ( $R^2 = 0.722$ ). This suggests that a substantial portion of leadership effectiveness can be explained by these strategic management components.

**Table 4. 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.849a	0.722	0.715	0.26981	1.931

a Predictors: (Constant), Strategic Management, strategic planning, Resource allocation, Competitive Analysis and PMS)

b Dependent Variable: leadership effectiveness

#### 4.8.2 ANOVA Model

Table 4.10 displays the results of the ANOVA test for the regression model. The analysis revealed that the model was statistically significant, as demonstrated by an F-statistic of 104.32 and a p-value of 0.000, which is well below the conventional significance threshold of 0.05. This confirms that the regression model reliably predicts leadership effectiveness based on the combined influence of strategic planning, resource allocation, competitive analysis, and performance measurement systems (PMS). As such, the model is considered appropriate for explaining variations in leadership effectiveness using these predictors.

**Table 4. 10: ANOVA Model**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	30.376	4	7.594	104.32	.000b



Residual	11.72	161	0.073
Total	42.096	165	

---

a Dependent Variable: leadership effectiveness

b Predictors: (Constant), (Strategic Management, strategic planning, Resource allocation, Competitive Analysis and PMS)

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Overview

This chapter provides a comprehensive summary of the study, which aimed to examine the influence of strategic management practices on leadership effectiveness among employees at Equity Bank in the Rift Valley region of Kenya. The study was anchored on clearly defined research objectives. Accordingly, this chapter outlines the key findings, offers a discussion of the results, draws conclusions based on the data analysis, and provides recommendations. It also highlights suggested areas for future research that emerged from the study.

**5.2 Summary of Findings** leadership effectiveness among employees at Equity Bank in the Rift Valley region of Kenya. Specifically, the research investigated the impact of four key components of strategic management—namely, strategic planning, resource allocation, competitive analysis, and performance management systems—on the effectiveness of leadership within the organization.

#### 5.2.1 Strategic planning and Leadership Effectiveness

The findings on strategic planning indicated that strategic planning is crucial to advancing the concept of practical leadership effectiveness by providing an outline of the decision-making process. In turn, the analysis showed that the leaders who participate in strategic planning are

more likely to establish realistic and appropriate objectives for their subordinates and guarantee that they work towards the Company's long-term goals and objectives which affirms Ojogiwa (2021) .This underscores the need for organizations to strengthen strategic management frameworks, ensuring leaders not only make informed decisions but also foster a culture of collaboration and trust, ultimately improving overall organizational performance.

Through managing strategic practices like fostering and setting a vision and mission for the organization, undertaking industry and competitor analyses, as well as using business performance measurement practices, the leaders of organizations foster unity of effort even as they work towards the realization of organizational goals.

### **5.2.2 Resource Allocation and Leadership Effectiveness**

Resources allocation go a long way to define leadership productivity since they define who and how a leader can support his or her team and accomplish organizational objectives affirming Gibbs (2022). Ruben, De Lisi & Gigliotti (2023) also noted that resource allocation distils leadership effectiveness based on decision making processes. Managers who are fully informed on the supply chain and the number and types of resources available are better equipped to make the right decisions and give reasonable estimates. The research showed that inefficient resource utilization results in slippage, increased costs, and unfulfilled goals. The studies used in this work revealed that leaders who can manage resources effectively can meet challenges while sustaining organizational stability, which in turn increased the efficiency of leadership.

### **5.2.3 Competitive Analysis and Leadership Effectiveness**

Competitive analysis is essential in developing leadership suitability because it enables leaders to understand the market environment and competitors. Competitive analysis is essential in developing leadership suitability because it enables leaders to understand the market environment and competitors. In particular, the observation of competitive activities enables leaders to make strategic decisions that create a favorable position of their organization in the

market. Competitive analysis allows leaders to notice the areas that need to be exploited for differentiation and value creation. The outcome of this research could be correlated with the fact that competitive analysis enables leaders to manage change and sustainability, improve strategic positioning, and strengthen effectiveness, ultimately separating effectiveness into its elements as well as charting its content affirmed by Ali & Anwar (2021).

#### **5.2.4 Performance Management Systems and Leadership Effectiveness**

PMS can improve leadership effectiveness, as they have access to the accurate and relevant performance data needed to make decision and implement strategies. PMS leaders can obtain holistic information that can be used in trend analysis and thus provide outcomes and make right decisions. It facilitates means leaders to reduce risks and exploit gains to their advantage hence enhancing a better approach towards strategic direction and management. Equally, the study also pointed out that PMS enable leaders to monitor KPIs in a progressive manner, as they adapt to changes in circumstances in their respective organizations. As a result of the study, it was determined that PMS are useful for leaders that may be interested in generating innovation and prosperous growth in a challenging climate affirmed by the works of Zaim, Demir & Budur (2021).

### **5.3 Discussion of the Results**

#### **5.3.1 Effect of strategic planning on Leadership Effectiveness**

Leadership effectiveness, as indicated by the regression coefficient ( $\beta_1 = 0.375, p < 0.05$ ). This suggests that leaders who actively engage in strategic planning are more likely to demonstrate effective leadership. These results align with the observations of Ojogiwa (2021), who emphasized that leaders leveraging strategic planning as a tool for managing organizational change tend to be more successful in minimizing resistance and facilitating smooth transitions. A leader's ability to recognize the need for change and involve key stakeholders in the planning process serves as a clear indicator of leadership capability.

Moreover, the study confirmed that strategic planning enhances a leader's capacity to adapt to evolving circumstances and implement meaningful improvements within the organization.

Strategic planning helps in the improvement of leadership effectiveness due to better planning of resources and optimization of operations. The results suggested that leaders who are involved in strategic planning are better placed to define the key focal points that require investment, and where best to direct resources. This strategic focus helps to reduce the spending of organizational resources and increase the effectiveness of organizational actions. According to the study, strategic planning helps managers and other leaders to plan the best ways of increasing the performance of their operation to produce the best results.

### **5.3.2 Effect of Resource Allocation on Leadership Effectiveness**

The analysis indicated that resource allocation had a positive and statistically significant impact on leadership effectiveness ( $\beta_2 = 0.230$ ,  $p < 0.05$ ). This implies that the way resources are distributed within an organization directly influences a leader's ability to perform effectively. These findings are consistent with those of Gibbs (2022), who noted that the availability and strategic use of resources are critical determinants of leadership productivity. Adequate resources empower leaders to support their teams more effectively and drive the achievement of organizational goals. Management, the authors stated, that those who distribute time, money, and people are in a better position to look at the needs of a unit and to ensure that plans are implemented as envisaged. This research noted that many companies make poor resource management decisions, and the result is overstretched workers, low motivation levels and underachievement of goals. Drawing from the study, it was found that efficiency in resource management is one of the core leadership competencies that empowers leaders to enhance organizational performance.

In a similar vein, Ruben, De Lisi & Gigliotti (2023) confirm that resource allocation distils leadership effectiveness based on decision making processes. Managers who are fully informed on the supply chain and the number and types of resources available are better equipped to make the right decisions and give reasonable estimates. The research showed that inefficient resource utilization results in slippage, increased costs, and unfulfilled goals. The studies used in this work revealed that leaders who can manage resources effectively can meet challenges while sustaining organizational stability, which in turn increased the efficiency of leadership.

### **5.3.3 Effect of Competitive Analysis on Leadership Effectiveness**

Effect on leadership effectiveness ( $\beta_3 = 0.241, p < 0.05$ ). This finding suggests that leaders who engage in thorough competitive analysis are better positioned to make informed strategic decisions that enhance their leadership impact. This outcome aligns with the work of Ali and Anwar (2021), who emphasized that understanding the competitive landscape is vital for effective leadership. By gaining insight into market trends and competitor strategies, leaders can adapt more effectively, identify opportunities for innovation, and align their approaches with dynamic external conditions. In particular, the observation of competitive activities enables leaders to make strategic decisions that create a favorable position of their organization in the market. Competitive analysis allows leaders to notice the areas that need to be exploited for differentiation and value creation. The outcome of this research could be correlated with the fact that competitive analysis enables leaders to manage change and sustainability, improve strategic positioning, and strengthen effectiveness, ultimately separating effectiveness into its elements as well as charting its content.

Higgs & Dulewicz (2024), found a positive relationship that leaders who use competition analysis activities in their strategic management routines are better placed to link the strategic objectives of their organizations to those of the market environment.

The alignment also assists in establishing achievable goals and creation of programs, which exploit possibilities within the market. The study found that competitive analysis fosters leaders' strategic relevance and insulated purposes, thereby enhancing the leadership results.

Furthermore, the research highlighted that leaders who engage in competition analysis are more adept at adapting to market changes, ensuring that their organizations remain competitive and resilient in dynamic environments.

#### **5.3.4 Effect of Performance Management Systems on Leadership Effectiveness**

Statistically significant influence on leadership effectiveness, as reflected by the coefficient ( $\beta_4 = 0.158$ ,  $p = 0.01$ , which is less than the significance level of  $\alpha = 0.05$ ). This suggests that leaders benefit from the structured insights provided by PMS, enabling them to make data-driven decisions and execute strategies more effectively. These results are consistent with Murphy (2020), who emphasized that access to accurate and relevant performance data enhances a leader's capacity to monitor progress, identify areas for improvement, and steer organizational efforts toward desired outcomes. This is the study conclusion that proved that organizations that adequately adopt sound PMS can monitor the performance of the organization in real-time for effective realignments. Such a responsiveness is useful in enhancing organizational congruence and performance with organizational objectives. The study also found out that PMS are useful tools to ensure that any team led by a person ensures that team members are concentrating on performance indicators and organizational goal is accomplished in the most efficient way possible.

#### **5.4 Conclusion**

In conclusion, leaders who employ strategic planning as a tool of managing change are likely to be more effective in managing change and reducing resistance. Perhaps the simplest and most effective demonstration of the leaders' competence is the support of the notion that change is necessary and the engagement of the stakeholders in the planning of the change. The study also

found that effective strategic planning is an important asset for leaders when it comes to responding to change and improvement.

Leaders that invest in resource risk assessment and control mechanisms are in a better position in case of threats. It also shows that managers can identify risks and protect an organization's agenda from potential threats in turn helping to retain stakeholders' trust. It also highlighted the necessity of using risk management products and developing the abilities of the teams to allow them to act quickly and adequately. Also, it noted that such resource allocation helps in the decision-making process since leaders have all the data required on how to prevent disruptions. Various recommendations were also made in the study by the end of the study, of which are Therefore, the allocation of resources for risk management is proven indispensable for leadership because it guarantees stability and soundness of an organization in turbulent circumstances.

In addition, competitive analysis promotes leadership effectiveness by its involvement in decision making and resource management. This study noted that leaders who apply competitive insights tend to write efficient financial plans as well as focus on activities that bring the most revenue. This means that through fitting the use of organizational resources in the competitive opportunities currently available, performance and goals could be actualized. The study established that competitive analysis is a crucial step that would enable the leaders, who lead organizations, to make informed decisions that would improve on their efficiency and overall performance of the organization.

Finally, Performance measurement systems work for leadership impact by promoting communication. This study identified that leaders who engage PMS in providing performance data and information to their subordinates would enhance group communication and problemsolving efforts. If it is done right, performance appraisals also harness existing workforce to ensure that goals are owned by all and not merely delegated to a specific person

or department. The study showed that PMS should be used to support leaders in developing collaborative teams and communicating ways to improve enterprise performances.

### **5.5 Recommendations**

The findings have indicated that organization's strategic planning process enhances leaders' ability to set a clear and compelling vision for the future. In the same way, Strategic planning provides leaders with a structured approach to making informed and effective decisions. In addition, the study found out that based on the results, the respondent's effective resource allocation enhances a leader's ability to make informed and strategic decisions. In the same way, Proper allocation of resources improves leadership effectiveness in achieving organizational goals.

Moreover, competitive analysis is essential in developing leadership suitability because it enables leaders to understand the market environment and competitors. Based on the findings, conducting competitive analysis helps leaders make well-informed and strategic decisions. As well, Leaders who actively analyze competitors are more effective in positioning the organization for market success. Similarly, Competitive analysis enables leaders to drive innovation and improve products or services.

Finally, PMS can improve leadership effectiveness, as they have access to the accurate and relevant performance data needed to make decision and implement strategies. Based on the findings, effective performance measurement systems enhance a leader's ability to make datadriven and strategic decisions. Leaders who implement structured performance measurement systems are more effective in aligning organizational goals with team performance. A welldefined performance measurement system helps leaders improve employee motivation and engagement.



## 5.6 Areas for Further Research

Drawing from the findings of this study and existing literature, it remains evident that strategic management plays a significant role in shaping leadership effectiveness. However, this research was confined to Equity Bank within the Rift Valley Region, which limited the sample size and potentially the generalizability of the findings. Future research could benefit from employing a larger, more diverse sample, alongside more refined measurement instruments, to enhance the reliability and validity of the results. Moreover, upcoming studies might consider examining the moderating role of organizational culture in the relationship between strategic management practices and leadership effectiveness. Additionally, extending the research to different sectors and industries would provide valuable insights, as strategic management approaches and leadership dynamics often vary across organizational contexts.



Mount Kenya

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## APPENDICES

### Appendix I: Introduction Letter



**DIRECTORATE OF GRADUATE STUDIES**

MBA/2024/38205

20<sup>th</sup> June, 2025

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

Dear Sir/Madam,

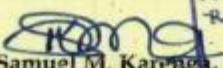
**RE: GLADYS CHEROTICH – REGISTRATION NO. MBA/2024/38205**

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 **“Effects of Strategic Management on Leadership Effectiveness. A Case of Equity Bank Limited, Rift Valley Region.”** 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 **June, 2025 and August, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

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

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

**Appendix II: Informed Consent**

I am **Gladys Cherotich**, a master's student at Mount Kenya University. I am conducting a study on **“EFFECTS OF STRATEGIC MANAGEMENT ON LEADERSHIP EFFECTIVENESS AT EQUITY BANK, RIFT VALLEY REGION KENYA.”**

I kindly wish to inform you that the study is as a fulfillment of my master's degree program. I kindly request you to conveniently and freely participate in this study and am seeking your consent. Confidentiality will be maintained by using code numbers rather than names and information gathered will not be revealed to anybody. Participation in the study is voluntary and the project poses no risks to the participants.

Before I involve you in this study, I kindly request you to sign the declaration below. I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **Gladys**

Sign.....

In case of any complaints or further clarifications, kindly contact the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

**Thika.**

MO

**Appendix III: Questionnaire Section A: Respondents Bio-data (Tick where appropriate)**

**SECTION A: GENERAL INFORMATION**

1. Gender

Male ( )

Female ( )

2. Age of the respondents in complete years

21-30 years ( )

31-40 years ( )

41-50 years ( )

Above 51 years ( )

3. What is your highest level of education?

Master's Degree ( )

Bachelor's Degree ( )

Diploma ( )

Certificate ( )

4. How many complete years have you worked in this organization?

Less than 5 years ( )

5-7 years ( )

8-10 years ( )

11-13 years ( )

Above 14 years ( )

**SECTION B: STRATEGIC PLANNING**

5. Please share your opinions and indicate your level of agreement with the following statements regarding how strategic planning affect leadership effectiveness. You can use a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 is "Disagree," 3 is "Neutral," 4 is "Agree," and 5 is "Strongly Agree" to express your level of agreement with each statement.

S/N	Statement	SA	A	N	D	SD

1	The organization's strategic planning process enhances leaders' ability to set a clear and compelling vision for the future					
2	Strategic planning provides leaders with a structured approach to making informed and effective decisions					
3	The strategic planning process helps leaders align team and organizational goals with longterm objectives.					
4	Leaders who engage in strategic planning are better prepared to handle unexpected challenges and crises.					
5	Effective strategic planning improves leadership's ability to communicate and engage employees in achieving organizational goals.					

### SECTION C: RESOURCE ALLOCATION

6. Please share your opinions and indicate your level of agreement with the following statements regarding how resource allocation affects leadership effectiveness. You can use a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 is "Disagree," 3 is "Neutral," 4 is "Agree," and 5 is "Strongly Agree" to express your level of agreement with each statement.

S/N	Statement	SA	A	N	D	SD
1	Effective resource allocation enhances a leader's ability to make informed and strategic decisions.					



2	Proper allocation of financial, human, and material resources improves leadership effectiveness in achieving organizational goals.					
3	Leaders who allocate resources efficiently create an environment that enhances employee productivity and motivation.					
4	Effective leadership in resource allocation ensures better preparedness for handling unexpected challenges and crises.					
5	Leaders who prioritize strategic resource allocation contribute significantly to the sustainable growth of the organization.					

#### SECTION D: COMPETITIVE ANALYSIS

7. Please share your opinions and indicate your level of agreement with the following statements regarding how competitive analysis affects leadership effectiveness. You can use a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 is "Disagree," 3 is "Neutral," 4 is "Agree," and 5 is "Strongly Agree" to express your level of agreement with each statement.

S/N	Statement	SA	A	N	D	SD
1	Conducting competitive analysis helps leaders make well-informed and strategic decisions.					

2	Leaders who actively analyze competitors are more effective in positioning the organization for market success.					
3	Competitive analysis enables leaders to drive innovation and improve products or services.					
4	Leaders who engage in regular competitive analysis are better at identifying and mitigating potential business risks.					
5	Competitive analysis enhances leadership effectiveness in identifying growth opportunities for the organization.					

### SECTION E: PERFORMANCE MEASUREMENT SYSTEMS

8. Please share your opinions and indicate your level of agreement with the following statements regarding how performance measurement systems affects leadership effectiveness. You can use a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 is "Disagree," 3 is "Neutral," 4 is "Agree," and 5 is "Strongly Agree" to express your level of agreement with each statement.

S/N	Statement	SA	A	N	D	SD
1	Effective performance measurement systems enhance a leader's ability to make data-driven and strategic decisions.					
2	Leaders who implement structured performance measurement systems are more effective in aligning organizational goals with team performance.					
3	A well-defined performance measurement system helps leaders improve employee motivation and engagement.					
4	Performance measurement systems enhance leadership effectiveness by promoting accountability among employees and teams.					

5	Leaders who utilize performance measurement data effectively drive continuous improvement and innovation within the organization.					
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**THANK YOU FOR YOUR TIME AND PARTICIPATION**

**Appendix IV: ERC Letter**



# Mount Kenya University



REF: MKU/ISERC/5171  
TO: GLADYS CHEROTICH

Date: 19 June 2025

REG: MBA/2024/38205

Dear Sir/Madam,

**RE: EFFECTS OF STRATEGIC MANAGEMENT ON LEADERSHIP EFFECTIVENESS. A CASE OF EQUITY BANK LIMITED, RIFT VALLEY REGION**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3893**. The approval period is **19/06/2025 - 16/06/2026**.

This approval is subject to compliance with the following requirements;

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

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

Yours sincerely,

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



## Appendix V: Originality Report

# EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON LEADERSHIP EFFECTIVENESS AT EQUITY BANK, RIFT VALLEY REGION KENYA.

*by Gladys Cherotich*

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**Submission date:** 11-Jul-2025 08:43PM (UTC+0300)

**Submission ID:** 2713371110

**File name:** DERSHIP\_EFFECTIVENESS\_AT\_EQUITY\_BANK\_30.06.2025\_5.doc-Final.doc (2.66M)

**Word count:** 20663

**Character count:** 126218

## EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON LEADERSHIP EFFECTIVENESS AT EQUITY BANK, RIFT VALLEY REGION KENYA.

### ORIGINALITY REPORT

<b>17%</b>	<b>15%</b>	<b>6%</b>	<b>8%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

### PRIMARY SOURCES

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<b>2</b>	<b>ir-library.ku.ac.ke</b> Internet Source	<b>2%</b>
<b>3</b>	<b>Submitted to KCA University</b> Student Paper	<b>1%</b>
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<b>5</b>	<b>erepository.uonbi.ac.ke</b> Internet Source	<b>1%</b>
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