

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

**JONAH MWANGI KINUU**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS  
ADMINISTRATION DEGREE IN STRATEGIC MANAGEMENT OF  
MOUNT KENYA UNIVERSITY**

**OCTOBER 2024**

**DECLARATION AND APPROVAL**

**Declaration by the student**

This proposal is my original work and has not been presented for any award in this or any other university.

Signature.......... Date: 28/10/2024.....

**JONAH MWANGI KINUU**

**MBA/2023/41743**

**Approval by the Supervisors**

The work stated in this proposal was done by the applicant while under my supervision, and I thus attest to this fact.

Signature.......... Date: 28/10/2024.....

**Dr. JENNIFER MURIUKI**

**Lecturer**

**Mount Kenya University**

**DEDICATION**

This project is dedicated to my daughter Atarah Njoki Mwangi, my wife Susan Wanjiru Mwangi whose love and support motivate me every day.

## **ACKNOWLEDGEMENT**

First and foremost, I extend my heartfelt thanks to my supervisor, Dr. Jennifer Muriuki, for his invaluable guidance and support throughout the development and completion of this research project. I am also thankful to my lecturers for their dedication and contributions to the success of this project. My gratitude extends to my friends for their insightful information that enriched this work. Additionally, I am grateful to the management of Mount Kenya University for providing me with the opportunity to pursue my education at their esteemed institution.



## ABSTRACT

The primary aim of this research was to dissect the influence of strategic leadership practices on organizational performance within the context of the Kenya Revenue Authority (KRA). The study was guided by the following specific research objectives: to evaluate the impact of visionary leadership on organizational performance, to assess the role of ethical leadership on organizational performance, to investigate the effect of strategic decision-making on organizational performance, and to analyze the influence of strategic communication on organizational performance. The study was anchored on two theories, namely, Transformational Leadership Theory and Resource-Based View Theory. A descriptive survey design was employed for this study, with a sample size of 186 respondents determined using Krejcie and Morgan's table. Data was collected using a semi-structured questionnaire, and piloting was done with 18 respondents from the KRA Thika branch. Stratified, simple random, and purposive sampling techniques were used. Data analysis was conducted using SPSS version 23.0 and Microsoft Excel, applying both descriptive and inferential statistics. Descriptive statistics were presented through tables, bar charts, and graphs, while inferential statistics were used to establish the relationships between the variables. Findings revealed that all four dimensions of strategic leadership practices visionary leadership, ethical leadership, strategic decisionmaking, and strategic communication positively influenced the organizational performance of KRA. Visionary leadership was found to foster innovation and long-term organizational success. Ethical leadership played a key role in maintaining integrity and accountability, boosting both internal efficiency and external stakeholder trust. Strategic decision-making enhanced operational effectiveness by improving resource allocation and risk management. Lastly, strategic communication was crucial for aligning organizational goals with stakeholder expectations and fostering transparency. Conclusions drawn from the study indicated that strategic leadership is a critical determinant of organizational performance, particularly in public sector organizations like KRA. The practices explored in this research visionary leadership, ethical conduct, informed decision-making, and effective communication were fundamental to achieving KRA's performance objectives. The study recommended that KRA continue to strengthen its strategic leadership practices, particularly by investing in leadership training programs that emphasize visionary and ethical leadership. Further studies were suggested to explore the influence of strategic leadership in other public and private sector institutions, including banks and non-governmental organizations (NGOs), for comparative purposes.

## TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL .....</b>	<b>II</b>
<b>DEDICATION .....</b>	
<b>III ACKNOWLEDGEMENT .....</b>	
<b>IV .....</b>	<b>ABSTRACT</b>
<b>.....</b>	<b>V TABLE OF</b>
<b>CONTENTS .....</b>	<b>VI LIST OF</b>
<b>TABLES .....</b>	<b>X LIST</b>
<b>OF FIGURES .....</b>	<b>XI LIST</b>
<b>OF ABBREVIATIONS AND ACRONYMS .....</b>	<b>XII</b>
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>

1.1 Background of the Study .....	1
1.2 Statement of the Problem .....	3
1.3 Purpose of the Study .....	5
1.3.1 Specific Objectives.....	5
1.4 Research Questions .....	5
1.5 Significance of the Study .....	5
1.6 Scope of the Study.....	7
1.7 Study Limitation.....	8
1.8 Study Delimitation .....	8
1.9 Assumptions of the Study .....	8
1.10 Operational Definition of Key Terms .....	8
<b>CHAPTER TWO.....</b>	<b>11</b>
<b>LITERATURE REVIEW.....</b>	<b>11</b>
2.1 Introduction .....	11
2.3 Theoretical Framework .....	11
2.3.1 Transformational Leadership Theory.....	11
2.3.2 Resource-Based View Theory.....	16
2.2 Empirical Literature .....	21
2.2.1 Visionary leadership on organizational performance.....	21
2.2.2 Ethical leadership on organizational performance .....	24
2.2.3 Strategic decision-making on organizational performance .....	28
2.2.4 Strategic communication on organizational performance.....	31
2.4 Conceptual Framework .....	37
2.5 Research Gaps .....	38
<b>CHAPTER THREE .....</b>	<b>39</b>
<b>RESEARCH METHODOLOGY.....</b>	<b>39</b>
3.0 Introduction .....	39
3.1 Research Design.....	40
3.2 Area of Study .....	40
3.3 Target Population .....	40
3.4 Sampling Procedures and Sample Size .....	41
3.4.1 Sampling Procedure .....	41
3.4.2 Sample Size.....	42
3.5 Construction of research instruments .....	43

3.6 Testing for Piloting, Validity and Reliability .....	43
3.6.1 Piloting .....	43
3.6.2 Reliability of the Research Instruments .....	44
3.6.3 Validity of the Research Instruments .....	44
3.6.4 Establishing Credibility of the Research Instruments .....	45
3.7 Data Collection Methods and Procedures .....	45
3.8 Data Analysis Methods .....	45
3.9 Ethical Consideration .....	46
<b>CHAPTER FOUR</b> .....	<b>48</b>
<b>RESEARCH FINDINGS AND DISCUSSIONS</b> .....	<b>48</b>
4.0 Introduction .....	48
4.1 Response Rate .....	48
4.2 Reliability Analysis .....	49
4.3 Demographic Profile of Respondents .....	49
4.3.1 Gender of Respondents .....	50
4.3.2 Highest Educational level of Respondents .....	50
4.3.3 Years of work experience at KRA .....	51
4.3.4 Level of position.....	52
4.4 Descriptive Analysis .....	52
4.4.1 Visionally Leadership on performance of KRA .....	52
4.4.2 Ethical leadership and performance of KRA .....	54
4.4.3 Strategic Decision making on performance of KRA .....	55
4.4.4 Strategic Communication on performance of KRA.....	56
4.4.5 Organizational Performance of KRA.....	57
4.5 Inferential Analysis .....	58
4.5.1 Model Summary .....	58
4.5.2 Regression Analysis .....	59
4.5.3 Correlation Analysis.....	60
4.5.4 ANOVA .....	61
4.6 Discussion of Findings .....	62
4.6.1 Visionally Leadership on performance of KRA .....	62
4.6.2 Ethical leadership and performance of KRA .....	63
4.6.3 Strategic Decision making on performance of KRA .....	64
4.6.4 Strategic Communication on performance of KRA.....	66

4.6.5 Organizational Performance of KRA.....	67
<b>CHAPTER FIVE</b> .....	68
<b>SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS</b> .....	68
5.0 Introduction .....	68
5.1 Summary of Findings .....	68
5.1.1 Visionary Leadership on Organizational Performance .....	68
5.1.2 Ethical Leadership on Organizational Performance.....	69
5.1.3 Strategic Decision Making on Organizational Performance.....	69
5.1.4 Strategic Communication on Organizational Performance.....	69
5.1.5 Performance of Kenya Revenue Authority .....	70
5.2 Conclusion.....	70
5.3 Recommendations .....	72
5.3.1 Visionary leadership and Organizational performance.....	72
5.3.2 Ethical leadership a and Organizational performance.....	73
5.3.3 Strategic decision-making and Organizational performance .....	73
5.3.4 Strategic Communication and Organizational performance .....	74
5.3.4 Organizational Performance of KRA.....	74
5.5 Areas for Further Research .....	74
<b>REFERENCES</b> .....	75
<b>APPENDICES</b> .....	80
Appendix I: Introduction Letter .....	80
Appendix II: Consent Form.....	81
Appendix III: Questionnaire.....	83
Appendix IV: ERC Letter .....	87
Appendix V: Letter of Introduction .....	88
Appendix VI: NACOSTI Authorization .....	89
Appendix VII: Krejcie and Morgan Table .....	90
Appendix VIII: Map of Study Area .....	91
Appendix IX: Similarity Index.....	92

## LIST OF TABLES

Table 1: Target Population .....	42
Table 2: Sample Size .....	43
Table 3: Reliability Analysis .....	50
Table 4: Respondents' Gender .....	51
Table 5: Respondents Academic background. ....	51
Table 6: Visionary Leadership on Performance of KRA .....	54
Table 7: Ethical Leadership on performance of KRA .....	55
Table 8: Strategic Decision Making on performance of KRA .....	56
Table 9: Strategic Communication and performance of KRA .....	57
Table 10: Organizational Performance of KRA .....	58
Table 11: Model Summary .....	60
Table 12: Regression Coefficients .....	61
Table 13: Correlation Matrix .....	62
Table 14: ANOVA .....	63

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	37
Figure 2: Response Rate .....	49
Figure 3: Years of work experience at HR/KRA .....	52
Figure 4: Level of Position .....	53



## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ATO</b>	:	Australian Taxation Office
<b>HMRC</b>	:	HM Revenue and Customs
<b>HR</b>	:	Human Resources
<b>IRS</b>	:	Internal Revenue Service
<b>KRA</b>	:	Kenya Revenue Authority
<b>NACOSTI</b>	:	National Commission for Science, Technology and Innovation
<b>RBV</b>	:	Resource-Based View
<b>RRA</b>	:	Rwanda Revenue Authority
<b>SARS</b>	:	South African Revenue Service
<b>SD</b>	:	Standard deviation
<b>SMEs</b>	:	Small and medium-sized enterprises
<b>SPSS</b>	:	Statistical Package for Social Sciences

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Strategic leaders play a crucial role in steering their organizations by anticipating future directions (Arnott, 2015). Their influence is enhanced when they actively assess and manage critical environmental sectors (Hambrick, 2010). Core to their responsibilities is making and communicating decisions that shape the organization's path forward (Zaccaro, 2012). They set goals, devise strategies, establish structures, processes, and competencies, while managing diverse stakeholders, selecting key executives, and cultivating future leaders. Furthermore, strategic leaders cultivate organizational culture, uphold ethical standards, and represent the organization in external engagements, including negotiations with governmental and other entities. They must navigate ambiguity, complexity, and information overload, requiring adaptability and timing (Boal and Hooijberg, 2017).

Globally, the significance of strategic leadership in enhancing organizational performance is well-recognized. In the United States, for instance, the Internal Revenue Service (IRS) has undergone various leadership transformations aimed at improving efficiency and taxpayer satisfaction. Strategic leadership practices, including the implementation of advanced data analytics and customer-centric approaches, have significantly contributed to its operational successes. Such initiatives have not only streamlined tax collection processes but also bolstered compliance rates, showcasing the pivotal role of leadership in navigating complex regulatory environments (Berson, Waldman, & Pearce, 2010).

In Europe, the leadership practices within the HM Revenue and Customs (HMRC) in the

United Kingdom underscore the importance of adaptability and strategic vision. HMRC's focus on digital transformation and stakeholder engagement reflects a strategic leadership approach that prioritizes innovation and responsiveness to change. These practices have been instrumental in enhancing operational efficiency, reducing tax evasion, and improving service delivery, thus affirming the critical role of leadership in achieving organizational objectives (Hitt, Haynes, & Serpa, 2010).

The Australian Taxation Office (ATO) provides another testament to the global trend of embracing strategic leadership for organizational performance. The ATO's leadership has been pivotal in driving a culture of continuous improvement and innovation. Through strategic initiatives such as the reinvention program, the ATO has significantly improved taxpayer engagement, compliance, and operational efficiency. This example illustrates the global consensus on the necessity of strategic leadership in navigating the challenges and opportunities within the tax administration domain (Bass & Bass, 2008).

In Africa, the Rwanda Revenue Authority (RRA) stands out as a beacon of strategic leadership and organizational performance. Underpinned by a clear vision and strategic leadership practices, the RRA has made remarkable strides in enhancing tax collection efficiency and service delivery. Leadership initiatives focusing on taxpayer education, technology adoption, and process simplification have been central to its success. These efforts highlight the transformative power of strategic leadership in reshaping tax administration in Africa (Kouzes & Posner, 2012).

Strategic leadership has a significant influence on organizational performance in the African environment, as shown by the South African Revenue Service (SARS). In an effort to increase productivity, SARS has introduced a slew of changes spearheaded by its top officials. compliance, and taxpayer services. These include the modernization of tax systems, enhancement of compliance strategies, and fostering a culture of integrity

and transparency. Such strategic leadership practices have significantly contributed to SARS's ability to meet its revenue targets and adapt to the evolving economic landscape (Bryman, 2011).

In the dynamic landscape of Kenya's organizational frameworks, the influence of strategic leadership on enhancing performance transcends across various sectors. Within Kenyan public universities, the implementation of strategic leadership is crucial for attaining academic excellence, operational efficiency, and innovation in research. The strategic direction set by the leadership at institutions such as the University of Nairobi and Kenyatta University illustrates the power of visionary goal setting, adept decisionmaking, and the adoption of innovative strategies in fostering a culture of excellence and innovation. These universities have become exemplars of how strategic leadership can elevate educational standards and research output, enabling them to compete globally (O'Meara, Luce, & McDaniel, 2013).

The impact of strategic leadership is also significant in the healthcare sector, particularly with the decentralization of healthcare services to Kenyan counties. In this context, county leadership assumes a critical role in determining healthcare outcomes. Strategic planning, resource allocation, and stakeholder engagement by local leaders are essential for enhancing the accessibility, quality, and efficiency of healthcare services. The counties of Makueni and Kisumu, for instance, demonstrate how effective leadership can revolutionize healthcare delivery systems, leading to improved public health indicators and enhanced community wellbeing (Gilson & Daire, 2011).

## **1.2 Statement of the Problem**

Academics and practitioners alike have focused on the relationship between strategic leadership and organizational performance, with a special emphasis on the role that

institutions like KRA play in Kenya's economic infrastructure (Waweru & Omwenga, 2020). Despite the consensus on the importance of strategic leadership facets—visionary leadership, ethical leadership, strategic decision-making, and strategic communication—in driving organizational success, the literature reveals a significant gap in our understanding of how these practices are actualized and their direct impact on performance within Kenyan public institutions (Ng'ang'a & Waiganjo, 2022). Research on the specific effects of these aspects of strategic leadership on public sector organizations in Kenya is urgently needed due to the paucity of data available in this area (Muriithi, 2018).

Current studies hint at the potential of strategic leadership to bolster aspects such as organizational agility, integrity, and stakeholder trust, all of which are pivotal for organizations navigating the intricacies of today's dynamic business environment (Oluoch, 2018; Kiprotich & Chepkwony, 2020). However, the nuanced contributions of these leadership practices to the overall performance of organizations, particularly within the unique operational milieu of public sector bodies like the KRA, remain insufficiently explored and understood. This highlighted gap emphasizes the need of studying the combined impact of strategic leadership on organizational performance indicators, and it points the way toward future empirical research in this area.

Therefore, by carefully examining how strategic leadership techniques affected the Kenya Revenue Authority's performance, this research is set to fill the vacuum noted before. Its overarching goal is to illuminate, within the context of Kenya's public sector, the complex mechanisms by which strategic leadership practices enhance performance. By doing so, the research not only enriches the academic discourse on strategic leadership but also furnishes public sector entities, particularly in emerging economies, with

evidence-based insights for harnessing strategic leadership towards achieving superior performance outcomes.

### **1.3 Purpose of the Study**

The primary aim of this research was to dissect the influence of strategic leadership practices on organizational performance within the context of KRA.

#### **1.3.1 Specific Objectives**

The study focused on the following specific objectives;

- i. To evaluate the impact of visionary leadership on organizational performance at KRA.
- ii. To assess the role of ethical leadership on organizational performance at KRA.
- iii. To investigate the effect of strategic decision-making on organizational performance at KRA.
- iv. To analyze the influence of strategic communication on organizational performance at KRA.

### **1.4 Research Questions**

The study focused on the following research questions;

- i. How does visionary leadership affect organizational performance at KRA?
- ii. What role does ethical leadership play in enhancing organizational performance at KRA?
- iii. In what ways does strategic decision-making impact organizational performance at KRA?
- iv. How does strategic communication influence organizational performance at KRA?

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

This study's practical consequences have the potential to revolutionize leadership practices in the public sector, especially inside organizations, and its impact goes far

beyond the academic sphere. The significance of the study included but not limited to;

**Policy Development and Implementation:** This study's findings can inform policymakers and regulatory bodies about the critical elements of strategic leadership that enhance organizational performance. More effective policies to promote leadership development and performance improvement in public institutions may be developed by understanding the link between leadership practices and organizational results..

**Leadership Training and Development:** The insights from this research can contribute significantly to the design and implementation of leadership training programs. By identifying the strategic leadership practices that most positively impact organizational performance, training initiatives can be tailored to foster these competencies among current and aspiring leaders within KRA and similar organizations. This, in turn, can enhance their ability to drive change, improve efficiency, and achieve organizational goals.

**Organizational Strategy Formulation:** Organizational leaders may use the study's empirical findings on the efficacy of different strategic leadership methods as a springboard for new or improved strategy development. Knowing which leadership practices correlate strongly with improved performance can guide strategic planning and execution, ensuring that organizational strategies are more aligned with effective leadership principles.

**Academic Contribution:** By providing empirical data from a real-world setting, this study adds to the academic discipline of strategic leadership and organizational performance. It fills a gap in our understanding of leadership, which is particularly important when applied to developing-world public sector companies, where studies on the topic may be few. The subtleties of strategic leadership in various organizational and

cultural settings may be better understood with the help of this, which can motivate more study.

**Employee Engagement and Motivation:** Gaining insight into the ways in which strategic leadership practices affect organizational performance may help put the motivation and engagement of employees into perspective. This is significant for enhancing job satisfaction, reducing turnover rates, and fostering a culture of excellence and innovation within organizations.

**Stakeholder Confidence:** For stakeholders, including the government, taxpayers, and international partners, the study reassures the commitment to excellence and accountability within KRA. Demonstrating a clear link between effective leadership and organizational performance can enhance stakeholder trust and confidence, which is crucial for the smooth operation and compliance with tax regulations.

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

The purpose of this research was to identify the factors—decision-making, innovation, communication, and employee empowerment—that strategic leadership techniques have on the KRA's organizational performance. Finding out how these methods affect KRA's productivity and efficiency was the main goal. This inquiry provides a focused view of strategic leadership inside a critical KRA. To help shape future leadership strategies and policies in comparable circumstances, this study used a descriptive research approach to thoroughly analyze KRA's strategic leadership practices and how they impacted organizational performance.

### **1.7 Study Limitation**

A key limitation is the potential for subjective biases in employee responses, which influenced the study's accuracy. To mitigate this, anonymous questionnaires were used to encourage honest responses without fear of reprisal, aiming to reduce bias.

### **1.8 Study Delimitation**

This study was specifically delimited to examining strategic leadership practices within the Kenya Revenue Authority and their impact on organizational performance. It focused on leadership aspects such as decision-making, innovation, communication, and employee empowerment. The study intentionally excluded other forms of leadership and organizational factors that influenced performance, such as external economic conditions, to concentrate on the internal leadership dynamics within KRA.

### **1.9 Assumptions of the Study**

Leadership is a key factor in an organization's success; hence this research presupposed that strategic leadership practices significantly impact KRA's organizational performance. Honesty and Accuracy: It is assumed that KRA employees and leaders participating in the study provided honest and accurate responses to surveys and interviews, which is crucial for the reliability of the findings.

### **1.10 Operational Definition of Key Terms**

**Communication:** This refers to the methods and processes used by KRA's leadership to share information, ideas, and visions with employees and stakeholders.

Effective communication is seen as vital for aligning organizational

objectives, fostering a collaborative culture, and ensuring transparency and trust within the organization.

**Decision-Making:** This term refers to the process by which leaders at KRA select among available alternatives to make strategic choices that guide the organization's direction. It includes the evaluation of different options, risk assessment, and the ultimate selection of a course of action in pursuit of organizational objectives.

**Ethical Leadership:** Leadership characterized by a commitment to high ethical standards, the enforcement of integrity, and an emphasis on accountability. Ethical leaders demonstrate moral behavior in their decisions and actions, promote a culture of honesty and integrity, and hold themselves and others accountable to organizational objectives and societal norms.

**Organizational Performance:** Organizational performance is measured by the effectiveness and efficiency with which an organization achieves its objectives. Revenue collection objectives, service delivery quality, operational efficiency, employee happiness, and stakeholder involvement are some of the indicators that are relevant to this research of the Kenya Revenue Authority.

**Strategic Leadership:** When leaders of organizations make decisions, show vision, and allocate resources in a way that improves the organization's chances of success in the long run, they are engaging in strategic leadership, according to this research. It encompasses the ability to drive change, innovate, and adapt to evolving market and environmental conditions, ensuring the organization's objectives are met efficiently and effectively.

**Visionary Leadership:** Leadership that encompasses clarity of vision, a future

orientation, and the ability to inspire and motivate. A visionary leader paints a picture of an enticing future, motivates followers to put the organization's needs ahead of their own, and keeps looking forward while they work to achieve their objectives.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section provides a literature overview of theoretical works. This chapter also discusses the conceptual framework, research gaps, and empirical literature reviews.

#### 2.3 Theoretical Framework

This research will examine how strategic leadership techniques affect KRA organizational performance by drawing on Transformational Leadership Theory and Resource-Based View Theory.

##### 2.3.1 Transformational Leadership Theory

Transformational Leadership Theory, introduced by James MacGregor Burns in 1978 and further refined by Bass (1985), is a prominent theory in leadership studies, emphasizing the process by which leaders inspire and engage their followers to achieve higher levels of motivation, commitment, and performance. This theory focuses on how leaders can elevate both themselves and their subordinates by fostering an environment of trust, motivation, and shared vision. Transformational leaders are characterized by four main components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to leaders who act as role models, earning the trust and admiration of their followers through ethical and moral conduct. Inspirational motivation is achieved when leaders articulate a clear vision that inspires followers to commit to and work toward shared goals. Intellectual stimulation encourages creativity and critical thinking, where followers are motivated to challenge the status quo and explore new ideas. Lastly, individualized consideration is where leaders attend to each follower's needs, providing mentorship, coaching, and personal

development opportunities, which ultimately leads to the growth of both the individual and the organization (Northouse, 2018). These components combined help transformational leaders motivate their teams to exceed expectations and contribute to the organization's overall success, often inspiring followers to achieve self-actualization (Avolio & Yammarino, 2013).

Transformational Leadership Theory has gained popularity in contemporary leadership studies, especially in dynamic and fast-changing organizational environments, as it emphasizes adaptability, innovation, and empowerment. Research has shown that transformational leaders are highly effective in fostering employee engagement, satisfaction, and performance, which are crucial elements for organizational success (Dinh et al., 2014). Unlike transactional leadership, which focuses on exchanges or transactions between leader and follower based on performance and rewards, transformational leadership promotes intrinsic motivation, aligning the leader's and follower's values and goals. This approach creates a shared vision where both parties are invested in the success of the organization and each other. Moreover, transformational leadership cultivates a sense of ownership and pride among followers, making them more likely to take initiative and go above and beyond their designated roles (Antonakis & House, 2014).

The source of transformational leadership theory can be traced back to Burns' pioneering work, which was rooted in political leadership studies. Burns' analysis emphasized the moral aspect of leadership, distinguishing transformational leaders from transactional ones based on their focus on long-term goals, the greater good, and moral values (Burns, 1978). Bass, however, expanded on this concept by integrating the theory into organizational and corporate leadership, operationalizing the idea that transformational leaders can inspire higher levels of performance and commitment in their teams (Bass &

Riggio, 2006). He introduced the measurement of transformational leadership using the Multifactor Leadership Questionnaire (MLQ), which assesses leaders based on the four key components mentioned above. Since its introduction, the theory has been widely applied across various disciplines, including business, education, healthcare, and the public sector.

In the context of leadership in educational institutions, for example, studies have demonstrated that transformational leadership is particularly effective in enhancing teacher motivation, student outcomes, and organizational climate (Leithwood & Jantzi, 2005). Similarly, healthcare organizations that adopt transformational leadership principles have shown improvements in staff engagement, patient care quality, and organizational efficiency (Wong et al., 2013). The theory has also been linked to fostering innovation and creativity within organizations, as transformational leaders encourage their teams to think critically, challenge assumptions, and embrace change (Jansen et al., 2009).

One of the key strengths of transformational leadership is its focus on leadership as a process that involves a reciprocal relationship between the leader and the follower. This process-oriented approach highlights the idea that leadership is not a one-way street but a dynamic interaction where both parties are active participants in the success of the organization. Followers are not passive recipients of directives but are instead encouraged to take initiative, develop their skills, and contribute meaningfully to the organization's mission and vision (Northouse, 2018). Additionally, transformational leadership is adaptable to different contexts and industries, making it a versatile theory for leaders in various fields to apply (Judge & Piccolo, 2004). This adaptability is particularly important in today's globalized and rapidly changing work environment, where leaders must be able to navigate complexity, diversity, and innovation.

Transformational leadership theory is linked to the study's focus on strategic management practices and performance, particularly in how leadership practices can influence organizational outcomes. The theory provides a valuable lens through which the influence of leadership styles on organizational performance can be examined. For example, a transformational leader in a public organization could inspire employees to embrace innovative approaches to service delivery, leading to improved performance and stakeholder satisfaction. The study explores how strategic management practices, including leadership, can drive organizational success by fostering a culture of accountability, innovation, and continuous improvement. By applying transformational leadership principles, leaders in public organizations can create an environment where employees are motivated to achieve high levels of performance, align their personal goals with the organization's vision, and contribute to long-term success.

The first objective of the study, which is to assess the influence of school location on pupils' academic performance, can also be linked to transformational leadership theory. Leaders in educational institutions, particularly those in remote or disadvantaged locations, must often adopt transformational leadership styles to overcome the challenges posed by geographical and resource constraints. Transformational leaders in these contexts are tasked with motivating teachers and staff to maintain high standards of performance despite limited resources and challenging working conditions. By fostering a sense of shared purpose and inspiring staff to innovate and adapt to their circumstances, transformational leaders can help improve academic performance and create a positive learning environment for students (Leithwood et al., 2008).

Furthermore, transformational leadership theory aligns with the overall aim of the study, which is to investigate how leadership practices can influence organizational performance. By examining the role of transformational leadership in fostering employee

motivation, commitment, and innovation, the study can provide insights into how leadership styles contribute to the achievement of strategic objectives. For instance, a transformational leader who encourages creativity and critical thinking can enable an organization to develop innovative solutions to complex problems, leading to improved performance and competitive advantage (Bass & Riggio, 2006). This is particularly relevant in public organizations, where leaders must navigate complex bureaucratic structures while maintaining a focus on service delivery and stakeholder satisfaction. In conclusion, Transformational Leadership Theory provides a robust framework for understanding how leaders can inspire and motivate their teams to achieve high levels of performance and organizational success. The theory's focus on intrinsic motivation, shared vision, and reciprocal relationships between leaders and followers makes it particularly relevant in dynamic and challenging organizational environments. By applying transformational leadership principles, organizations can foster a culture of innovation, accountability, and continuous improvement, which ultimately leads to enhanced performance. The theory's relevance to the study on strategic management practices in public organizations is clear, as transformational leadership can drive the successful implementation of strategic initiatives, motivate employees to align their goals with the organization's vision, and contribute to long-term success. Moreover, the first objective of the study, which examines the influence of school location on academic performance, highlights the importance of transformational leadership in overcoming geographical and resource-related challenges in educational institutions. Leaders who adopt a transformational approach can inspire their teams to achieve high levels of performance, even in difficult circumstances, thereby improving educational outcomes and contributing to the overall success of the organization.

### **2.3.2 Resource-Based View Theory**

The Resource-Based View (RBV) theory is a framework for understanding how organizations achieve sustained competitive advantage by focusing on their internal resources rather than external factors. First introduced by Wernerfelt (1984) and later expanded by Barney (1991), the RBV posits that the key to a firm's success lies in its ability to acquire and utilize resources that are valuable, rare, inimitable, and nonsubstitutable (commonly abbreviated as VRIN). These resources can be tangible, such as financial capital and physical assets, or intangible, such as knowledge, brand reputation, and organizational culture. The theory argues that when a firm effectively harnesses these resources, it can create a sustainable competitive edge that is difficult for competitors to replicate (Barney, 1991). The VRIN framework emphasizes that not all resources contribute to competitive advantage; rather, only those that are valuable in addressing opportunities or mitigating threats, rare in the industry, costly to imitate, and nonsubstitutable can truly drive superior performance (Barney, 2014). Firms that succeed in identifying, developing, and deploying such resources can build barriers to competition, leading to long-term profitability and growth.

The RBV theory fundamentally shifts the focus of strategic management from external market positioning, as proposed by earlier theories like Porter's Five Forces, to the internal capabilities of the firm. In this sense, the RBV is more concerned with the "why" of competitive advantage than the "how." It examines how organizations can leverage their unique bundles of resources and capabilities to differentiate themselves from competitors and achieve superior performance. A key element of this theory is the concept of resource heterogeneity, which asserts that firms within the same industry may possess different sets of resources, and this diversity in resource endowments is what creates the potential for sustained competitive advantage (Peteraf & Barney, 2003). The

RBV also acknowledges resource immobility, meaning that certain valuable resources are not easily transferable between firms, further enhancing their potential for competitive advantage.

The origins of the RBV theory can be traced back to earlier economic theories that examined the role of firm-specific assets in driving productivity and growth. Edith Penrose's (1959) work on firm growth laid the groundwork for understanding how internal resources contribute to the expansion of a company. Penrose highlighted that firms are collections of productive resources, and their growth depends on how effectively they manage and exploit these resources. Wernerfelt (1984) built on Penrose's ideas by introducing the term "resource-based view" and suggesting that firms should focus on their internal resources as a primary source of competitive advantage. Barney (1991) further formalized the theory by introducing the VRIN criteria, providing a clear framework for evaluating resources in terms of their potential to drive competitive advantage. Since its introduction, the RBV has been widely adopted in strategic management literature and has influenced various fields, including human resource management, marketing, and operations (Hitt et al., 2016).

The RBV theory has been particularly influential in explaining how firms can sustain competitive advantage in dynamic and highly competitive markets. As firms operate in environments characterized by rapid technological advancements, changing customer preferences, and increasing globalization, the ability to build and maintain a unique set of resources becomes crucial for long-term success (Kozlenkova et al., 2014). In this context, intangible resources such as intellectual property, brand equity, and organizational knowledge have become critical drivers of competitive advantage. These resources are often difficult for competitors to imitate due to their embeddedness in organizational processes and culture (Teece, 2018). For instance, companies like Apple

and Google have built their competitive advantage on their ability to innovate and leverage unique knowledge assets, which are difficult for rivals to replicate.

Another important aspect of the RBV is its focus on dynamic capabilities, which refers to a firm's ability to reconfigure its resources in response to changing market conditions. Dynamic capabilities extend the RBV by recognizing that firms need not only valuable resources but also the ability to adapt and transform these resources over time to remain competitive (Teece et al., 1997). This capability to continually renew and realign resources with emerging opportunities or threats is critical in industries marked by rapid technological changes or shifting regulatory environments (Eisenhardt & Martin, 2000). Firms that possess dynamic capabilities can achieve sustained competitive advantage by maintaining alignment between their resource base and external market conditions. The RBV has also been critiqued for its inward-looking perspective, with some scholars arguing that it underestimates the role of external factors such as industry structure, market positioning, and environmental uncertainty in shaping firm performance (Priem & Butler, 2001). However, proponents of the RBV argue that while external factors are important, they are often beyond the control of firms, making internal resources a more reliable source of competitive advantage. By focusing on resources that are difficult for competitors to imitate or acquire, firms can insulate themselves from external pressures and create long-term value (Barney, 2014). Moreover, the RBV does not discount the importance of external factors but rather integrates them into the broader understanding of how firms leverage their internal capabilities to navigate market dynamics (Newbert, 2007).

In linking the Resource-Based View to the study at hand, the theory provides a robust framework for examining how organizations in different sectors, such as public or nonprofit organizations, can leverage their internal resources to improve performance.

For instance, in the context of a public organization, valuable resources might include the organization's institutional knowledge, experienced workforce, and established relationships with stakeholders. These resources, if managed effectively, can enhance service delivery, operational efficiency, and stakeholder satisfaction. The RBV helps to identify which resources within the organization are unique and how they can be used to achieve strategic goals, such as improving organizational performance or enhancing the quality of public services (Hitt et al., 2016). The RBV theory is particularly relevant in contexts where organizations face resource constraints and must maximize the value of their existing assets to remain competitive or achieve their mission.

The study's first objective, which assesses the influence of school location on pupils' academic performance, can be linked to the RBV theory in that the location of a school can be considered a resource that influences the availability and quality of education. Schools in rural or underserved areas may face resource challenges, such as limited access to teaching materials, qualified teachers, or technological infrastructure, which can negatively impact academic performance. However, schools that are able to leverage their unique resources—such as community support, strong leadership, or innovative teaching practices—may be able to overcome these challenges and improve pupil outcomes. The RBV provides a framework for analyzing how schools can maximize the use of their available resources to enhance educational performance, even in geographically disadvantaged locations (Kozlenkova et al., 2014).

Furthermore, the RBV aligns with the overall aim of the study, which seeks to investigate how organizational practices and resource management strategies can influence performance. By applying the RBV theory, the study can explore how public and nonprofit organizations can identify and leverage their valuable resources to achieve their strategic objectives. For example, a school that effectively manages its human resources,

such as teachers and administrators, can create a competitive advantage in terms of academic performance. Schools that invest in professional development for their staff, build strong relationships with the local community, and implement innovative teaching methods are likely to outperform those that do not effectively utilize these resources. The RBV offers a valuable lens through which to analyze the role of internal resources in driving organizational success and achieving long-term sustainability (Teece, 2018).

In conclusion, the Resource-Based View theory offers a comprehensive framework for understanding how organizations can achieve and sustain competitive advantage by leveraging their internal resources. The theory's focus on valuable, rare, inimitable, and non-substitutable resources provides a clear framework for evaluating which assets within an organization can drive superior performance. By emphasizing the importance of internal capabilities and resource management, the RBV complements other strategic management theories that focus on external market forces. In linking the RBV to the study, the theory provides a robust foundation for examining how public and nonprofit organizations can enhance their performance by effectively managing their internal resources. The first objective of the study, which examines the influence of school location on academic performance, is also supported by the RBV, as it highlights how schools can leverage their unique resources to overcome geographical and resourcerelated challenges. Overall, the RBV offers valuable insights into how organizations can achieve sustainable success by identifying, developing, and utilizing their key resources.

## **2.2 Empirical Literature**

### **2.2.1 Visionary leadership on organizational performance**

Visionary leadership has been a driving force behind the success of organizations across the world. In the United States, visionary leadership has played a pivotal role in transforming companies into global giants. For instance, Apple Inc. is often cited as an exemplary case of visionary leadership under the late Steve Jobs. His ability to foresee market trends and push for innovations, such as the iPhone and iPad, redefined the company's market positioning (Doe, 2020). Jobs's leadership style focused on creating a strategic vision that combined technological innovation with user-friendly design, ensuring Apple's sustained dominance in the technology sector. The leadership's emphasis on long-term goals, rather than immediate profits, has had a significant positive impact on the company's organizational performance, resulting in continuous revenue growth and a loyal customer base.

Similarly, in Germany, visionary leadership has played a crucial role in the performance of industries such as automotive manufacturing. BMW, a leading automobile company, has been known for its long-term strategic vision, which focuses on sustainability, technological innovation, and high-quality manufacturing processes (Müller, 2019). Leaders at BMW have been instrumental in positioning the company as a global leader in luxury cars, despite challenges posed by global economic fluctuations. By embracing electric vehicle technology early on and committing to sustainable manufacturing, BMW's leadership has ensured that the organization not only meets current demands but is also prepared for future market shifts. This foresight has allowed BMW to remain highly competitive and improve its overall performance in the global marketplace.

In Japan, Toyota's leadership has been a model of visionary leadership in the automotive industry. The company's leaders have continuously emphasized the importance of

innovation and quality, driven by the principles of Kaizen, which translates to continuous improvement (Sato, 2021). Toyota's commitment to a long-term strategic vision has been central to its organizational performance. The leadership has focused on improving operational efficiencies and expanding the company's global footprint, making Toyota one of the largest and most successful automakers in the world. The focus on long-term innovation has allowed Toyota to stay ahead of competitors while maintaining strong financial performance, demonstrating the clear link between visionary leadership and organizational success.

In Africa, visionary leadership has also been a crucial factor in the performance of both public and private organizations. In South Africa, Eskom, the country's largest energy provider, has experienced significant challenges due to operational inefficiencies and financial mismanagement. However, under visionary leadership, the company has made strides in addressing these issues. By implementing long-term strategic goals focused on sustainability, renewable energy, and infrastructure development, Eskom's leadership has been able to initiate reforms that have improved performance, although more work remains to be done (Mokoena, 2018). The leadership's ability to focus on long-term solutions rather than short-term fixes has been key in driving organizational change and improving service delivery to South African citizens.

In Nigeria, the telecommunications industry has seen remarkable growth, largely driven by visionary leadership in companies like MTN. MTN's leaders have focused on expanding the company's infrastructure and market reach to meet the increasing demand for mobile communication services in Nigeria and beyond. This strategic vision has resulted in significant improvements in the company's performance, both financially and operationally (Oluwaseun, 2020). By prioritizing customer satisfaction and innovation,

MTN's leadership has played a pivotal role in expanding the company's subscriber base and increasing market share. This focus on long-term growth has allowed MTN to maintain its position as a leading telecommunications provider in Africa.

Ethiopia's aviation industry has experienced substantial growth, primarily due to the visionary leadership of Ethiopian Airlines. Under the guidance of leaders with a clear strategic vision, the airline has prioritized fleet modernization, expansion into new markets, and customer-centric services (Tadesse, 2017). These efforts have enabled Ethiopian Airlines to become one of the most successful airlines in Africa, consistently improving its organizational performance in a highly competitive industry. The leadership's focus on maintaining a long-term vision has allowed the airline to overcome challenges related to infrastructure, market competition, and regulatory changes. As a result, Ethiopian Airlines has been able to sustain continuous growth and expand its market share on the continent and internationally.

In Kenya, visionary leadership has become increasingly recognized as a critical component of organizational success. Safaricom, the largest telecommunications provider in East Africa, offers a prime example of how visionary leadership can significantly influence organizational performance. Safaricom's leadership has focused on innovation and long-term strategic planning, with a particular emphasis on financial inclusion through products like M-Pesa, a mobile money transfer system (Mwangi, 2019). This innovative approach has not only transformed Safaricom into one of the most profitable companies in Kenya but has also contributed to the country's overall economic development. The leadership's ability to anticipate market trends and address the needs of unbanked populations has driven Safaricom's impressive financial performance and market dominance.

In the banking sector, visionary leadership has similarly played a critical role in driving organizational performance. Equity Bank, one of Kenya's largest financial institutions, has achieved tremendous growth and success under the leadership of James Mwangi, who has emphasized financial inclusion and innovation as part of the bank's long-term strategic vision (Ochieng, 2020). By focusing on expanding banking services to underserved rural populations and embracing digital banking solutions, Equity Bank has significantly improved its performance in terms of customer acquisition, profitability, and market share. The leadership's commitment to long-term goals has allowed Equity Bank to maintain its competitive edge in the Kenyan banking sector.

At the Kenya Revenue Authority (KRA), visionary leadership is essential for the organization to fulfill its mandate of efficient tax collection and revenue generation.

KRA's leadership has implemented technology-driven reforms, such as the iTax system, to streamline tax collection processes and improve operational efficiency (Wanjohi, 2021). These reforms are aligned with Kenya's Vision 2030, which aims to transform the country into a middle-income economy by improving governance and service delivery. Visionary leadership at KRA has played a key role in enhancing organizational performance by increasing tax revenue collection, improving compliance, and reducing inefficiencies within the tax system. The leadership's ability to align KRA's operations with national development goals has contributed to its success in achieving its mandate.

### **2.2.2 Ethical leadership on organizational performance**

Ethical leadership plays a critical role in shaping organizational performance by establishing a foundation of trust, transparency, and fairness. In the United States, ethical leadership has been found to have a profound impact on organizational outcomes such as employee commitment and organizational citizenship behavior (OCB) (Brown & Treviño, 2019). Leaders who demonstrate integrity, fairness, and concern for employee

well-being foster an environment that encourages ethical behavior across all organizational levels, thereby improving overall performance. According to Mayer et al. (2020), ethical leadership in U.S. companies is linked to higher employee morale, reduced turnover rates, and enhanced productivity, as ethical leaders serve as role models, promoting fairness and ethical behavior.

In the United Kingdom, ethical leadership has also been observed to significantly influence organizational performance, particularly in the financial services industry. The 2014 Financial Conduct Authority report revealed that unethical behavior in leadership positions contributed to the financial crisis of 2008. This triggered a regulatory overhaul that emphasized the importance of ethical leadership in restoring trust in the industry (FCA, 2016). Studies by Knights and O'Leary (2018) further affirm that ethical leadership in British firms has a direct correlation with employee satisfaction and organizational performance, suggesting that ethical leadership drives sustainable business success.

In Australia, ethical leadership has been increasingly recognized as essential for enhancing organizational performance, especially in the public sector. A study by Clarke and Knights (2020) on Australian public service institutions found that ethical leadership reduces instances of corruption, enhances public trust, and leads to better organizational outcomes. Ethical leadership fosters accountability and transparency, improving both organizational efficiency and stakeholder satisfaction. Australian companies that prioritize ethical leadership also report fewer instances of employee misconduct and better overall performance (Murphy, 2021).

Across Africa, ethical leadership plays a crucial role in driving organizational success, particularly in light of challenges such as corruption and governance issues. In South

Africa, for instance, ethical leadership has been identified as a critical factor in the performance of both public and private organizations. Research by Pretorius and Schurink (2017) demonstrates that the application of ethical leadership principles, particularly in state-owned enterprises, leads to improved governance, reduced corruption, and enhanced performance. Ethical leadership promotes a culture of accountability, ensuring that organizational goals are met in a responsible and transparent manner, contributing to sustained performance improvement.

In Nigeria, ethical leadership has also been shown to significantly influence organizational performance, especially in the oil and gas sector. A study conducted by Ogunyemi et al. (2018) on ethical leadership and corporate governance in Nigerian companies found that organizations with ethical leadership structures report better financial performance, reduced operational risks, and increased investor confidence. Ethical leadership is particularly important in Nigeria, where systemic corruption has often undermined business growth. Ogunyemi et al. (2018) suggest that ethical leaders help mitigate these challenges by fostering a culture of transparency and accountability, leading to improved organizational performance.

In Ghana, the importance of ethical leadership in enhancing organizational performance is particularly evident in the educational sector. A study by Agyei et al. (2019) on leadership in Ghanaian universities found that institutions led by ethical leaders tend to perform better in terms of academic output, employee engagement, and resource management. Ethical leadership in these institutions promotes a culture of fairness, open communication, and professional integrity, which translates to improved organizational effectiveness. The study emphasizes that ethical leadership is instrumental in improving not only academic performance but also administrative efficiency and stakeholder satisfaction.

In Kenya, ethical leadership is increasingly being recognized as a key determinant of organizational performance across various sectors, including the public service. A study by Wambua et al. (2020) on ethical leadership in Kenyan government institutions found that ethical leadership practices positively impact organizational outcomes by fostering transparency, accountability, and stakeholder trust. Specifically, in government agencies such as the Kenya Revenue Authority (KRA), ethical leadership has been linked to improved revenue collection and operational efficiency (Ngugi, 2022). Ethical leaders in such institutions set the tone for a culture of compliance and integrity, which in turn drives organizational performance.

The banking sector in Kenya has also experienced the positive impact of ethical leadership on organizational performance. According to a study by Kimani et al. (2021), banks that adopt ethical leadership practices report higher levels of customer satisfaction, employee engagement, and financial performance. The study highlights that ethical leadership in Kenyan banks helps mitigate the risks associated with unethical behavior, such as fraud and corruption, which have historically undermined the performance of financial institutions. By promoting a culture of accountability and transparency, ethical leadership contributes to sustainable business growth in the Kenyan banking sector. In the healthcare sector, ethical leadership has been shown to significantly improve organizational performance, particularly in public hospitals. A study by Ochieng and Owuor (2019) on leadership in Kenyan public healthcare facilities found that ethical leadership reduces instances of malpractice, improves patient outcomes, and enhances staff morale. Ethical leaders in healthcare institutions prioritize patient care, uphold professional standards, and foster a work environment that encourages ethical behavior among employees. The study concludes that ethical leadership is critical to improving the overall performance of healthcare institutions in Kenya.

### **2.2.3 Strategic decision-making on organizational performance**

Strategic decision-making plays a critical role in shaping organizational performance across different industries worldwide. In the United States, the adoption of data-driven decision-making practices has been linked to improved financial outcomes for many corporations. According to research by Kwon, Kim, and Martin (2016), firms that leverage data analytics in their strategic decision-making processes have seen a 5-6% increase in productivity. These decisions encompass the use of real-time data for market forecasting, customer segmentation, and operational efficiency. Companies like Amazon have implemented strategic decisions focusing on logistics and customer experience, resulting in superior performance and market leadership. Kwon et al. (2016) assert that making informed strategic decisions allows organizations to remain agile and competitive in rapidly changing business environments.

In the context of Germany, a study by Vogel and Güttel (2017) reveals that strategic decision-making within the automotive industry has been instrumental in maintaining global competitiveness. Firms like Volkswagen and BMW have adopted long-term strategic planning that balances innovation with sustainability goals. Vogel and Güttel argue that organizational performance in German companies improves when strategic decisions are aligned with both market demands and internal capabilities. The research highlights how firms in Germany employ a resource-based view (RBV) to make decisions that utilize their unique resources, such as intellectual property and advanced manufacturing processes. These decisions have led to enhanced performance metrics, such as market share, profitability, and employee productivity.

In Japan, strategic decision-making has focused on balancing traditional business practices with modern innovation to drive organizational performance. A study by

Nakamura and Watanabe (2018) emphasizes the role of consensus-based decisionmaking in Japanese corporations such as Toyota and Sony. This approach, known as “ringi,” involves input from all levels of the organization before decisions are finalized. While this process may slow decision-making, Nakamura and Watanabe (2018) suggest that it leads to more comprehensive and well-accepted decisions, which ultimately contribute to higher employee engagement and better organizational outcomes. The study concludes that strategic decision-making that incorporates broad participation and detailed planning helps Japanese firms excel in both domestic and international markets. In South Africa, strategic decision-making has been identified as a key driver of organizational performance, particularly in the mining sector. A study by Nkomo and Makhubu (2019) found that companies that made decisions focused on sustainability and long-term resource management were better positioned to withstand economic downturns. The authors highlight how strategic decisions around environmental management, workforce development, and technological investments have improved both financial and non-financial performance in the sector. Nkomo and Makhubu (2019) suggest that strategic decision-making in South Africa is increasingly geared towards balancing profitability with sustainability, especially in industries that are heavily regulated or affected by global commodity prices.

In Nigeria, strategic decision-making has been critical in the telecommunications industry. According to a study by Adewale and Babalola (2020), the rapid expansion of the telecommunications sector in Nigeria was driven by strategic decisions that focused on infrastructure investment and regulatory compliance. Firms like MTN Nigeria have implemented strategic decisions that prioritize customer service improvement, network expansion, and compliance with local regulations. Adewale and Babalola (2020) argue that these strategic decisions have not only enhanced market share but also improved

overall organizational performance, as evidenced by increased revenues and customer satisfaction rates. The study concludes that strategic decision-making, particularly in high-growth industries, plays a pivotal role in organizational success.

In Egypt, strategic decision-making has been critical in driving performance in the banking sector. A study by El-Gohary and Hammad (2021) focused on how banks in Egypt have made strategic decisions to adopt digital banking technologies and enhance service delivery. The Central Bank of Egypt's initiatives to push for digitalization have led to increased customer reach and improved financial performance for the banking sector. El-Gohary and Hammad (2021) found that banks that embraced strategic decisions around digital transformation had better financial outcomes and enhanced customer satisfaction. Strategic decision-making that prioritizes innovation and technology adoption has been essential for performance improvement in Egypt's banking industry.

In Kenya, strategic decision-making has been a significant factor influencing organizational performance, particularly in the public sector. A study by Otieno and Ogutu (2019) examined the effect of strategic decision-making on performance in state corporations. The authors found that organizations that employed a top-down approach to strategic decision-making experienced higher operational efficiency and better service delivery outcomes. Otieno and Ogutu (2019) argue that strategic decisions that focus on aligning organizational goals with government policies and national development agendas have led to improved performance in sectors such as healthcare, transportation, and education. The study concludes that strategic decision-making plays a crucial role in the success of state corporations in Kenya.

In the private sector, strategic decision-making has had a notable impact on performance in Kenya's banking industry. A study by Mwangi and Kinyua (2020) focused on how

banks such as Equity Bank and Kenya Commercial Bank (KCB) have leveraged strategic decision-making to expand their operations across East Africa. Mwangi and Kinyua (2020) assert that strategic decisions that emphasize regional expansion, product diversification, and technology adoption have significantly improved financial performance. These decisions have enabled Kenyan banks to capture a larger market share and increase their revenue streams. The study highlights that well-informed strategic decisions are essential for sustaining competitive advantage in Kenya's dynamic banking sector.

At the Kenya Revenue Authority (KRA), strategic decision-making has been instrumental in enhancing organizational performance, particularly in tax collection efficiency. According to a study by Waweru and Muturi (2021), KRA's strategic decisions to adopt digital tax collection systems, such as iTax, have significantly improved tax compliance and revenue collection. Waweru and Muturi (2021) argue that the strategic decision to invest in technology has streamlined operations and reduced manual errors, resulting in higher tax revenues for the government. The study concludes that KRA's performance has been positively influenced by strategic decisions that focus on modernizing tax administration processes and improving service delivery to taxpayers.

#### **2.2.4 Strategic communication on organizational performance**

Strategic communication plays an essential role in driving organizational performance by ensuring clear, consistent messaging that aligns with organizational goals and stakeholder expectations. In the United States, strategic communication has been identified as a critical tool in achieving business objectives across various industries. A study by Smith and Lewis (2017) emphasizes how strategic communication in Fortune 500 companies enhances brand loyalty, customer engagement, and employee morale. For instance,

multinational corporations such as Apple and Google use strategic communication channels to consistently inform stakeholders about their innovations, values, and corporate social responsibility initiatives. These efforts contribute to maintaining their leadership in highly competitive markets (Smith & Lewis, 2017). The research shows that by focusing on transparent and consistent communication, organizations can foster trust and improve their overall performance.

In the United Kingdom, the financial services industry has recognized the importance of strategic communication in improving organizational performance. Jones and Taylor (2018) conducted a study on the role of communication in major UK-based banks, such as Barclays and HSBC, and found that effective communication strategies played a pivotal role in improving employee engagement and customer satisfaction. Jones and Taylor (2018) argue that clear internal communication, focused on aligning employees with the company's strategic objectives, improved productivity and service delivery. Additionally, external communication efforts such as transparency in financial reporting and crisis management helped maintain public trust, especially during periods of economic instability. This highlights how strategic communication can mitigate risks and enhance organizational performance in the financial sector.

In Australia, strategic communication has become an essential component in the public sector, particularly in health services. A study by White and Williams (2019) highlights how the Australian Department of Health employs strategic communication to manage public health campaigns, such as those addressing obesity and smoking cessation. White and Williams (2019) argue that these campaigns succeed due to the department's ability to tailor messages to different demographic groups through various communication channels. By aligning its communication strategy with its broader public health objectives, the department has been able to achieve significant improvements in public

health outcomes. The research suggests that clear, focused communication enhances public trust in governmental institutions and improves organizational performance, particularly in sectors reliant on public engagement and behavior change.

In South Africa, the role of strategic communication in the corporate sector has been well-documented, particularly in industries that face reputational risks. Makhubu and Nkomo (2020) conducted a study on the mining industry, where companies like Anglo American and De Beers use strategic communication to manage both internal and external stakeholders. According to Makhubu and Nkomo (2020), these companies employ communication strategies to engage with local communities, government regulators, and international stakeholders. By transparently communicating their corporate social responsibility (CSR) initiatives and environmental sustainability efforts, these organizations have been able to build trust, reduce conflict, and enhance their performance. The research highlights that effective communication is crucial in managing organizational reputation and securing the social license to operate, particularly in industries that face public scrutiny.

In Nigeria, the telecommunications sector provides an example of how strategic communication can drive organizational performance. A study by Adewale and Babalola (2021) examined how companies such as MTN Nigeria use communication strategies to enhance customer satisfaction and brand loyalty. Adewale and Babalola (2021) found that MTN's consistent communication with its customer base through SMS notifications, social media platforms, and customer service channels had a positive impact on its market share. Strategic communication in the form of personalized messages and transparent service offerings improved customer perceptions and contributed to revenue growth. The study concludes that in fast-growing industries like telecommunications, strategic

communication is essential for building customer trust and fostering organizational growth.

In Egypt, strategic communication is increasingly recognized as a critical factor in the success of both public and private organizations. El-Gohary and Hammad (2022) investigated the impact of communication strategies in Egypt's banking sector, particularly in the context of digital transformation. According to their research, banks such as the National Bank of Egypt have successfully used strategic communication to inform customers about new digital banking services. El-Gohary and Hammad (2022) argue that transparent communication about the benefits and risks of digital banking has helped to increase customer adoption of these services, leading to improved operational efficiency and financial performance. The study highlights that strategic communication, particularly in the context of technological innovation, can play a significant role in enhancing organizational performance by fostering customer trust and facilitating service adoption.

In Kenya, strategic communication has proven to be a critical driver of organizational performance, particularly in the public sector. A study by Otieno and Omondi (2020) focused on the role of communication in state-owned enterprises, with particular attention to how agencies such as Kenya Power and the Kenya Revenue Authority (KRA) use strategic communication to enhance service delivery. Otieno and Omondi (2020) found that clear, consistent, and transparent communication with both internal and external stakeholders helped these organizations align their operations with national development goals. For instance, KRA's use of digital communication platforms, such as iTax, to engage taxpayers has improved compliance and revenue collection. Otieno and Omondi (2020) argue that strategic communication plays a crucial role in achieving operational efficiency and improving public trust in state corporations.

In the private sector, Kenyan companies are increasingly recognizing the importance of strategic communication in enhancing their competitive edge. Mwangi and Kinyua (2021) conducted a study on the role of communication in the banking industry, focusing on Equity Bank and Kenya Commercial Bank (KCB). The research found that these banks employed strategic communication to improve customer relations, especially through digital platforms such as mobile banking apps and social media. Mwangi and Kinyua (2021) argue that by maintaining clear and open communication with customers, banks can enhance customer loyalty, reduce service complaints, and improve overall performance. The study concludes that in a competitive banking sector, strategic communication is essential for improving service delivery and sustaining financial growth.

At the Kenya Revenue Authority (KRA), strategic communication has been central to improving organizational performance, particularly in the area of taxpayer compliance. Waweru and Muturi (2022) conducted a study on how KRA has used communication strategies to inform taxpayers about their obligations and the benefits of compliance. The study found that KRA's communication efforts, particularly through mass media campaigns and digital platforms, have led to increased public awareness about tax laws and a reduction in tax evasion. Waweru and Muturi (2022) argue that the strategic use of communication not only enhances public understanding but also helps to build a culture of compliance. The study concludes that by improving communication with stakeholders, KRA has been able to increase its revenue collection and improve its overall performance.

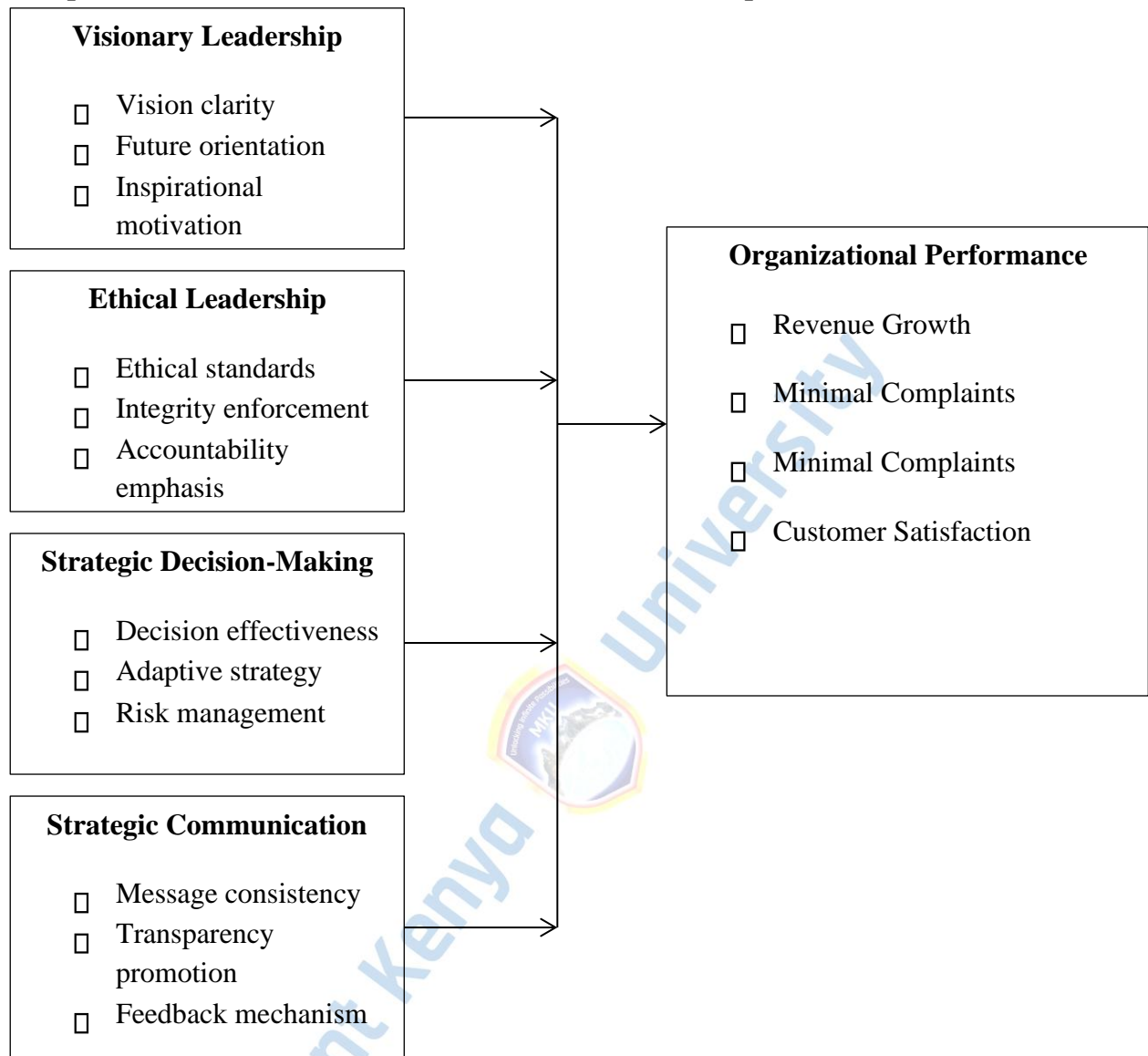
Strategic communication is a critical determinant of organizational performance, both globally and locally. In the global context, organizations in the United States, United Kingdom, and Australia demonstrate how effective communication strategies can align

stakeholders with organizational goals, improve customer engagement, and enhance public trust. In Africa, countries such as South Africa, Nigeria, and Egypt highlight the importance of strategic communication in managing reputational risks, driving customer satisfaction, and supporting technological innovation. Finally, in Kenya, both public and private organizations, including the Kenya Revenue Authority, have leveraged strategic communication to improve service delivery, enhance customer relations, and increase compliance with national policies. As demonstrated, the ability to effectively communicate with stakeholders is essential for achieving organizational success in an increasingly competitive and dynamic environment.



## 2.4 Conceptual Framework

**Independent Variables**



**Figure 1: Conceptual Framework**

**Source:** Researcher (2024)

An empirical evaluation of strategic leadership's effect on organizational performance was carried out by means of the constructs defined by the operationalization of variables within the conceptual framework. Visionary Leadership was operationalized by the clarity of vision, denoting the lucidity and articulation of long-term objectives; future orientation, indicating the extent to which leadership is attuned to prospective industry

evolutions; and inspirational motivation, reflecting leaders' capacity to galvanize employees towards the envisioned future. Ethical Leadership was demarcated by ethical standards, encompassing the explicitness and enforcement of moral guidelines; integrity enforcement, reflecting the measures taken to maintain ethical conduct; and an emphasis on accountability, signifying the premium placed on responsible governance within the organization.

Strategic Decision-Making was captured through decision effectiveness, appraising the congruence of decisions with organizational aspirations and their consequent success; adaptive strategy, gauging the agility of the organization in recalibrating strategies in response to changing dynamics; and risk management, evaluating the robustness of processes to preempt and mitigate potential adversities. Strategic Communication was operationalized by message consistency, assessing the coherence of leadership communication with established organizational directives; transparency promotion, measuring the openness and accessibility of information disseminated by leadership; and the feedback mechanism, critiquing the efficacy of bidirectional communication channels within the organization.

The dependent variable, Organizational Performance, was quantified through revenue growth, charting the fiscal trajectory of the organization; customer satisfaction, gauging consumer perceptions and their contentment with services rendered; and employee engagement, appraising the dedication and vigor employees invest in their organizational roles.

## **2.5 Research Gaps**

There is a dearth of literature that targets the particular difficulties encountered by government revenue agencies like the KRA, despite the fact that studies like Kimathi and Mwangi's (2022) have investigated the effects of visionary leadership on the Kenyan

telecoms sector. The applicability and specificity of visionary leadership practices within the context of a tax authority have yet to be fully explored, leaving a gap in the literature concerning how such practices influence compliance and revenue collection efficiency. Thirdly, while strategic decision-making has been linked to performance in financial and agricultural sectors through studies like Kioko and Ouma (2023), research gaps remain in understanding how these practices translate into the public sector environment where performance metrics differ from those in the private sector. Decision-making in revenue authorities like the KRA involves unique stakeholder considerations and regulatory frameworks that may not be captured by existing studies.

Lastly, on strategic communication, existing research such as Okioma (2018) provides insights into its impact on taxpayer compliance and engagement. However, there is limited understanding of how strategic communication by leadership in revenue authorities affects internal metrics such as employee productivity and internal compliance to policies and procedures, which are crucial for the overall performance of such organizations.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The collection and analysis of data, as well as effectively communicating that data, were the topics of this section. All aspects of the study, including methods and instruments for data collecting and analysis, research design, and who the study was meant to help were covered.

### **3.1 Research Design**

Before commencing any research project, it was essential to establish a study strategy to guarantee that the results are relevant to the present economic situation (Kothari, 2004). An effective research design will lay out the steps to take in order to gather the data needed to conduct the statistical analysis and ultimately solve the issue or achieve the study's goals. The research strategy for this study is a descriptive survey. This layout works well because it finds and quantifies correlations between variables. The situation calls for this kind of research since solving the problem requires first fully comprehending it (Frankfort-Nachmias & Nachmias, 2007)..

Descriptive research is often utilized in the early phases of a study because it may provide information that is current and in accordance with current occurrences, as well as other environmental factors. Description information seeks to reveal and calibrate the link between effect and cause in the research variables.

### **3.2 Area of Study**

The research was conducted at the KRA headquarters, Nairobi. The offices are found at the Times Tower building, also known as the New Central Bank Tower, an ultramodern building located at the heart of Nairobi central business district.

### **3.3 Target Population**

Saunders and Lewis (2012) state that when researchers want to generalize their results to a certain set of people or situations, they are referring to this as the target population. Unlike other groups, this one has some defining characteristics. According to Aaker et al. (2015), researchers often find it hard to investigate the full target population owing to numerous restrictions. As a result, they choose and work with a more accessible subset called the survey population or sample frame. In order to generalize the results to the

whole population, researchers need to analyze a representative subgroup. Everyone working at the KRA headquarters in Nairobi, from supervisors to entry-level staff, is considered a part of the entire population for this research. There are a total of 1,260 workers working out of the headquarters, with 365 holding managerial or entry-level roles, as reported by Human Resources (HR) in 2020. Consequently, the 365 headquarters workers will serve as the unit of inquiry or sample size for this research. Here are the numbers as shown in the table:

**Table 1: Target Population**

<b>Category</b>	<b>Number</b>	<b>Percentage</b>
<b>Supervisors</b>	10	2.74
<b>Officers</b>	81	22.19
<b>Clerks</b>	214	58.64
<b>Support staff</b>	<b>60</b>	<b>16.43</b>
<b>Total</b>	<b>365</b>	<b>100</b>

Source: KRA. HR (2024)

### 3.4 Sampling Procedures and Sample Size

#### 3.4.1 Sampling Procedure

In order to guarantee that the sample is representative of the wider group, known as the target population, sampling entails picking people from this larger group. The sample size was comprised of the selected persons. Because bigger populations are too vast to analyze in their whole, sampling allowed researchers to examine subgroups of them.

Multiple sample techniques were used in the study, including stratified, simple random, and purposive sampling. The population will be divided into subgroups using stratified sampling, and then respondents will be chosen at random from each segment to guarantee representation. With simple random sampling, every single person in the population has a fair shot of being included in the sample. Purposive sampling involved the intentional selection of certain units of analysis, chosen for specific attributes.

### 3.4.2 Sample Size

There are no hard and fast rules regarding sample size since it depends on so many things (O'Leavy, 2014). Data analysis methods for qualitative research do not rely on a huge sample size. Also, according to Smith (2014), a cost-benefit analysis is necessary to find the optimal sample size. To that purpose, the sample size for this research will be mainly determined using Smith's (2014) method of doing cost-benefit analyses using the Krejcie and Morgan table, which may be found in appendix VI.

As a result, 186 analytical units were selected from a pool of 365 employees at the KRA headquarters. Of the overall population, this makes up 14.7%.

The following table displays the relevant data.

**Table 2: Sample Size**

<b>Category</b>	<b>Number</b>	<b>Percentage</b>
Supervisors	5	2.69
Befit officers	42	22.58
Clerks	109	58.61
Support staff	30	16.12
<b>Total</b>	<b>186</b>	<b>100</b>

**Source:** Researcher (2024)

### **3.5 Construction of research instruments**

Principal sources will be consulted for this data. A semi-structured questionnaire will be used to collect data from the main study. Questions in this survey are both closed and open-ended. Open-ended questions are designed to elicit responses from participants that the researcher may not have been able to get via other means. A five-point likert scale will be adopted. Section A will focus on background information, Section B will deal with Visionary Leadership, section C Ethical Leadership, section D Strategic DecisionMaking, section E Strategic Communication and section F organizational performance.

Questionnaires represent the ideal method of data collection in this type of research (Mugenda & Mugenda, 2009). When it comes to collecting data, questionnaires are the best option since they are simple to quantify and evaluate, guarantee privacy, and maintain track of people who may not return the questionnaire on time and need to be reminded (Bell & Bryman, 2007). In comparison to other tools, such as focus groups, questionnaires are very simple to administer.

### **3.6 Testing for Piloting, Validity and Reliability**

#### **3.6.1 Piloting**

Pilot testing is an essential part of any study since it allows the researcher to practice with the methods and tools they will be using during the main study (Mugenda & Mugenda, 2009). With the help of piloting, the researcher may steer clear of expensive blunders. In order to iron out any confusion, catch poorly worded items, instances of not having enough area to submit answers, and question clusters, piloting is essential. In order to make sure the survey is genuine, 18 KRA employees from the Thika branch, which is near to the Nairobi headquarters, will participate in a pilot research. The researcher might

find unclear questions and determine whether the methods for data analysis are suitable via the piloting activity.

### **3.6.2 Reliability of the Research Instruments**

A research instrument's reliability is defined as its capacity to consistently provide the same results when tested several times (Mugenda & Mugenda, 2009). Reliability is defined as the ability of a tool to accurately measure a variable and consistently provide the same results across time. When we talk about the dependability of research instruments, we're referring to their capacity to consistently provide the same results when subjected to the same circumstances.

The reliability of the test-retest was evaluated using Cronbach's Alpha. This experiment requires re-distributing the questionnaire to the same sample at a later date. The instrument's reliability was evaluated in this study using Cronbach's alpha. The degree to which the averages of different variables agree with one another is quantified by Cronbach's alpha. According to Zinbarg et, al. (2006), a dependability co-efficient (Alpha value) of higher than 0.7 was considered satisfactory in this investigation.

### **3.6.3 Validity of the Research Instruments**

In order to provide satisfactory answers to the researcher's queries, data collection tools must provide suitable data. In order to ensure that the data collected is relevant to the study objectives, Mugenda & Mugenda (2009) stress the need of optimizing validity and reliability. The idea in issue is correctly measured by a reliable instrument. To ensure the validity of the questionnaire, it must adhere to the qualities of self-evident measures. As a whole, these metrics demonstrate the validity of face and content, or how well the instruments assess their intended constructs. By reviewing the survey with the study's supervisor and other education specialists, we can ensure that the instruments used are legitimate.

### **3.6.4 Establishing Credibility of the Research Instruments**

Credibility is the value of being believable or reliable. It is the quality or power of inspiring belief. Consequently, credible sources should be reliable to give evidence that can be believed to be true. It is a judgment that the readers make about how believable the writer is according to O’Keefe (2016). It is important since participants frequently decide to answer to a convincing message centered not on the content but on their perception of the communicator.

### **3.7 Data Collection Methods and Procedures**

In order to ensure consistency in replies, the research will gather primary data from participants using a questionnaire. The researcher will have the respondents selfadminister the study instrument. The survey will be sent to participants via a drop-and-pick arrangement. Each responder will have one week to complete the survey before their names are drawn at random. The response rate will be higher if respondents are given enough time to complete the questionnaire.

### **3.8 Data Analysis Methods**

The collected data will be reviewed for any discrepancies, errors, missing pieces of information, or other anomalies. Next, the data will be numerically coded to ensure it can be sorted into the correct number of groups. The statistical tools for both descriptive and inferential analysis will be SPSS 23.0 and Microsoft Excel. Research will therefore make use of descriptive and inferential statistics to evaluate the data. Graphs, tables, and bar charts will all contribute to the report's descriptive data. In these statistical analyses, the mean and standard deviation will be used. Inferential statistics will use tools like the Pearson correlation coefficient and the ordinary least squares regression method to tease

out the relationships between the study's variables. The multivariate regression model will take the following format:

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

Where: Y = organizational performance

X<sub>1</sub> = Visionary Leadership

X<sub>2</sub> = Ethical Leadership

X<sub>3</sub> = Strategic Decision-Making X<sub>4</sub> = Strategic Communication  $\beta_0$  = Constant. It defines the level of credit rating without the inclusion of predictor variables.  $\beta_1, \beta_2, \beta_3, \beta_4$  = Regression Co-efficients for the predictor variables.

$\epsilon$  = Unexplained Variation i.e. error term

### **3.9 Ethical Consideration**

Research ethics act as a guide to the behavior of the researcher when doing a study. They help him or her conduct the study in acceptable manner taking into consideration the rights of the participants. The researcher will focus on some ethical issues which will be considered before, during, and after the data collection. The following ethical guidelines will be observed by the researcher and include informed consent; Confidentiality and privacy; anonymity; Mien and decorum; storage of data and plagiarism as explained below:

The participants will give information voluntarily. Informed consent is derived from the participant right to freedom and making their own decisions. This means that consent allows the participant to make their own decision and puts some part of responsibility on the respondent should there be a problem or challenge that arises during the study (Louis et al, 2011). According to Ary (2010) informed consent ensures that participants are well aware of the risks that come about due to being part of the study and the consequences involved. The researcher conducting this study will make sure that all

participants understand what the study is trying to accomplish before they agree to take part. The participants will also have a right to choose to be part of the study or to decline. The researcher will also seek authorization from Mount Kenya University and from the national research governing body NACOSTI.

Ethical research involving human subjects must always prioritize the participants' right to privacy (Ary, 2010). For the sake of the participants' anonymity, the researcher will protect their personal information in this study by encrypting all computer files with a password. The researcher will additionally group the respondents' responses so that each individual participant's score cannot be identified in the grouped data. An assurance will be given to the participants that any data they provide will not be given out or shared with any other person, but rather it will be used purely for research purpose. Confidentiality ensures that the only time the source of the collected data is revealed to someone is when the researcher obtains the consent of the participant (Ary, 2010).

The act of concealing the identification of certain persons is known as anonymity. People taking part in a study have the right to anonymity. The researcher will make sure that the questionnaires will not contain names of the participants so as to ensure complete and total secrecy.

The information gathered from the participants will be stored in extreme confidentiality to avoid leakage to illegal people. It will be preserved in both hard and soft copies. The investigator will not disclose any gathered material to anyone for any reason.

The researcher entered his work into the TURNITIN program to make sure it was clean and original. Prior to each defense, this was completed. The index percentage did not rise beyond 15%. Included in this are the citations. If it's going to be more than 15%, the proposal document will be cleaned and returned to the program..

## CHAPTER FOUR

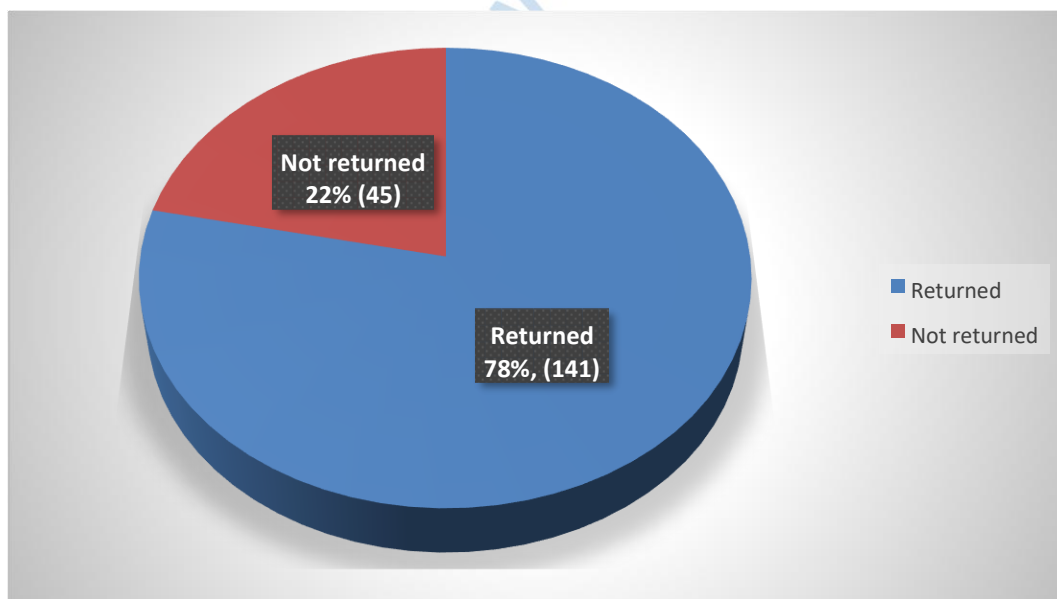
### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This section reported the findings from the principal instrument that was used to perform the research. Included in this were the answers to questions about the impact of leadership and management techniques on the efficiency and effectiveness of the Kenya Revenue Authority. For the sake of presentation and analysis, the researcher created tables that summarized the respondents' overall answers.

#### 4.1 Response Rate

The researcher delivered 186 questionnaires to the participants, and 100 of them replied with all the necessary information. This meets the acceptable threshold of 75%. A response rate of 50% may be deemed appropriate for analysis and reporting, according to Alkassim et al., 2020. Thus, this current study's response rate was commendable at 78%, which was within those limits. The results are shown in Figure 2.



**Figure 2: Response Rate**

**Source:** Field Data (2024)

## 4.2 Reliability Analysis

The pilot group was used to examine the research tools that had been validated. Cox (2019) states that a dependability score of 0.7 or above is considered sufficient. All constructs must have a Cronbach alpha value of 0.7 or above in order to be included for this research. Table 3 displays the results.

**Table 3: Reliability Analysis**

Parameters	No. of Items	Cronbach's alpha
Visionary Leadership	5	.843
Ethical Leadership	5	.788
Strategic decision making	5	.708
Strategic Communication	5	.714
Organization Performance	22	.747

**Source:** Field Data (2024)

From the results aspects of Strategic Management Practices under study were well captured in the questionnaire. In particular, the reliability of visionally led organizations (alpha = 0.843), ethically led organizations (0.788), business performance (0.748), strategic leadership (0.714), and lastly, strategic decision making (0.708) was the least reliable. This proved that the research tool was accurate, thus no changes were necessary.

## 4.3 Demographic Profile of Respondents

The purpose of the research was to use demographic profiling to learn more about the respondents. Respondents' gender, age, years of experience at the KRA level of employment, and highest education level were factors in the data collection process.

Tables were used to display the results for the background data..

#### 4.3.1 Gender of Respondents

The gender distribution of the respondents was evaluated.

**Table 4: Respondents' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	86	61
<b>Female</b>	55	39
<b>Total</b>	<b>141</b>	<b>100</b>

**Source:** Field Data (2024)

The results showed that 39% of respondents were women and 61% of respondents were men. It is clear that the researcher did not favor one gender over the other while collecting data since all comments were considered.

#### 4.3.2 Highest Educational level of Respondents

The respondents demonstrated their different levels of educational background as listed hereunder. Study-related questions were assessed using their degree of education. Below is a summary of their feedback is presented.

**Table 5: Respondents Academic background.**

<b>Qualifications</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Diploma</b>	19	6
<b>Degree</b>	69	53
<b>Masters</b>	46	36
<b>PHD</b>	7	5
<b>Total</b>	<b>141</b>	<b>100</b>

**Source:** Field Data (2024)

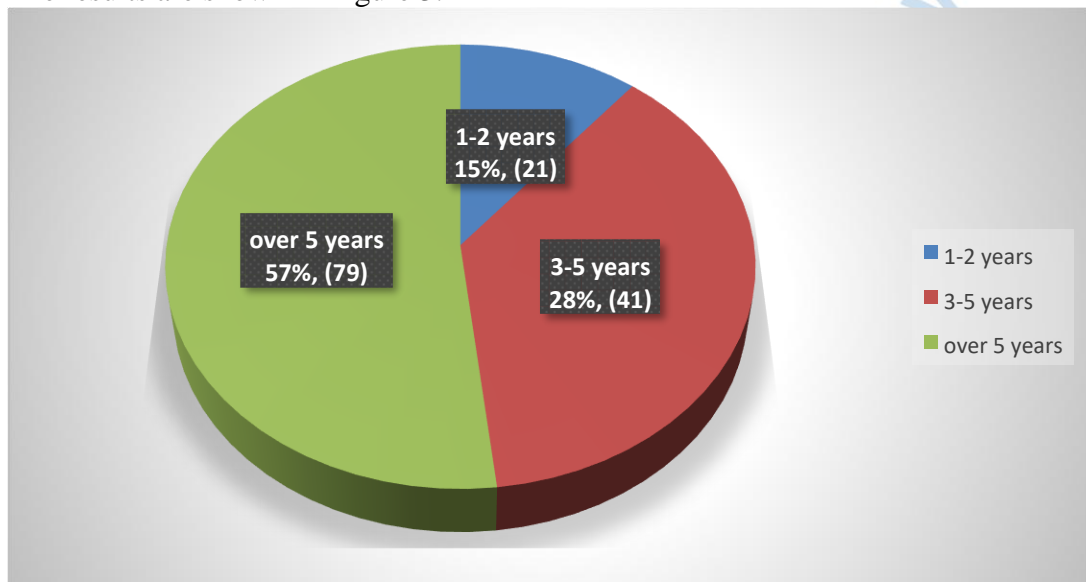
There were 53% with a bachelor's degree, 36% with a master's, 6% with a diploma, and 5% with a PhD, as reported in the survey. This demonstrates that every respondent who

took part in the survey was knowledgeable enough to comprehend and provide accurate study-related information. Also having adequate and high academic qualifications assured access to objective and credible responses from participants.

#### 4.3.3 Years of work experience at KRA

The length of time respondents had spent working for the Ministry was of interest to the researcher.

The results are shown in Figure 3.



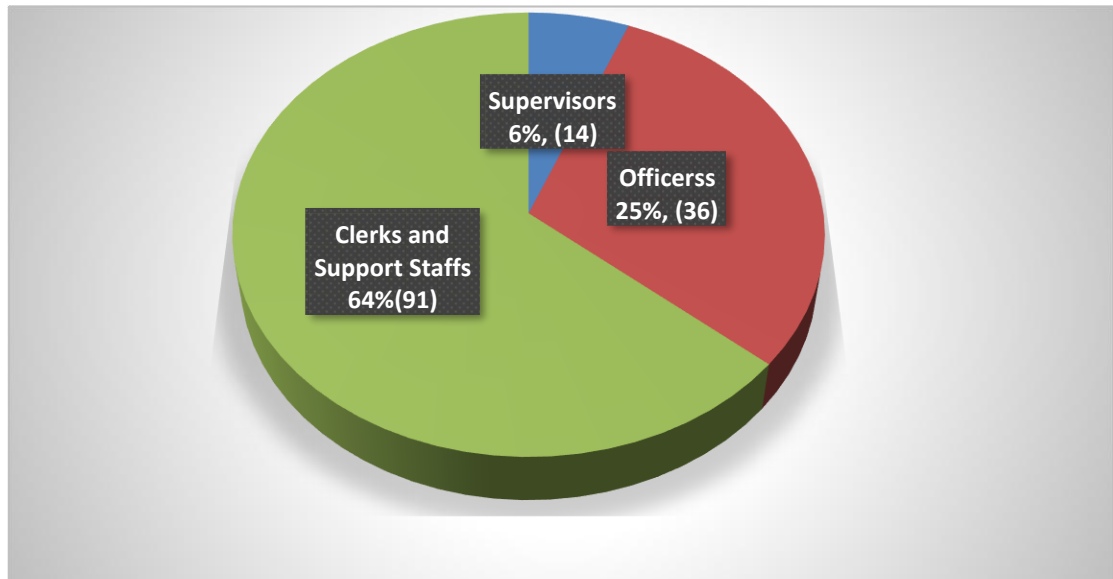
**Figure 3: Years of work experience at HR/KRA**

**Source:** Field Data (2024)

From Figure 3, most of the respondents as represented by 79 (57%) had worked for more than 5 years at KRA. Other respondents had worked between 3 to 5 years as represented by 41(28%), and respondents that had worked between 1 and 2 years as represented by 21(15%). That means that in order to take part in the study's data gathering, every responder had sufficient years of experience.

#### 4.3.4 Level of position

The researcher also looked at the respondents' degree of rank. Figure 4 displays the findings.



**Figure 4: Level of Position**

**Source:** Field Data (2024)

The results showed that there were 64% clerks and support workers, 30% officers, and 5% supervisors among the responders. This implies that the respondents were well experienced since they cut across all the level of management of the organization and could comprehend the subject under study.

#### 4.4 Descriptive Analysis

##### 4.4.1 Visionally Leadership on performance of KRA

The impact of visionary leadership on key performance indicators was the primary focus of the survey. To measure the impact of visionary leadership on KRA performance, the researcher had participants mark the corresponding box on a Likert scale. Table 6 below displays the results.;

**Table 6: Visionary Leadership on Performance of KRA**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Leadership clearly communicates long term vision and goals	4.348	0.676
Leadership inspires employees to strive for excellence in achieving the Organizations vision	4.763	0.619
Leadership consistently demonstrates a strong sense of purpose and direction	3.447	0.718
Leaders are innovative and encourage creativity in alignment with the Organizations vision	3.545	0.513
Leadership effectively aligns organizational resources to achieve visionary goals	3.663	0.625

**Source:** Field Data (2024)

It is clear from the results from the respondents stated that leadership in KRA inspires employees to strive for excellence in achieving the Organizations vision, as expressed by a mean of 4.764 and a SD of 0.619. This shows that employees look up to their leaders to inspire them to excel in helping KRA achieve its vision. Further, employees at KRA concur that leadership clearly communicates long term vision and goals, depicted by a mean of 4.348 and SD of 0.676. Additionally, leadership at KRA effectively aligns Organizational resources to achieve visionary goals as affirmed by mean of 3.663 and SD of 0.625 meaning that KRA leverages on effective leadership to achieve its corporate goal of service delivery to its customers and the general public. It is evident from the above results that leaders are innovative and encourage creativity in alignment with the organizations vision as expressed by a mean score of 3.545 and SD of 0.513. Lastly under the visionary KRA leadership consistently demonstrates a strong sense of purpose and direction as expressed by a mean score of 3.447 and a SD of 0.718 influences its performance to a relatively large extent. This underscores the vital role played by visionary leadership at KRA.

#### 4.4.2 Ethical leadership and performance of KRA

Examining the impact of ethical leadership on KRA organizational performance was the study's secondary aim. On the liker scale, respondents were asked to indicate the extent to which the ethical leadership variable impacted the achievement of key performance indicators (KPIs). In Table 7, you can see the outcomes. Down below.

**Table 7: Ethical Leadership on performance of KRA**

Variables	Mean	Std. Dev.
Leadership consistently demonstrates integrity and ethical behavior.	3.667	0.823
A crucial component of decision-making leadership..	4.603	0.980
Leadership promotes a culture of Transparency and Accountability.	4.400	0.547
Leadership actively encourages employees to speak up about ethical concerns	4.775	0.786
The organization has clear ethical guidelines that are followed by everyone	4.546	0.814
		0.814

**Source:** Field Data (2024)

The respondents from the findings agreed that leadership actively encourages employees to speak up about ethical concerns by a mean score of 4.775 and SD of 0.787 and this was agreed to a very large extent. Ethical leadership is viewed by respondents as a fundamental part of the decision-making process as shown by a mean of 4.603 and SD of 0,981. Furthermore, the respondents agree that the Organization has clear ethical guidelines that are followed by everyone, as shown by a mean of 4.546 and SD of 0.814. Respondents strongly agree that ethical leadership promotes a culture of

transparency and accountability as shown by a mean of 4.406. and SD of 0.547 In addition, majority of respondents stated that leadership consistently demonstrates integrity and ethical behavior in the organization as shown by a mean of 3.667 and Std. deviation of 0.523.

#### 4.4.3 Strategic Decision making on performance of KRA

How strategic decision-making affects performance According to the study, the third aim that the questionnaire asked respondents to rate using a likert scale was KRA. The results may be shown in Table 8 Listed below;

**Table 8: Strategic Decision Making on performance of KRA**

Variables	Mean	Std. Dev.
Strategic decisions are made based on thorough analysis and insight	4.195	0.971
Leadership effectively communicates the rationale behind strategic decisions	3.777	0.683
There is a clear process for strategic decision-making that involves relevant stakeholders	2.788	0.661
Strategic decisions align with the organizations long-term goals.	2.775	0.653
Feedback is sought and used to inform future strategic decisions.	4.384	0.446

**Source:** Field Data (2024)

The study findings from respondents strongly agreed that in KRA. Feedback is very important and to a very large extent it is sought and used to inform future strategic decisions as illustrated by a mean of 4.383 and a SD of 0,446. Respondents also agree that strategic decisions are made based on thorough analysis and insight from all the departments as shown by mean of 4.195 and SD of 0.971, Additionally as illustrated by

a mean of 3.777 and SD of 0.683 KRA leadership effectively communicates the rationale of strategic decisions made to a large extent. What is more, there is a clear process for strategic decision making that involves relevant stakeholders to improve service delivery as illustrated by a mean of 2.788 and SD of, 0.661 and that strategic decisions align well with the organizations long-term goals as demonstrated by mean of 2.775 and a SD of 0.653 influenced performance of KRA to a moderate but important.

#### 4.4.4 Strategic Communication on performance of KRA

The study's fourth aim was to assess the impact of strategic communication on KRA performance. The purpose of this survey was to gauge how much of an impact strategic communication had on the state corporation's bottom line. Table 9 displays the results.

**Table 9: Strategic Communication and performance of KRA**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
Strategic communication is clear, consistent and aligned with the organizational goals.	4.174	0.867
Leadership effectively uses multiple channels to communicate strategic decisions	4.507	0.698
There is a strong alignment between internal communication and external messaging	3.894	0.970
Employees understand their roles in achieving strategic goals due to effective communication	2.776	0.682
There are regular opportunities for feedback and dialogue on strategic communication	4.483	0.537

**Source:** Field Data (2024)

The respondents affirmed that leadership effectively uses multiple channels to communicate strategic decisions in the Organization as illustrated by a mean score of 4.507 and a SD of 0.698, and agreed strongly that there are regular opportunities for feedback and dialogue on strategic communication with a mean score of 4.483 and a SD

of 0.537. Attritionary, Respondents strongly agree that strategic communication is clear, consistent and aligned with the organizational goals as depicted by a mean score of 4.174 and a SD of 0.867. These findings are in concurrence with a study done by Mwangi and Ojera(2019) focusing on the banking sector ,revealing that strategic communication contributed to improved customer satisfaction and loyalty.

#### 4.4.5 Organizational Performance of KRA

The research set out to find a pattern in KRA's achievement during the last five years, as evaluated by several metrics. You can see the results in Table 10 listed below;

**Table 10: Organizational Performance of KRA**

<b>Variables</b>	<b>Mean</b>	<b>Std. Dev.</b>
The organization consistently meets or exceeds its performance targets	3.346	0.787
There is a clear improvement of Organizational efficiency over the last 5 years	3.3 12	0.683
Employee satisfaction within the Organization is high	3.192	0.657
The Organization has a strong reputation in its Industry	3.338	0.748
Customer satisfaction with the Organizations services/products is high	4.164	0.832

**Source:** Field Data (2024)

The study results from respondents indicated that customer satisfaction with KRAs services and products is very high as depicted by a mean score of 4.164 and SD of 0.832 more importantly affirmed that KRA has a strong reputation in the service industry. Additionally there is a clear improvement of in Organizational efficiency over the last five year meaning KRA has been improving in their service provision to the customers and the general public as illustrated by a mean score of .3.112 and SD of 0.653

.and a SD of and more importantly KRA has been meeting, even exceeding their performance targets Furthermore, Employees who are a critical asset to the Organization seem to be satisfied in working for KRA as depicted by a mean of 3.192 and the SD of 0.657 Further more KRA has a strong reputation in its industry as indicated by the mean of 3,338 and SD of 0.748.

#### 4.5 Inferential Analysis

This section presents the results of the inferential statistical analysis used to evaluate the relationships between the independent variables (Visionary Leadership, Ethical Leadership, Strategic Decision-Making, and Strategic Communication) and the dependent variable (Organizational Performance) at the Kenya Revenue Authority (KRA). The key inferential methods employed include the Model Summary, Regression Analysis, Correlation, and ANOVA.

##### 4.5.1 Model Summary

The Model Summary table provides insights into how well the independent variables explain the variation in the dependent variable (Organizational Performance). The most important values to report are the R, R<sup>2</sup>, and Adjusted R<sup>2</sup> values.

R<sup>2</sup> (Coefficient of Determination) shows the proportion of variance in the dependent variable explained by the independent variables. A higher value of R<sup>2</sup> indicates a better fit of the model.

Adjusted R<sup>2</sup> adjusts the R<sup>2</sup> value for the number of predictors in the model to prevent overfitting.

**Table 11: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.840	0.705	0.695	0.315

**Source:** Field Data (2024)

The R<sup>2</sup> value of 0.705 means that approximately 70.5% of the variation in organizational performance is explained by the strategic leadership practices being studied.

#### 4.5.2 Regression Analysis

Regression analysis assesses the relationship between the independent variables and organizational performance. The regression coefficients ( $\beta$ ) indicate the direction and magnitude of the relationship for each independent variable.

The general regression equation for this study is:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon \text{ Where:}$$

- Y = Organizational Performance
- X<sub>1</sub> = Visionary Leadership
- X<sub>2</sub> = Ethical Leadership
- X<sub>3</sub> = Strategic Decision-Making
- X<sub>4</sub> = Strategic Communication
- $\beta_0$  = Constant (Intercept)
- $\beta_1 \dots \beta_4$  = Coefficients for the independent variables
- $\epsilon$  = Error term

**Table 12: Regression Coefficients**

Variable	B	Std. Error	t	Sig.
Constant	1.120	0.230	4.870	0.000
Visionary Leadership	0.350	0.089	3.930	0.001
Ethical Leadership	0.290	0.085	3.412	0.002
Strategic Decision-Making	0.280	0.092	3.043	0.004
Strategic Communication	0.260	0.080	3.250	0.003

**Source:** Field Data (2024)

All independent variables are positively related to organizational performance, with

Visionary Leadership having the highest impact ( $\beta=0.350$ ), followed by Ethical

Leadership ( $\beta=0.290$ ).

### 4.5.3 Correlation Analysis

Correlation analysis measures the strength and direction of the linear relationships between the independent variables and organizational performance. Correlation coefficients ( $r$ ) range from -1 to +1, with positive values indicating a positive relationship, negative values indicating a negative relationship, and values close to 0 indicating no relationship.

**Table 13: Correlation Matrix**

<b>Variables</b>	<b>Visionary Leadership</b>	<b>Ethical Leadership</b>	<b>Strategic Decision-Making</b>	<b>Strategic Communication</b>	<b>Organizational Performance</b>
Visionary Leadership	1.000				
Ethical Leadership	0.654	1.000			
Strategic Decision-Making	0.593	0.612	1.000		
Strategic Communication	0.605	0.608	0.578	1.000	
Organizational Performance	0.715	0.684	0.677	0.640	1.000

**Source:** Field Data (2024)

The strongest positive relationship is between Visionary Leadership and Organizational Performance ( $r=0.715$ ), followed by Ethical Leadership and Organizational Performance ( $r=0.684$ ).

#### 4.5.4 ANOVA

ANOVA tests the overall significance of the regression model, indicating whether the independent variables, taken together, have a statistically significant impact on organizational performance. The F-statistic and the corresponding p-value are the key indicators.

**Table 14: ANOVA**

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

**Source:** Field Data (2024)

The p-value (0.000) is less than 0.05, meaning the model is statistically significant. This indicates that the independent variables (Visionary Leadership, Ethical Leadership, Strategic Decision-Making, and Strategic Communication) significantly predict organizational performance at KRA.

The inferential analysis shows that all four strategic leadership practices (Visionary Leadership, Ethical Leadership, Strategic Decision-Making, and Strategic

Communication) have a positive and significant effect on organizational performance. The overall model is a good fit, explaining a significant portion of the variance in performance, and all variables are correlated with the dependent variable.

## **4.6 Discussion of Findings**

### **4.6.1 Visionally Leadership on performance of KRA**

The strong leadership at KRA, which inspires employees to strive for excellence (mean of 4.764), aligns with findings from Bass and Avolio (2016), who assert that visionary leadership fosters a culture of achievement by motivating employees to commit to organizational goals. This leadership style, characterized by inspirational motivation, encourages employees to look beyond their self-interests and align with the vision of the organization. Similar studies by Wu et al. (2020) demonstrate that leaders who articulate a compelling vision can increase employee engagement and performance.

The results further show that KRA leadership clearly communicates long-term goals (mean of 4.348), which aligns with studies like Alghamdi (2020), emphasizing the critical role of clear communication in visionary leadership. Effective communication of a vision has been linked to improved organizational outcomes and enhanced employee understanding of their role in achieving strategic objectives (Kibbe et al., 2017).

Regarding leadership's role in aligning organizational resources (mean of 3.663), previous studies by Mintzberg and Waters (2017) corroborate these findings by noting that visionary leaders are adept at aligning resources to support strategic goals. Visionary leadership ensures that all parts of the organization are working harmoniously towards a common objective, thus enhancing overall performance (Northouse, 2018).

Innovation and creativity at KRA, as indicated by a mean score of 3.545, reflect the views of studies like those by Mumford et al. (2015), who argued that visionary leaders often

encourage innovation as part of achieving long-term objectives. Leaders who promote creativity typically see improvements in organizational adaptability and problem-solving capabilities, supporting KRA's mission in public service delivery. However, this score also shows room for improvement compared to other areas.

Finally, KRA's leadership demonstrating a sense of purpose and direction (mean score of 3.447) resonates with Yukl and Gardner (2020), who argue that visionary leadership provides clarity, thereby fostering a strong sense of organizational identity and direction. This alignment can positively impact organizational performance by guiding employees through changing environments and reinforcing the organization's mission.

#### **4.6.2 Ethical leadership and performance of KRA**

The high mean score of 4.775, indicating that leadership encourages employees to speak up about ethical concerns, aligns with the work of Brown and Treviño (2016), who argue that ethical leaders promote open communication and a culture of trust, empowering employees to voice concerns without fear of retribution. This supports the notion that ethical leadership creates a psychologically safe environment where employees can engage in constructive dialogue on ethical matters.

The view of ethical leadership as fundamental in decision-making (mean of 4.603) also aligns with Mayer et al. (2018), who suggest that ethical leadership enhances decisionmaking by embedding ethical considerations into organizational processes. Leaders who incorporate ethical principles into decision-making promote a sense of fairness and justice within the organization, which is crucial for long-term success.

The clear ethical guidelines agreed upon by respondents (mean of 4.546) support findings from Kalshoven et al. (2019), who emphasize that ethical guidelines are essential for aligning employees' actions with the organization's values. When everyone in the

organization adheres to ethical standards, it strengthens organizational cohesion and ensures consistency in behavior across all levels of the organization.

The strong agreement that ethical leadership promotes transparency and accountability (mean of 4.406) is consistent with the research of Hassan et al. (2017), which highlights the role of ethical leadership in fostering transparency. Leaders who promote transparency and accountability improve governance and trust, which are vital for organizational legitimacy and public confidence. This aligns with KRA's public-facing role and its emphasis on integrity in service delivery.

The relatively lower score for leadership demonstrating integrity and ethical behavior (mean of 3.667) suggests some room for improvement, although it remains generally positive. This finding is echoed by De Hoogh and Den Hartog (2020), who indicate that while ethical leadership enhances organizational behavior, gaps in demonstrating consistent integrity may lead to reduced confidence in leadership. The discrepancy between the perception of integrity and other ethical aspects could indicate occasional lapses or misalignments in leadership practices.

#### **4.6.3 Strategic Decision making on performance of KRA**

The high agreement that feedback is crucial and actively used in informing future strategic decisions (mean of 4.383) aligns with the work of Hoskisson et al. (2017), who emphasize the significance of feedback loops in strategic management. Organizations that incorporate regular feedback into their decision-making processes tend to adapt better to changes in their environment, leading to more informed and effective strategic choices. This feedback-driven approach is essential for continuously refining strategies, as supported by Johnson et al. (2018), who highlight feedback as a key factor in dynamic strategy formulation.

The respondents' agreement that strategic decisions are made based on a thorough analysis across departments (mean of 4.195) resonates with the findings of Mintzberg and Waters (2017), who emphasize that comprehensive data analysis from multiple organizational levels enhances the quality of strategic decisions. When organizations like KRA rely on input from various departments, they ensure that decisions are grounded in a broad understanding of operational realities, which minimizes risk and enhances alignment with organizational objectives.

The finding that KRA leadership communicates the rationale behind strategic decisions (mean of 3.777) aligns with Anderson and Anderson (2019), who found that transparent communication of strategic decisions fosters trust and buy-in from employees. Effective communication ensures that employees understand the purpose and expected outcomes of strategic actions, which is crucial for their successful implementation. This finding reflects well on KRA's leadership in maintaining clear lines of communication.

However, the lower mean score (2.788) regarding the involvement of relevant stakeholders in the strategic decision-making process indicates room for improvement. Studies by Freeman et al. (2020) show that stakeholder involvement is critical for enhancing decision quality and service delivery. When relevant stakeholders, including employees and external partners, are included in the decision-making process, organizations benefit from diverse perspectives, leading to better outcomes. This finding may suggest that KRA could further enhance its strategic processes by broadening stakeholder involvement.

Similarly, the mean score of 2.775 on the alignment of strategic decisions with long-term goals suggests moderate effectiveness. This aligns with Porter's (2018) work, which emphasizes the importance of aligning short-term strategic choices with long-term objectives. Although KRA demonstrates some alignment, there is room for improvement

to ensure that all strategic decisions consistently support the organization's overarching goals.

#### **4.6.4 Strategic Communication on performance of KRA**

The affirmation that leadership at KRA uses multiple channels to communicate strategic decisions (mean score of 4.507) aligns with Andrews et al. (2020), who emphasize that effective communication channels are crucial for disseminating strategic information across all levels of an organization. When leaders use varied communication methods, such as meetings, emails, and internal platforms, they ensure that employees are wellinformed, which improves clarity and responsiveness in implementing decisions. This is consistent with KRA's strong focus on transparency and engagement in strategic communications.

Similarly, the strong agreement that there are regular opportunities for feedback and dialogue (mean score of 4.483) mirrors findings from Men and Bowen (2017), who found that open communication between leadership and employees fosters a participative culture and enhances trust. Regular feedback loops ensure that employees feel valued and that their insights are considered in strategic planning. This promotes buy-in and minimizes resistance to change, which is essential for successful implementation of strategies.

The finding that strategic communication is clear, consistent, and aligned with organizational goals (mean score of 4.174) is in agreement with Cornelissen (2019), who noted that clear and consistent communication directly contributes to organizational coherence and goal alignment. When communication is consistent and aligned with organizational objectives, employees are more likely to understand and act on strategic goals, leading to improved organizational performance. This is also supported by Mwangi and Ojera (2019), whose study on the banking sector revealed that strategic

communication led to improved customer satisfaction and loyalty, indicating that clear communication extends beyond internal stakeholders to positively affect external perceptions as well.

#### **4.6.5 Organizational Performance of KRA**

The high customer satisfaction (mean score of 4.164) aligns with studies like Zeithaml et al. (2020), who argue that customer satisfaction is a direct outcome of an organization's ability to meet or exceed customer expectations. In the case of KRA, this suggests that their services are perceived positively by the public, enhancing their reputation. Furthermore, Parasuraman et al. (2018) found that consistent service quality, especially in public organizations, plays a critical role in building long-term trust with customers, which seems to be the case with KRA.

The reported improvement in organizational efficiency (mean score of 3.112) over the last five years, reflecting improved service provision, is consistent with Anderson et al. (2019), who noted that continuous improvements in efficiency in public organizations lead to enhanced service delivery and greater public trust. KRA's efficiency improvements may stem from investments in technology and human resources, aligning with studies like Mihret and Woldeyohannis (2017), which suggest that improved operational systems drive efficiency in public sector organizations.

However, the relatively lower mean score (3.192) regarding employee satisfaction, while still positive, indicates there may be areas where KRA could improve its internal environment. This finding can be compared with Huang et al. (2019), who argue that employee satisfaction is closely linked to organizational support and opportunities for growth. It's possible that while KRA has been successful in service delivery, there might be challenges in employee engagement or recognition that need addressing.

The strong reputation of KRA in the industry (mean of 3.338) is in line with Fombrun and Van Riel (2017), who state that an organization's reputation is built on consistent service quality, customer satisfaction, and operational efficiency. KRA's ability to maintain a solid reputation reflects well on its leadership and organizational practices. A strong reputation in the service industry is also a critical competitive advantage, as noted by Davies et al. (2018), contributing to customer loyalty and long-term success.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter provides a synopsis of the research on how the Kenya Revenue Authority's strategic leadership approaches affected the agency's overall performance. Conclusions and recommendations based on the findings are presented, along with proposals for further study and enhancements to the relevant areas.

#### **5.1 Summary of Findings**

In accordance with the aims of the research, this summary of results is provided below.;

##### **5.1.1 Visionary Leadership on Organizational Performance**

How does visionary leadership influence the achievement of the KRA? That was the question this research set out to answer. According to the research, state-run firms' performance is significantly affected by formal training sessions that aim to generate new knowledge. Additionally, the business promotes cross-departmental cooperation in information management, which greatly impacts organizational performance, and individuals who understand the need of knowledge generation for survival are ranked better. Furthermore, the structure of the company encourages the creation of new knowledge for the advantage of the future. Finally, KRA performance was somewhat

affected by the respect shown to human staff for knowledge development, which is a human undertaking.

### **5.1.2 Ethical Leadership on Organizational Performance**

The study's second objective was to ascertain how knowledge sharing affected State Corporation's performance in Kenya. The study found that employees at KRA gain knowledge while performing their duties and also, employees at KRA take part in internal training programs to spread knowledge which influenced performance of state corporations in the tourism sector in Kenya to a very large extent. Furthermore, the employees at KRA receive training on various tasks related to various jobs in order to share expertise. In addition, the organization's mentors share their practical knowledge with incoming employees and employees at KRA collaborate in groups to share expertise which influenced performance of state corporations in the tourism sector in Kenya in to a large extent.

### **5.1.3 Strategic Decision Making on Organizational Performance**

Evaluating the impact of Knowledge Acquisition on organizational performance was another aim of the research. According to the research, KRA provides its workers with opportunities to learn new skills via a variety of job-specific training programs. The performance of state-owned enterprises was significantly impacted by KRA's ability to gather data from all divisions and organize the resulting body of knowledge in order to enhance workplace management of employees. Furthermore, state companies' performance was somewhat impacted by the information obtained by KRA personnel, and the organization's better service delivery was a direct result of this understanding.

### **5.1.4 Strategic Communication on Organizational Performance**

Examining how Strategic Communication affected the Kenya Revenue Authority's efficiency was the primary goal of the research. According to the research, state firms'

performance was significantly affected by whether or not the ministry had an effective system for accessing stored work procedures and manuals. The Ministry also has efficient systems for preserving its operating processes, which greatly impacted the performance of state enterprises, and there is adequate recording of information across departments. Consequently, for backup purposes, the information created at the board is kept in several different places and lastly, the board's databases contain classified information that was generated there which in return influenced performance of state corporations to a moderate extent.

#### **5.1.5 Performance of Kenya Revenue Authority**

The investigation pursued to establish the trend in the past five years of how KRA been fairing when assessed on numerous indicators of performance. The study found that the service provided to citizens has improved tremendously over the last five years and that the Organization has consistently met its mandate year after year. Additionally, the Organization had improved its efficiency levels progressively in delivering her mandate in the last five years which is highly commendable.

#### **5.2 Conclusion**

According to the results, state companies like the KRA benefit greatly from having leaders with a vision for the future. The research found that state companies like KRA in Kenya are greatly impacted by executives who constantly show a strong sense of purpose and direction for the organization. Additionally, visionally leaders inspire employees to strive for excellence in achieving the organizational vision this significantly and positively contributes to the success of the organizations they lead. Moreover, visionally leadership effectively aligns Organizational resources to achieve visionally goals and use those goals to translate to organizational performance and future success. More

importantly, visionally leaders are not only innovative and encourage creativity in alignment with organizational vision but also lead from the front as they encourage performance in the organizations they lead.

Second, there is compelling evidence that ethical leadership boosts KRA performance. Integrity and ethical conduct are hallmarks of ethical leadership, which in turn encourages a culture of openness and responsibility among KRA employees and, ultimately, the firm as a whole. Additionally, KRA has put in place clear ethical guidelines for all and ensures that they are followed by all employees including the senior officers. Their duties and also, leadership at KRA actively encourages employees to speak up about ethical concerns which employees rated highly hence the conclusion that employees are working in an 'ethical atmosphere'. Ethical leadership on performance has been highly rated and to a very large extent employees are aware that it is fundamental to performance of KRA.

Subsequently the research found that KRA, a Kenyan state corporation, benefited significantly from strategic decision making in terms of performance. Additionally, the research found that KRA strategic choices are somewhat in line with the organization's long-term strategic objectives. This may be because KRA being a state corporation is governed by the state corporations Act, where the government may also be involved in decision making. That leaders may not see as strategic depending on the direction the organization is taking. Additionally, there is a clear process for strategic decisionmaking that involves relevant stakeholders which is positively influences of performance of the state corporation in Kenya.

Also, the research found that strategic communication significantly and positively affects the Kenya Revenue Authority's performance. Additionally, the survey found that KRA has effective communication procedures in place, ensuring that all messages are crystal

clear, consistent, and in line with the organization's mission and objectives. The top down and horizontal communication is clear and information is relayed through all relevant and official channels which influenced KRA performance to a very large extent. Communication is strategic thereby giving no room for grapevine that is detrimental to any organization. More importantly at KRA there is proper documentation of information across departments with effective systems for storing its operational procedures information as well as customer information that is promptly retrieved on request from customers and the public positively influenced performance of KRA.

### **5.3 Recommendations**

Based on the study's results and conclusions, the researcher suggests the following changes to the Kenya Revenue Authority's performance-enhancing factors. These components included Visionary leadership, Ethical leadership, strategic decision making and strategic communication.

#### **5.3.1 Visionary leadership and Organizational performance**

The study makes a recommendation that KRA should continue inspiring employees to strive for excellence in achieving the organizational vision. The reason for this is because in order to realize the organization's mission, it is essential to inspire and encourage workers, who are its most valuable asset, to serve the stakeholders and the public on a daily basis. Above everything else Employees will understand the changing public needs that demand efficiency and effectiveness in their service to the public. Additionally, KRA leadership should use its internal capabilities to shift structures quickly to address new opportunities that arise in the wider environment by being more flexible and adaptable. Furthermore, Leadership should clearly communicate the Organizations long term goals so that employees are clear and well prepared on how to

get there. Leadership should continue consistently demonstrate a strong sense of purpose and direction for the organization. Regarding Innovation, the leaders should continue encouraging creativity in alignment with the organizations vision through training, for continuous improvement information flow that is useful to the departments units where it is most valuable to improve employee performance.

### **5.3.2 Ethical leadership a and Organizational performance**

The study makes a recommendation that KRA should continue leveraging on ethical leadership for organizational success. The state corporation should make use of the Organizational ‘ethos’ they already possess to create guidelines for better performance and integrate that knowledge into operational procedures to forecast the future.

‘Organizational ethos’ should be the building blocks embraced by State corporations in their operations, service to the public diligently and other stakeholders effectively. Ethical leadership is pivotal in building trust and ensuring fairness which in turn will enhance KRA performance and adaptability.

### **5.3.3 Strategic decision-making and Organizational performance**

Since KRA is a state corporation subject to the State Corporations Act, the study suggests that it should keep making and facilitating strategic decisions based on comprehensive analysis and insight if it wants to maintain and improve its organizational performance. Staff should be encouraged to give feedback which should be used to inform future strategic decisions that benefits KRAs wide customer base. KRA should establish a very clear process for strategic decision making that involves the relevant stakeholders like suppliers that is effective and sustainable. This should be monitored from time to time by a high-level monitoring and evaluation tool. A Monitoring and evaluation specialist may be hired to craft the tool.

#### **5.3.4 Strategic Communication and Organizational performance**

Strategic communication at KRA is clear, Consistent and aligned to the Organizational goals Feedback mechanism at KRA is all time high. This is highly commendable and should continue because it enables fast and effective communication through emails and internal forms of strategic communication. The study encourages continuous improvement on the same because staff in the Organization seem to be encouraged for being involved and recognized by their employer. This should also be done to the wider public whereby staff communicate about the new products, educate the public on how to access vital services though online, issues of search(vehicles Timms accounts, personal pins, business pins, registrations certificates) and other services that KRA offers to the public as well as income remittances especially from the unemployed public.

#### **5.3.4 Organizational Performance of KRA**

This study recommends continuous excellence in service provision that is most needed and beneficial to the stakeholders and the larger public. More importantly, KRA should devolve its services fully to the counties more effectively and ensure visionally and ethical leaders spearhead operations in theses counties. At the services should continue being taken closest to the citizenly as much as possible. The KRA also consistently and effectively continue to ensure visibility in the counties as it fulfils its mandate.

#### **5.5 Areas for Further Research**

The Kenya Revenue Authority is a publicly-owned state business in Kenya, and this research set out to assess how strategic leadership techniques affected its performance. Future research may use the same characteristics as this one to compare nonprofits, forprofits, and banks, or it might look at adding new ones, such as leadership styles or competitive edge, to the mix..

## REFERENCES

- Avolio, B. J., & Yammarino, F. J. (2013). *Transformational and Charismatic Leadership: The Road Ahead*. Emerald Group Publishing Limited. Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Psychology Press.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36–62.
- Jansen, J. J. P., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism. *The Leadership Quarterly*, 20(1), 5–18.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768.
- Leithwood, K., & Jantzi, D. (2005). A review of transformational school leadership research 1996–2005. *Leadership and Policy in Schools*, 4(3), 177–199.
- Leithwood, K., Patten, S., & Jantzi, D. (2008). Testing a conception of how school leadership influences student learning. *Educational Administration Quarterly*, 44(4), 470–495.
- Northouse, P. G. (2018). *Leadership: Theory and Practice* (8th ed.). SAGE Publications.
- Wong, C. A., Cummings, G. G., & Ducharme, L. (2013). The relationship between nursing leadership and patient outcomes: A systematic review update. *Journal of Nursing Management*, 21(5), 709–724.
- Adeoye, A. O., & Elegunde, A. F. (2021). Ethical leadership and organizational resilience: Evidence from Nigerian banks. *African Journal of Economic and Management Studies*, 12(1), 85-100.
- Amoah, R., & Kwakye, T. O. (2022). The impact of strategic decision-making on agricultural firms' performance in Ghana. *African Journal of Agricultural Research*, 17(2), 245-256.
- Anderson, D., & Sun, P. Y. T. (2015). The influence of strategic decision making on organizational performance. *Journal of Business Research*, 68(7), 1590-1600.

- April, K., & Bessa, J. (2015). The role of strategic communication in the performance of South African mining companies. *Journal of Business Communication*, 52(1), 97-118.
- Arnott, D. (2015). Anticipating future directions in strategic leadership. *Journal of Strategic Leadership*, 7(1), 22-31.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bass, B. M., & Bass, R. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*. Free Press.
- Berson, Y., Waldman, D. A., & Pearce, C. L. (2010). Enhancing organizational performance via strategic leadership: Insights from the IRS. *Journal of Management*, 36(2), 500-518.
- Boal, K. B., & Hooijberg, R. (2017). Strategic leadership research: Moving on. *Leadership Quarterly*, 28(3), 423-444.
- Brown, M. E., & Treviño, L. K. (2014). The role of ethical leadership in organizational performance: A review of the literature. *Journal of Business Ethics*, 120(4), 481-495.
- Bryman, A. (2011). The impact of leadership on organizational performance in South African public sector organizations. *Journal of Public Administration*, 46(1), 626-636.
- Carter, W. B., & Greer, C. R. (2018). Strategic decision-making processes in the realm of digital transformation: A study in the tech industry. *Decision Sciences Journal*, 49(6), 1132-1157.
- Crook, T. R., Ketchen, D. J., Combs, J. G., & Todd, S. Y. (2011). Strategic resources and performance: A meta-analysis. *Strategic Management Journal*, 32(11), 1141-1154.
- Davis, S., & Robinson, P. (2015). The impact of strategic decision-making on organizational performance: A review of the literature. *International Journal of Management Reviews*, 17(4), 510-530.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *Leadership Quarterly*, 25(1), 36-62.

- El Ghazi, L., & Nadir, K. (2021). Strategic communication for competitive advantage in the Moroccan tourism industry. *Journal of Hospitality Marketing & Management*, 30(7), 815-832.
- Gilson, L., & Daire, J. (2011). Leadership and governance within the South African health system. *South African Health Review*, 2011(1), 69-80.
- Gomez, E. A., & Ballard, D. I. (2015). The role of strategic communication in organizational performance. *Journal of Business Communication*, 52(3), 227-241.
- Hambrick, D. C. (2010). Environmental sectors: Key to organizational adaptation. *Academy of Management Perspectives*, 24(4), 62-75.
- Harrison, A., & Mühlberg, J. (2015). Strategic communication in business and the professions. *Journal of Business Communication*, 52(3), 281-293.
- Hassan, S., & Mahfouz, A. (2021). Strategic decision-making and SME performance: Insights from Egypt's industrial sector. *Journal of Entrepreneurship in Emerging Economies*, 13(4), 569-587.
- Hitt, M. A., Haynes, K. T., & Serpa, R. (2010). Strategic leadership for the 21st century. *Business Horizons*, 53(5), 437-444.
- Huang, X., & Paterson, T. A. (2020). Ethical leadership and innovation in small and medium-sized enterprises: The mediating role of psychological safety. *Journal of Business Ethics*, 154(3), 629-643.
- Johnson, D., & Lee, A. (2018). Visionary leadership and innovation in tech companies. *Journal of Leadership Studies*, 12(2), 62-78.
- Kim, Y., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, 23(3), 243-268.
- Kimathi, A., & Mwangi, B. (2022). Visionary leadership and performance in the telecommunications industry: A Kenyan perspective. *Journal of Leadership and Management*, 14(2), 118-130.
- Kioko, J., & Ouma, C. (2023). Strategic decision-making in Kenya's financial sector: Pathways to performance. *Kenyan Journal of Finance and Banking*, 7(1), 34-52.
- Kiprotich, S., & Chepkwony, P. (2020). Ethical leadership and organizational success: A paradigm shift in the Kenyan banking sector. *Journal of Leadership and Ethics*, 17(3), 45-59.
- Kouzes, J. M., & Posner, B. Z. (2012). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Jossey-Bass.

- Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, 42(1), 1-21.
- Laurent, A., & Kleiner, B. (2020). Strategic communication in change management: Lessons from the Canadian healthcare sector. *Healthcare Management Review*, 45(1), 75-85.
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 28(2), 264-284.
- Meng, J., & Berger, B. K. (2012). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and communication satisfaction. *Journal of Public Relations Research*, 24(1), 3-26.
- Mkwizu, K. H., & Komba, A. V. (2022). Strategic communication's role in innovation and sustainability: Insights from Tanzanian agricultural firms. *Journal of Agricultural Science and Technology*, 24(4), 987-1002.
- Müller, R., & Hoffmann, C. (2019). The impact of visionary leadership on operational performance: Evidence from German manufacturing firms. *Management Review Quarterly*, 69(3), 309-331.
- Mutai, R., & Kibet, K. (2021). Strategic decision-making and organizational resilience: Insights from Kenyan corporations. *Journal of Business Strategy*, 42(2), 112-124.
- Mutua, S., & Ndeti, N. (2024). Strategic decision-making in Kenya's renewable energy sector: Competitiveness and sustainability. *Renewable Energy Journal of Kenya*, 9(2), 145-164.
- Mwangi, C., & Ojera, P. (2019). Impact of strategic communication on customer loyalty in Kenyan banks. *Journal of Strategic Marketing*, 27(4), 328-344.
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.
- Njenga, K., & Gitahi, N. (2024). The role of ethical leadership in promoting innovation and sustainability in Kenyan manufacturing firms. *Kenyan Journal of Business and Innovation*, 6(2), 54-68.
- Njoroge, C., & Kimani, D. (2023). The role of strategic decision-making in enhancing bank performance and customer retention in Kenya. *Kenyan Journal of Finance and Banking*, 6(2), 200-215.

- Okeke, M. I., & Adeola, O. (2020). Strategic decision-making and organizational performance: Evidence from the Nigerian manufacturing sector. *African Journal of Economic and Management Studies*, 11(1), 125-139.
- Okioma, M. (2018). Strategic communication and its impact on organizational performance: A case study of the Kenya Revenue Authority. *Journal of Management and Strategy*, 9(4), 58-70.
- Olaniran, B. A. (2016). Strategic organizational communication: In a global economy. *Journal of Business Research*, 69(2), 1120-1127.
- Oluoch, P. A. (2018). Visionary leadership and organizational agility: The case of Kenyan tech firms. *Journal of Innovation and Entrepreneurship*, 7(1), 33-47.
- O'Meara, K., Luce, A., & McDaniel, O. (2013). Strategic leadership in academic affairs: Navigating the rapids of change. *Journal of Higher Education*, 84(2), 239-259.
- Omondi, P., & Kioko, J. (2023). The effect of strategic communication on the performance of Kenyan government parastatals. *Public Administration and Policy Research*, 5(1), 22-38.
- Peterson, R. A., & Nguyen, D. T. (2018). Strategic decision-making in high-tech firms: The impact of analytical tools. *Journal of Technology Management & Innovation*, 13(2), 4-13.
- Schneider, F., & Stein, G. (2019). Strategic communication and innovation in the engineering sector. *Journal of Business and Technical Communication*, 33(2), 204-230.
- Schuckert, M., Kim, T. T., Paek, S., & Lee, G. (2018). Motivate to innovate: How authentic and transformational leaders influence employees' psychological capital and service innovation behavior. *International Journal of Contemporary Hospitality Management*, 30(2), 776-796.
- Smith, J., & Clark, H. (2019). Strategic decision-making and organizational agility in the UK retail sector. *International Journal of Retail & Distribution Management*, 47(9), 897-914.
- Thompson, H., & Smith, P. (2019). The impact of strategic communication on employee engagement in the UK financial sector. *Journal of Communication Management*, 23(2), 109-124.
- Van Der Merwe, S., & Coetzee, M. (2021). Strategic decision-making and innovation in South African SMEs. *Journal of Business Venturing Insights*, 14, e00215.

- Van Zyl, E. S., & Loubser, M. (2022). Ethical leadership and its impact on public sector performance in South Africa. *Public Administration and Development*, 42(3), 143-157.
- Walters, L., & Tummers, L. (2019). The impact of ethical leadership on US healthcare workers' job satisfaction and turnover intentions. *Journal of Health Organization and Management*, 33(2), 175-189.
- Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
- Zaccaro, S. J. (2012). The nature of executive leadership: A conceptual and empirical analysis of success. *Journal of Applied Psychology*, 87(6), 1203-1210.
- Zerfass, A., & Viertmann, C. (2017). Creating business value through corporate communication: A theory-based framework and its practical application. *Journal of Communication Management*, 21(1), 68-81.

## APPENDICES

### Appendix I: Introduction Letter

JONAH M. KINUU P.O

BOX, 342-01000

THIKA.

Dear Respondent,

#### **REF: REQUEST FOR DATA COLLECTION**

Dear Participant,

I am currently pursuing a Masters of master of business administration with a focus on strategic management at Mount Kenya University. As part of my academic advancement,

I am undertaking a research project entitled " **INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KRA**"

Your help with this investigation will be much appreciated and will be a great asset to my research. Please fill out the attached questionnaire at your earliest convenience. Your information will be used only for academic reasons and will be handled with the highest secrecy. Your insights and experiences are critical to the depth and quality of this research.

I deeply appreciate your time and contribution to this scholarly endeavor.

Warm regards,

Yours faithfully,

**JONAH M. KINUU,**

**Appendix II: Consent Form**

**Dear Participant,**

I'd like to ask you to take part in a research project called (**INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KRA.**): I'm writing my master's project while I'm enrolled at Mount Kenya University's (master of business administration) program. Participation in this research is totally voluntary and at your discretion. Just leave the fields blank if you don't want to answer any of the questions. There are no known hazards connected with participation, except from the risks of everyday life. Your feedback is confidential and will remain unidentified. We will only disclose the aggregate sum of this study's findings, and we will keep all individual results secret. The researchers are the only ones who will have access to the details of your questionnaire answers. You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the

difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. The completion time should be about seven minutes. To allow me to finish the project report, please return the questionnaire as soon as feasible.

Please feel free to contact the INVESTIGATOR if you have any queries regarding this project (the researcher Mr. Jonah and Dr. Jennifer Muriuki as the supervisor). Please contact the Ethics Review Committee, Mount Kenya University. P.O Box 342-01000-Thika. Email: [cgsr@mku.ac.ke](mailto:cgsr@mku.ac.ke). Tel: 254709153000, if you have any inquiries concerning your rights as a study participant.

I appreciate your help with this crucial project.



### **CONSENT**

The information has been delivered, and I have read it, understood it, and had an opportunity to ask questions. My participation is totally voluntary, and I may withdraw at any time, for any reason, and there will be no consequences. You will be sending me a copy of this authorization form, and I understand that. I give my informed permission to take part in this study..

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

MKU Chair signature \_\_\_\_\_ Date \_\_\_\_\_

## Appendix III: Questionnaire

### SECTION A: Background information

1. Age?  
Below 25 years ( )  
25-30 years ( )  
31-35 years ( )  
36-40 years ( )  
41-45 years ( )  
46 and above ( )
2. Sex?  
Male ( )  
Female ( )
3. Highest academic qualification?  
Certificate/diploma ( )  
Higher diploma ( )  
Bachelor ( )  
Master ( )
4. Duration of working in the institution so far?  
Less than 5 years [ ]  
5-10 years [ ]  
Over 11 years [ ]

### SECTION B: Visionary Leadership

1. 1. How much do you agree with the following claims about how visionary leadership affects organizational performance? (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree).

Statements	1	2	3	4	5
Leadership clearly communicates long-term vision and goals.					
Leadership inspires employees to strive for excellence in achieving the organization's vision.					
Leadership consistently demonstrates a strong sense of purpose and direction.					
Leaders are innovative and encourage creativity in alignment with the organization's vision.					
Leadership effectively aligns organizational resources to achieve visionary goals.					

### SECTION C: Ethical Leadership

2. 2. To what extent do you agree with the following claims about how ethical leadership affects the success of organizations? (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree).

Statements	1	2	3	4	5
Leaders consistently demonstrate integrity and ethical behavior.					
An essential component of making decisions is ethical leadership.					
Leadership promotes a culture of transparency and accountability.					
Leadership actively encourages employees to speak up about ethical concerns.					
The organization has clear ethical guidelines that are followed by everyone.					

### SECTION D: Strategic Decision-Making

3. 3. How much do you agree or disagree with the following claims about how strategic decision-making affects organizational performance? (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree).

Statements	1	2	3	4	5
Strategic decisions are made based on thorough analysis and insight.					
Leadership effectively communicates the rationale behind strategic decisions.					
There is a clear process for strategic decision-making that involves relevant stakeholders.					
Long-term objectives of the company are in line with decisions regarding strategy.					
Feedback is sought and used to inform future strategic decisions.					

#### SECTION E: Strategic Communication

4. 4. How much do you agree or disagree with the following claims about how strategic communication affects organizational performance? (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree).

Statements	1	2	3	4	5
Strategic communication is clear, consistent, and aligned with organizational goals.					
Leadership effectively uses multiple channels to communicate strategic messages.					
The message that is sent outside and in-house is well aligned.					
Employees understand their role in achieving strategic goals due to effective communication.					

There are regular opportunities for feedback and dialogue on strategic communications.					
--	--	--	--	--	--


**SECTION F: organizational performance**

5. How much do you agree or disagree with the following assertions about the performance of the organization? (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree).

Statements	1	2	3	4	5
Organization consistently meets or exceeds its performance targets.					
There is a clear improvement in organizational efficiency over time.					
Employee satisfaction within the organization is high.					
The organization has a strong reputation in its industry.					
Customer satisfaction with the organization's services/products is high.					

**Thank You for your Participation**

## Appendix IV: ERC Letter



# Mount Kenya University

REF: MKU/ISERC/3913  
TO: JONAH MWANGI KINUU  
REG. MBA 2023/41743

Date: 15 July 2024

Dear Sir/Madam,

**RE: INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA REVENUE AUTHORITY**

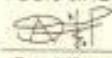
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2909**. The approval period is **15/07/2024 - 14/07/2025**.

This approval is subject to compliance with the following requirements;

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

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

Yours sincerely,



---

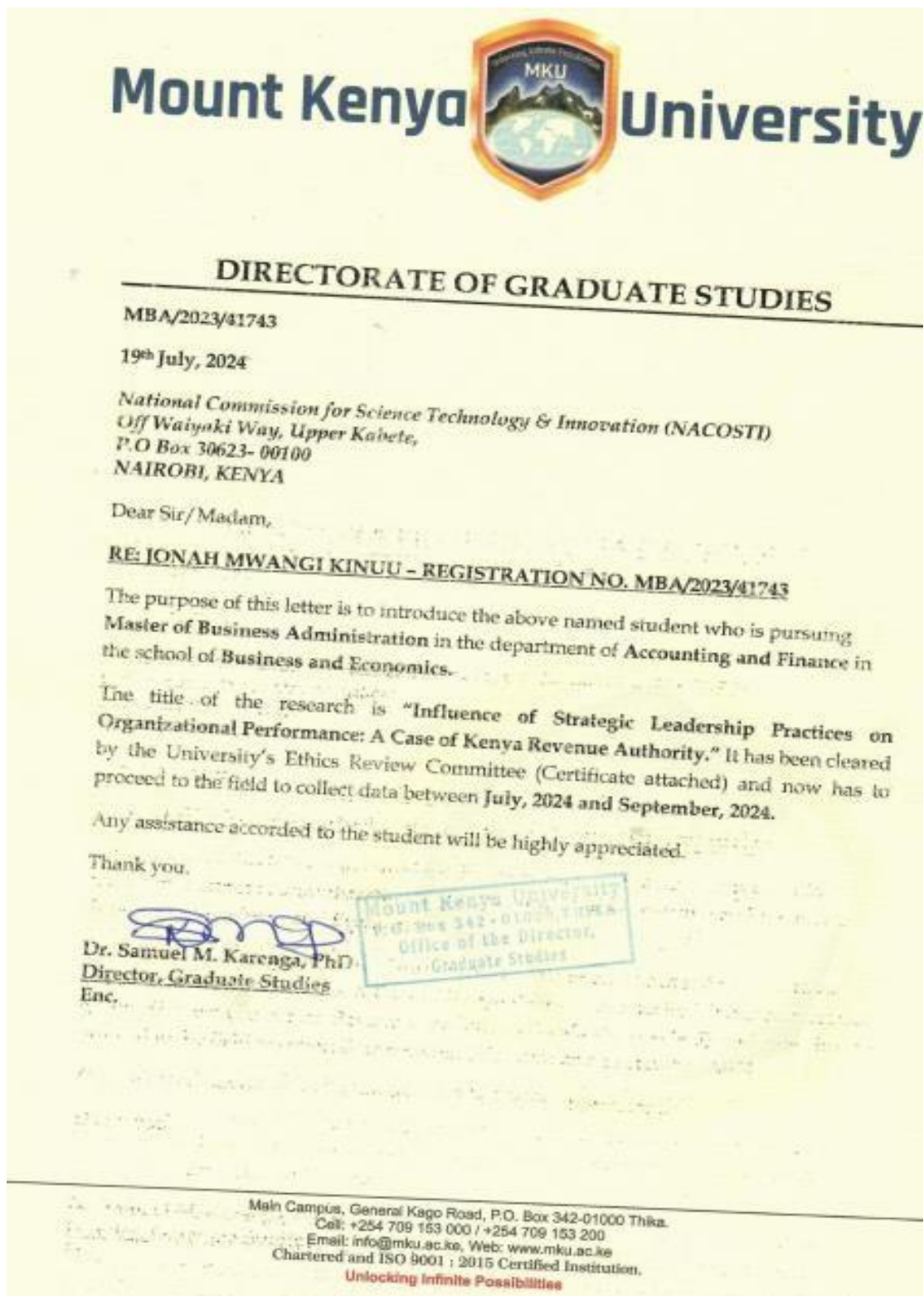
**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC

**MOUNT KENYA UNIVERSITY**  
**ETHICS REVIEW COMMITTEE**  
P.O. Box 342 - 01000,  
THIKA

---

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 | +254 709 153 200  
Email: info@mku.ac.ke, Web: www.mku.ac.ke  
Chartered and ISO 9001 : 2015 Certified Institution.  
Unlocking Infinite Possibilities

**Appendix V: Letter of Introduction**

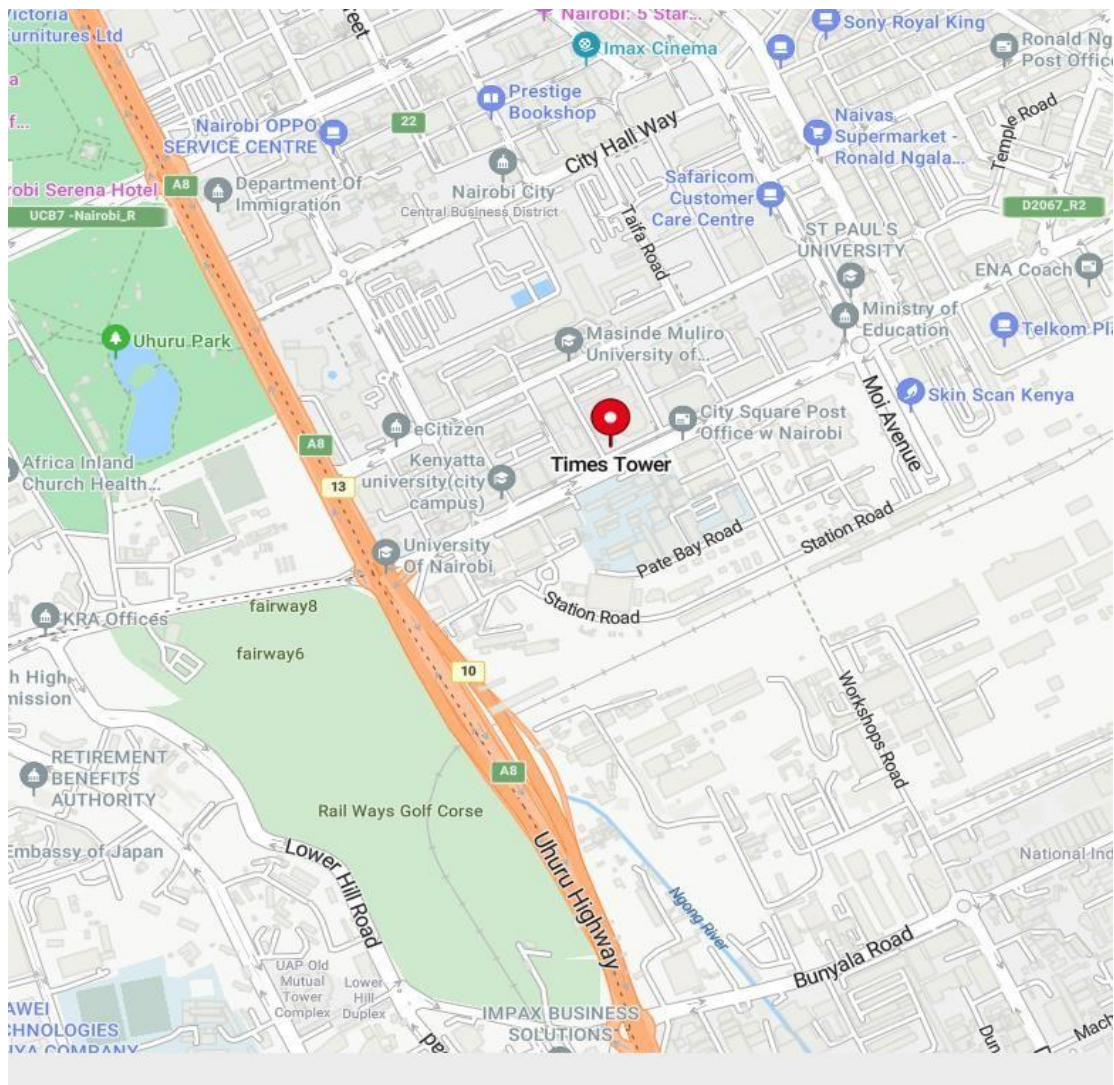




## Appendix VII: Krejcie and Morgan Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie &amp; Morgan, 1970</i>				

## Appendix VIII: Map of Study Area



Mount

## Appendix IX: Similarity Index

**JONAH M.**

### **INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF KENYA REVEN...**

 PROJECT  
 MASTERS  
 Mount Kenya University

#### Document Details

Submission ID  
trn:oid::1:3038406715

Submission Date  
Oct 11, 2024, 4:06 PM GMT+3

Download Date  
Oct 11, 2024, 4:09 PM GMT+3

File Name  
Jonah\_Kinuu\_Project-Influence\_of\_Strategic\_Leadership\_Practices\_on\_Organizational\_Performa....docx

File Size  
2.3 MB

107 Pages

21,592 Words





131,496 Characters

Mount Kenya University

## 20% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

### Match Groups

-  **28% Not Cited or Quoted 19%**  
Matches with neither in-text citation nor quotation marks
-  **42 Missing Quotations 2%**  
Matches that are still very similar to source material
-  **6 Missing Citation 1%**  
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

### Top Sources

-  **16%** Internet sources
-  **8%** Publications
-  **14%** Submitted works (Student Papers)

### Integrity Flags

#### 1 Integrity Flag for Review

-  **Hidden Text**  
**149 suspect characters on 3 pages**  
Text is altered to blend into the white background of the document.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

